PROBLEMS & OPPORTUNITIES OF WOMEN ENTREPRENEURSHIP AT THANJAVUR DISTRICT

Dr. N. R. Saravanan

ABSTRACT

Today’s women are taking more and more professional and technical degrees to cope up with market need and are flourishing as designers, interior decorators, exporters, publishers, garment manufacturers and still exploring new avenues of economic participation. It is perhaps for these reasons that Government Bodies, NGO’s, Social Scientists, Researchers ‘and International Agencies have started showing interest in the issues related to entrepreneurship among women in India. Women entrepreneur’s explore the prospects of starting a new enterprise; undertake risks, introduction of new innovations, coordinate administration & control of business & providing effective leadership in all aspects of business and have proved their footage in the male dominated business arena.

KEYWORDS
Women Entrepreneurs, Women Empowerment etc.

INTRODUCTION

‘You can tell the condition of a nation by looking at the status of its women’

Jawaharlal Nehru

Empowerment of women has emerged as an important issue in recent times. As technology speeds up lives, women are an emerging economic force, which cannot be neglected by the policy makers. The world’s modern democratic economy depends on the participation of both sexes. Irene Natividad has observed, “Global markets and women are not often used in the same sentence, but increasingly, statistics show that women have economic clout most visibly as entrepreneurs and most powerfully as consumers”. Today, women in advanced market economies own more than 25 per cent of all businesses and women-owned businesses in Africa, Asia, Eastern Europe, and Latin America are growing rapidly. In some regions of the world, transformation to market economy, women entrepreneurs is a growing trend. However, in India, the actual participation of women in income generating activities is quite unsatisfactory, only eight per cent of the small scale manufacturing units are owned and operated by women.

Women Entrepreneurship: A Profile

Women form a nation’s significant human resource. They should be sued as instruments for the growth and development of economy of each state. Women, on the other hand, are willing to take up business and lend their contributions to the growth of the nation. Women are now ready to do all business and enter all professions like trade, industry, engineering etc. The role and participation of women are recognized and steps are being taken for the promotion of women entrepreneurship, women must be shaped up properly with other entrepreneurial traits and skills to face the challenges of world markets, meet the changes in the trends, be competent enough to sustain and strive for excellence in the entrepreneurial field. A complete entrepreneurial development in a nation can be achieved by the participation of women and therefore the growth and development of women entrepreneurs must be accelerated.

Concept of Women Entrepreneurship

Entrepreneurship is an economic activity, which is undertaken by an individual or group of individuals. Entrepreneurship can be defined as the making of a “new combination” of already existing materials and forces; that entrepreneurship throws up as innovations, as opposed to inventions and that no one is entrepreneur forever, only when he or she is actually doing the innovative activity. Thus, a woman entrepreneur is one who starts business, manages it independently, and tactfully, takes all the risks, faces the challenges boldly with an iron will to succeed. Women entrepreneurship is an economic activity of those women who think of a business enterprise, initiate it, organize and combine the factors of production, operate the enterprise and undertake risks and handle economic uncertainty involved in running a business enterprise.

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Evolution of Women Entrepreneurship

Although women form a very large proportion of the self-employed group, their work is often not recognized as “work”. The prevailing ‘household strategy’ catalyzes the devaluation of women’s productive activities as secondary and subordinate to men’s work. Women’s contributions vary according to the structure, needs, customs and attitudes of society. Women entered entrepreneurial activities because of poor economic conditions, high unemployment rates and divorce catapult. In Babylonia, about 200 B.C., women were permitted to engage in business and to work as scribes. By 14th century, in England and France, women were frequently accepted on a par with men as carpenters, saddlers, barbers, tailors and spurreries. Dressmaking and lace making guilds were competed more with men for some jobs, but were concentrated primarily in textile mills and clothing factories. In 1950, women made up nearly 25 per cent of both industrial and service sectors of the developing countries. In 1980, it increased to 28 per cent and 31 per cent respectively. Meanwhile, in 1950, 53 per cent of females and 65 per cent of males of industrialized countries were in non-agricultural sectors.

Because of the economic crisis of the 1980s and the commercialization and modernization of the economy, women lost employment in agriculture and industries. This pushed women in urban areas to find out a suitable solution for generating income, which resulted in the emergence of self-employment, largely in micro-businesses in the informal sector.

Importance of Women Entrepreneurship

Women perform an important role in building the real backbone of a nation’s economy. There is considerable entrepreneurial talent among women. Many women’s domestic skills such as people and time management and household budgeting are directly transferable in the business context. Women have the ability to balance different tasks and priorities and tend to find satisfaction and success in and from building relationships with customers and employees, in having control of their own destiny, and in doing something that they consider worthwhile. They have the potential and the will to establish and manage enterprises of their own. These qualities and strengths of women are to be tapped for productive channels. However, simultaneous creation and development of small business among women is a difficult task.

Organisations Promoting Women Entrepreneurship in India

National Resource Centre for Women (NRCW): An autonomous body set up under the National Commission for Women Act, 1990 to orient and sensitize policy planners towards women’s issues, facilitating leadership training and creating a national database in the field of women’s development.

Women’s India Trust (WIT): WIT is a charitable organisation established in 1968 to develop skills of women and to earn a regular income by providing training and employment opportunities to the needy and unskilled women of all communities in and around Mumbai.

Women Development Corporation (WDC): WDCs were set up in 1986 to create sustained income generating activities for women to provide better employment avenues for women to make them economically independent and self-reliant.

Development of Women and Children in Urban Area (DWCUA): DWCUA was introduced in 1997 to organize the urban poor among women in socio-economic self-employment activity groups with the dual objective of providing self-employment opportunities and social strength to them.

Working Women’s Forum: WWF was founded in Chennai for the development of poor working women to rescue petty traders from the clutches of middlemen and to make them confident entrepreneurs in their own right. The beneficiaries are fisher women, lace makers, beedi making women, landless women, labourers and agarbathi workers.

Association of Women Entrepreneurs of Small Scale Industries (AWESSI): It was founded in Ambattur in Chennai in 1984 to promote, protect and encourage women entrepreneurs and their interests in South India to seek work and co-operate with the Central and State Government services and other Government agencies and to promote measures for the furtherance and protection of small-scale industries.

Self-Employed Women’s Association (SEWA): SEWA is a trade union registered in 1972. It is an organisation of poor self-employed women workers. SEWA’s main goals are to organize women workers to obtain full employment and self-reliance.

Self-Help Group (SHG): An association of women, constituted mainly for uplifting the women belonging to the Below Poverty Line (BPL) categories to the Above Poverty Line (APL) category. The major activities of the group are income generation programmes, informal banking, credit, unions, health, nutritional programmes, etc.
OBJECTIVES OF STUDY

The present study has been carried out with the following objectives in:

- To study the socio-economic background of the women entrepreneurs in Thanjavur District.
- To examine challenges faced by rural women entrepreneurs.
- To analyze the major strength and weakness of women entrepreneurs and the environmental opportunities and threats which promote the entrepreneurship.

RESEARCH METHODOLOGY

Sampling Design

Women entrepreneurs who are the main source of primary data are collected from the women entrepreneurs through a well-structured questionnaire. As the area of study is limited in Thanjavur district of Tamil Nadu and as the total population of women, population is numerable; the researcher has proposed the sampling techniques for the selection of respondents. To identify the right respondents, which are also very essential for the collection of primary data, the following process has been adopted scientifically. Finally 200 respondents were selected and included the study from various taluks of erode districts who have engaged to start an enterprises and running successfully.

DATA ANALYSIS AND INTERPRETATION

Personal interview is the major tool of data collection. Interview technique is to be made at women entrepreneurs. The secondary data are also proposed to collect from various departments. All these data are to be arranged in various form of tables and proposed to critically analyze with the help of a number of statistical tools. Percentage Analysis, Average, and Chi-Square Test are the various statistical tools applied.

Table 1: Age Group of the Respondents

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Age of the Respondents</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>20 - 30 Years</td>
<td>62</td>
<td>31</td>
</tr>
<tr>
<td>2</td>
<td>31-40 Years</td>
<td>84</td>
<td>42</td>
</tr>
<tr>
<td>3</td>
<td>41-50 Years</td>
<td>33</td>
<td>17</td>
</tr>
<tr>
<td>4</td>
<td>Above 50 Years</td>
<td>21</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>200</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Primary Data

Interpretation: From the above table it is inferred that, 42% of the respondent’s fall under the age group 31-40 years. 31% respondents fall under 21 - 30, 17% of the respondents fall under 41-50 and 10% of the respondents fall under above 50 years and it is concluded that majority of the respondents are in 31-40 years of age group.

Table 2: Educational Qualifications

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Education</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Primary</td>
<td>20</td>
<td>10</td>
</tr>
<tr>
<td>2</td>
<td>Secondary</td>
<td>74</td>
<td>37</td>
</tr>
<tr>
<td>3</td>
<td>Degree/Diploma</td>
<td>71</td>
<td>35</td>
</tr>
<tr>
<td>4</td>
<td>Post graduates</td>
<td>35</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>200</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Primary Data

Interpretation: The above table shows that 37% of the respondents are secondary level of education, 35% of the respondents are degree / diploma level, 18 per cent of the respondents are post Graduates and 10% of the respondents are in primary educational level. It is concluded that majority of the respondents are qualified with secondary, degree / diploma level of education.
Table-3: Marital Status

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Marital Status</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Unmarried</td>
<td>58</td>
<td>29</td>
</tr>
<tr>
<td>2</td>
<td>Married</td>
<td>100</td>
<td>50</td>
</tr>
<tr>
<td>3</td>
<td>Divorce</td>
<td>20</td>
<td>10</td>
</tr>
<tr>
<td>4</td>
<td>Widow</td>
<td>22</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>200</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Sources: Primary Data

**Interpretation:** The above table reveals that 50% of the respondents are married, 29% of the respondents are unmarried, 11% of the respondents are widow and 10% of the respondents are divorce. It is concluded that majority of the respondents are married.

Table-4: Types of Business

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Type of Business</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sole proprietorship</td>
<td>142</td>
<td>71</td>
</tr>
<tr>
<td>2</td>
<td>Partnership</td>
<td>38</td>
<td>19</td>
</tr>
<tr>
<td>3</td>
<td>Joint Hindu family</td>
<td>20</td>
<td>10</td>
</tr>
<tr>
<td>4</td>
<td>Joint Stock Company</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>200</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Sources: Primary Data

**Interpretation:** The study reveals that 71% of the respondents are doing Sole Proprietorship business, 19% of the respondents are in partnership business and 10% of the respondents are engaged in Joint Hindu family business. The above table concluded that majority of women entrepreneurs are engaged in sole proprietorship.

Table-5: Nature of Business

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Nature of Business</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Servicing</td>
<td>104</td>
<td>52</td>
</tr>
<tr>
<td>2</td>
<td>Trading</td>
<td>61</td>
<td>30</td>
</tr>
<tr>
<td>3</td>
<td>Manufactures</td>
<td>35</td>
<td>18</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>200</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Sources: Primary Data

**Interpretation:** The above table shows that 52% of the respondents are in Service sector, 30% of the respondents are in trading, 18% of the respondents are in manufacturing. It is concluded that majority of the respondents are in service sector.

Table-6: Size of Business

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Size of the Business</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Below Rs.50,000</td>
<td>70</td>
<td>35</td>
</tr>
<tr>
<td>2</td>
<td>Rs.50,000-1,00,000</td>
<td>62</td>
<td>31</td>
</tr>
<tr>
<td>3</td>
<td>Rs.1,00,000-2,00,000</td>
<td>37</td>
<td>18</td>
</tr>
<tr>
<td>4</td>
<td>Rs.2,00,000-5,00,000</td>
<td>15</td>
<td>8</td>
</tr>
<tr>
<td>5</td>
<td>Above Rs.5,00,000</td>
<td>16</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>200</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Sources: Primary Data

**Interpretation:** The above table reveals that 35% of the respondents are below 50,000, 31% of the respondents are 50,000-1,00,000, 18% of the respondents are 1,00,000-2,00,000 and 8% of the respondents are 2,00,000-5,00,000 and 8% of the respondents are above 5,00,000. The above table concluded that majority of the respondents incomes are below 50,000.
Table-7: Source of Finance

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Source of Finance</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Government</td>
<td>24</td>
<td>12</td>
</tr>
<tr>
<td>2</td>
<td>Bank</td>
<td>24</td>
<td>12</td>
</tr>
<tr>
<td>3</td>
<td>Personal</td>
<td>71</td>
<td>35</td>
</tr>
<tr>
<td>4</td>
<td>Financial institution</td>
<td>56</td>
<td>28</td>
</tr>
<tr>
<td>5</td>
<td>Friend &amp; Relatives</td>
<td>25</td>
<td>13</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>200</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Primary Data

Interpretation: The study further reveals that 35% of the respondents finance from personal, 28% of the respondents finance from financial institution and the balance percentage from bank, government and friend/Relatives. It is concluded that most of the respondent’s source of finance is through personal source.

Table-8: Financial Assistance Availed

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Financial Assistance Availed</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Frequently Availed</td>
<td>72</td>
<td>36</td>
</tr>
<tr>
<td>2</td>
<td>Rarely Availed</td>
<td>102</td>
<td>51</td>
</tr>
<tr>
<td>3</td>
<td>Never Availed</td>
<td>26</td>
<td>13</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>200</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Primary Data

Interpretation: The above table shows that 51% of the respondents are rarely availed their finance, 36% of the respondents are frequently availed and 13% of the respondents are never availed. The above table concluded that majority of the women says that availability of finance is rare.

Table-9: Entrepreneurial Profit

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Entrepreneurial Profit</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>High</td>
<td>38</td>
<td>19</td>
</tr>
<tr>
<td>2</td>
<td>Medium</td>
<td>142</td>
<td>71</td>
</tr>
<tr>
<td>3</td>
<td>Loss</td>
<td>20</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>200</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Primary Data

Interpretation: From the above table it is inferred that, 71% of the respondents are medium profit, 19% of the respondents are High profit, and 10% of the respondents are loss. It is concluded that most of the respondent’s entrepreneurial profit is medium.

Table-10: Profit Re-Investment Factor

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Profit Reinvestment</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Good</td>
<td>31</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Medium</td>
<td>150</td>
<td>75</td>
</tr>
<tr>
<td>3</td>
<td>Poor</td>
<td>19</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>200</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Primary Data

Interpretation: The study reveals that 75% of the respondents are medium profit reinvestment, 15% of the respondents are good and 10% of the respondents are poor. It is concluded that most of the respondents profit reinvestment factor is medium.
**CHI-SQUARE TEST**

**Age Group**

**Socio-Psycho System**

Null Hypothesis: There is no association between socio psycho system and age of the entrepreneurs.

- Degree of freedom : 6
- Level of significance : 5%
- Table Chi-square value : 12.592
- Calculated Chi-square value : 8.722
- Result : Not significant

The calculated Chi-square value is less than the table value. Hence, the null hypothesis is accepted and it could be concluded that there is no association between the socio-psycho system and age of the women entrepreneurs.

**Do You Feel Problem**

Null Hypothesis: There is no association between general problems and age of the entrepreneurs.

- Degree of freedom : 6
- Level of significance : 5%
- Table Chi-square value : 12.592
- Calculated Chi-square value : 23.84
- Result : Significant

The calculated Chi-square value is higher than the table value. Hence, the null hypothesis is rejected and it could be concluded that there is association between the general problems and age of the women entrepreneurs.

**Educational Qualification**

**Socio-Psycho System**

Null Hypothesis: There is no association between Educational Qualification of the entrepreneur and socio psycho system.

- Degree of freedom : 6
- Level of significance : 5%
- Table Chi-square value : 12.592
- Calculated Chi-square value : 20.202
- Result : Significant

The calculated Chi-square value is higher than the table value. Hence, the null hypothesis is rejected. It could be concluded that there is an association between the educational qualification and socio psycho system.

**Do you Feel Problem Situation**

Null Hypothesis: There is no association between Educational Qualification of the entrepreneur and general Problems.

- Degree of freedom : 6
- Level of significance : 5%
- Table Chi-square value : 12.592
- Calculated Chi-square value : 42.15
- Result : Significant

The calculated Chi-square value is higher than the table Chi-square value. Hence, the null hypothesis is rejected. It could be concluded that there is an association between the educational qualification of the entrepreneurs and general problems.

**SUGGESTIONS**

For proper development of Rural Women Enterprises in Madurai, we have to evolve many more strategies to suit various conditions in different communities and regions. Here are some suggestive measures, to solve the problems confronted by them and for running their enterprise smoothly.
Proper technical education to the women.
Improvement of identification mechanism of new enterprise.
Assistance in project formulation.
Should be made aware of various credit facilities, financial incentive and subsidies.
Adequate follow-up and support to the women enterprises.
Women have the need to put more effort to change people attitude to aspire women in the society.
Women enterprises should join hands to form co-operative society to see that their enterprises run effectively.
Women Enterprises research and application from time to time have to be documented.
Entrepreneurship Development Programmes should be tailored to varying requirements.

From these suggestions it is quite visible that for development and promotion of women entrepreneurship, in the region, there is a need for multi-dimensional approach from different sector, namely from the government side, financial institutions, individual women entrepreneurs and many more, for a flexible integrated and coordinated specific approach.

CONCLUSION

The present study has identified that at the time of start-up phase, the women entrepreneurs suffer a lot due to poor access to finance and poor business skill. During the growth phase, the major constraints affecting the women entrepreneurs are poor access to finance, tax harassment and finding qualified labour. In respect of gender-related problems, spatial mobility and time distribution between family and business have been severely affecting the women entrepreneurs at the initial phase while time distribution between family and business and non-acceptance of women’s authority have been the major problems of women entrepreneurs at the growth phase. Thus, the policy makers have to consider drafting policies to ensure easy access to finance for women entrepreneurs. Business skills could be developed through experience only and hence they could be educated to face the challenges with courage and confidence. The study revealed that women entrepreneurs were satisfied with Family support and business profit; family members were giving good guidance to the women entrepreneurs. So all type of family may support and encourage the women entrepreneurs, and then only they could reach their goal.

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An author should present an accurate account of research performed and an objective discussion of its significance, and present sufficient detail and reference to public sources of information so to permit the author's peers to repeat the work.

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WORKPLACE STRESS & JOB SATISFACTION AMONG MARRIED WORKING WOMEN IN PUBLIC & PRIVATE SECTOR ORGANIZATIONS: A COMPARATIVE STUDY

Dr. R. Sembiyan¹ Dr. J. M. Asgaral Petal³

ABSTRACT

The present empirical investigation is aimed at exploring workplace stress and job satisfaction of married working women in public and private sector organizations. The sample in the research consists of 1000 married working women (500 public sector and 500 private sector organizations) randomly selected in Chennai, Tamil Nadu. The participants were between the age of 21 to 59 years (Mean age = 37.3 years). Tools used for data collection were: (1) the Workplace Stress Scale (The Marlin Company, North Haven, CT, and the American Institute of Stress, Yonkers, NY, 2008) and (2) Job satisfaction (Hackman and Oldham) standardized scales selected after a comprehensive review of related literature. The researcher contacted the informants individually and data was obtained through face-to-face personal interview. The data collection was spread over a period of three months. The Mean, Standard Deviation, Standard Error, and correlation were the statistical analysis done. Results indicated that there was no significant difference in the work stress is negatively and significantly correlated with job satisfaction. This implies that increase in workplace stress is significantly related to job satisfaction.

KEYWORDS

Empirical Investigation, Organizations, Standard Deviation, Workplace Stress, Job Satisfaction Married Working Women etc.

INTRODUCTION

Work Stress

Work stress or occupational stress has always been a focus of prime concern for the industrial/ organizational psychologists. Work related World Health Organizations (WHO) defines stress as “the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their abilities to cope” Leka, Griffths, & Cox, (97). Studies have consistently demonstrated the diverse physiological and psychological consequences of work stress. Stress in moderate levels has motivating effects on the employees but whilst present in elevated levels is found to have detrimental effects both upon the individual and organization. Occupational stress occurs when there is an inconsistency between the work demands and an individual’s ability to accomplish those demands Henry & Evans, (77). Usually, work stress develops because a person is unable to cope with the work demands. Work stress is a widespread and precious crisis in the present scenario. In the fast growing work environment supported by information technology work stress is inevitable Dhanabhakyam & Anitha, (40). Approximately one-third of workers report high levels of stress US National Institute for Occupational Safety and Health, (115). Work related stress, can be a major reason of poor health and is recognized to be associated with high levels of absenteeism, employee turnover, industrial accidents and numerous other issues.

Job Satisfaction

In general, job satisfaction refers to positive feelings of an individual towards his/her job Robins and Coulter, (130); Daft (39) usually people experience this attitude when their works match their needs and interest, when working condition and rewards are satisfactory and when the employees like their co-workers. Job satisfaction is important because satisfied employees are perceived to perform better.

Locke (100) defined job satisfaction as “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values.” Happock (75) defined job satisfaction as any combination of psychological, physiological and environmental circumstances that causes a person truthfully to say that he is satisfied with his job. Borrow (22), job satisfaction denotes, “the verbal expression of an incumbent’s evaluation of his job.” Overall job satisfaction describes how content an individual is with his or her job. The notion of job satisfaction is multidimensional Cranny, et al., (37); Spector, (142). There are varieties of factors that influence a person’s level of job satisfaction; some of these factors include the level of pay and

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benefits, the perceived fairness of the promotion system within a company, the equality of working conditions, leadership and relationships, and the job itself.

**OBJECTIVES OF STUDY**

In particular, this research study aims to accomplish the following objectives:

- To evaluate and compare the workplace stress and job justification among married working women particularly serving in public and private sector organizations.
- To find the relationship between workplace stress and job satisfaction.
- To explore the role of socio-demographic variables on workplace stress and job satisfaction.

**HYPOTHESES**

Based on the problem and objective of the study certain hypotheses have been formulated to be tested. The following are the proposed research hypotheses:

- Married working women with less educational qualifications will experience more workplace stress and job satisfaction than married working women with higher educational qualifications.
- Occupations of married working women influence their workplace stress and job satisfaction.
- Married working women with high monthly income tend to experience less workplace stress and job satisfaction than women with low monthly income.
- Workplace stress of married working women is negatively related to their job satisfaction.

**Sample**

The sample for this study comprised of 1000 married working women (500 public sector organizations and 500 private sector organizations) randomly selected from Chennai (metropolis and a state capital), Tamil Nadu. All the respondents were between the age group of 21 to 59 years (mean age= 37.3 years). The sample selection for this study was mainly from educational institutions, hospitals, bank sectors, and IT industry in public and private sectors.

**Tools Used**

**Questionnaire I: Workplace Stress Scale.**

Work-stress was measured using the workplace stress scale. It is a swift test to assess the job stress levels of the individuals. The Marlin Company and the American Institute of Stress (The Marlin Company, North Haven, CT, and the American Institute of Stress, Yonkers, NY, (149) developed it. This scale assesses the work-stress based on one’s thinking about their current job. Workplace stress scale is comprised of eight statements describing how one feels in the job. The eight items are rated on a 5-point rating scale. The responses in this scale are ‘never,’ ‘rarely,’ ‘sometime,’ ‘often,’ and ‘very often.’ A sample item from the work place scale is, “Conditions at work are unpleasant or sometimes even unsafe.”

**Questionnaire II: Job Satisfaction Scale.**

Job satisfaction was measured using the job satisfaction scale developed by Hackman and Oldham (71). This scale consist of 3 items measuring job-satisfaction using a 7-point Likert scale, in which participants are asked to indicate to what extent they agree with each item. The responses in this scale ranged from 1 (strongly disagree) to 7 (strongly agree). One sample item from the job-satisfaction scale is, “Generally speaking, I am very happy with my work.” According to Hackman and Oldham (71) the internal consistencies of both scales are adequate, with alpha; the coefficient alpha for the work satisfaction scale was 0.78.

**Method of Scoring**

**Questionnaire I: Workplace Stress**

Workplace stress scale is comprised of eight statements describing how one feels in the job. These eight items are rated on a 5-point scale. The responses in this scale are ‘never,’ ‘rarely,’ ‘sometime,’ ‘often,’ and ‘very often.’ The scores for the responses range from 1 to 5 (never= 1, rarely= 2, sometime= 3, often= 4 and very often= 5). Out of the 8 items in this scale, 5 are true keyed and 3 are false-keyed items. The items 1, 2, 3, 4 and 5 are true-keyed but 6, 7 and 8 are false-keyed items. For three false-keyed items, the
scores are reversed. The minimum score an individual can obtain in this scale is 8 and the maximum score possible is 40. Higher scores indicate high work-stress and low scores points to less work-stress.

Questionnaire II: Job Satisfaction Scale

This scale consists of three items measuring job satisfaction using a 7-point Likert type rating scale. The responses in this scale ranged from ‘strongly disagree’ to ‘strongly agree.’ The scores for the responses in this scale range from 1 to 7 (strongly disagree= 1, disagree= 2, slightly disagree= 3, neither agree nor disagree= 4, slightly agree= 5, agree= 6 and strongly agree= 7). Of the 3 items, 2 are true-keyed items, 1 is a false-keyed item, and for this one item, the scores are reversed. The minimum and maximum possible score of this scale are 3 and 21 respectively. Higher scores indicate high job satisfaction and lower scores indicates less job satisfaction.

Research Design

This research is an ex-post facto study, whereby the researcher has no control over the variables studied. The researcher objectively reports what has happened or happening. It is a descriptive research where the researcher measures the variables involved for testing the formulated hypotheses.

Statistical Analysis

The data obtained was analyzed statistically using appropriate descriptive and inferential techniques. The mean, standard deviation, analysis of variance (ANOVA) and correlation were the inferential statistics worked out.

Data Collection

The primary method of data collection was adopted in this study. The researcher contacted the informants individually. The data collection was done over a period of 3 month. The investigators assured the confidentiality of the responses. The obtained responses were scored and statistically analyzed.

RESULTS AND DISCUSSION

Table-1 shows the mean SD, SE_M, and F ratio for educational qualification of working women for their work stress, and job satisfaction.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Education Qualification</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>SE_M</th>
<th>F –Value</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workplace Stress</td>
<td>School</td>
<td>36</td>
<td>21.50</td>
<td>6.34</td>
<td>1.057</td>
<td>5.18**</td>
<td>0.05</td>
</tr>
<tr>
<td></td>
<td>UG</td>
<td>444</td>
<td>20.54</td>
<td>4.69</td>
<td>0.223</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>PG</td>
<td>520</td>
<td>19.72</td>
<td>4.54</td>
<td>0.199</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1000</td>
<td>20.15</td>
<td>4.70</td>
<td>0.149</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>School</td>
<td>36</td>
<td>14.89</td>
<td>3.68</td>
<td>0.614</td>
<td>5.50**</td>
<td>0.05</td>
</tr>
<tr>
<td></td>
<td>UG</td>
<td>444</td>
<td>15.14</td>
<td>3.54</td>
<td>0.168</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>PG</td>
<td>520</td>
<td>14.28</td>
<td>4.34</td>
<td>0.190</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1000</td>
<td>14.68</td>
<td>4.00</td>
<td>0.127</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

The work stress of married working women based on their different educational qualification seemed significant (F= 5.18) at 0.05 levels (table 1). Married working women with only school level educational background were found relatively higher in their work stress (21.50) compared to women with UG educational qualification (20.54) and those with PG qualification (19.72) respectively. From the mean scores it is found that in this group women with highest educational qualification (PG) has the least work stress (19.72) and women with low educational qualification (school education only) have the highest work stress (21.50). However, the outcome point out that married working women does differ in their work stress based on their Educational Qualification.

The significant difference in the mean scores for job satisfaction of married working women pertaining to various educational qualification groups reveals that education influences job satisfaction. The results show that women with under graduate qualification (U.G) appear highest in their job satisfaction (15.14), followed by those women with school level educational
qualification (14.89) and next by women with post graduation (PG) degree (14.28). The obtained F value of 5.50 significant at 0.05 levels leads to the conclusion that working women differ in the job satisfaction based on their educational qualification.

Table-2 shows the mean SD, SEM, and F-ratio for different occupational status of married working women for their workplace stress, and job satisfaction.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Occupation</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>SEM</th>
<th>F-value</th>
<th>LS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workplace Stress</td>
<td>School Teacher</td>
<td>200</td>
<td>19.50</td>
<td>4.94</td>
<td>.349</td>
<td>3.06**</td>
<td>0.05</td>
</tr>
<tr>
<td></td>
<td>College Teacher</td>
<td>200</td>
<td>20.67</td>
<td>4.38</td>
<td>.310</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hospital Nurse</td>
<td>200</td>
<td>19.60</td>
<td>4.89</td>
<td>.364</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bank employee</td>
<td>200</td>
<td>20.26</td>
<td>4.46</td>
<td>.315</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Industrial employee</td>
<td>200</td>
<td>20.73</td>
<td>4.70</td>
<td>.333</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1000</td>
<td>20.15</td>
<td>4.70</td>
<td>.149</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>School Teacher</td>
<td>200</td>
<td>15.36</td>
<td>4.23</td>
<td>.299</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>College Teacher</td>
<td>200</td>
<td>14.22</td>
<td>3.81</td>
<td>.270</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hospital Nurse</td>
<td>200</td>
<td>15.19</td>
<td>3.70</td>
<td>.262</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bank employee</td>
<td>200</td>
<td>14.95</td>
<td>4.19</td>
<td>.297</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Industrial employee</td>
<td>200</td>
<td>13.70</td>
<td>3.82</td>
<td>.371</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1000</td>
<td>14.68</td>
<td>4.00</td>
<td>.127</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

In table-2 the F value (3.06, p< 0.05) for the workplace stress of married working women indicates that occupation significantly influence workplace stress. From the mean scores it is observed the workplace stress is highest for women employed in industries (20.73) followed by women working as college teachers (20.67) and next by those employed in banks (20.26) and nurses (19.60) respectively. In this study, married women working as of school teachers (19.50) relatively experienced least workplace stress.

The mean scores for job satisfaction of married working women shown in table 2 points out that among the five different occupation groups, job satisfaction was uppermost for school teachers (15.36) subsequently hospital nurses (15.19) had more job satisfaction followed by bank employees (14.95) and next by college teachers (14.22). In this group, the job satisfaction was lowest for industrial employees (13.70). The obtained F value (6.21, p< 0.05) indicates married working women differ in the job satisfaction based on their Occupation.

Table-3 showing the mean SD, SEM, and F ratio for different monthly income of married working women for their workplace stress, and job satisfaction.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Monthly Income (in Rs.)</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>SEM</th>
<th>F-value</th>
<th>LS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workplace Stress</td>
<td>10,000 - 20,000</td>
<td>394</td>
<td>19.60</td>
<td>4.51</td>
<td>.227</td>
<td>5.66**</td>
<td>0.05</td>
</tr>
<tr>
<td></td>
<td>20,001 - 30,000</td>
<td>280</td>
<td>20.21</td>
<td>4.71</td>
<td>.282</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>30,001 - 40,000</td>
<td>188</td>
<td>20.24</td>
<td>4.81</td>
<td>.351</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>40,001 and above</td>
<td>138</td>
<td>21.49</td>
<td>4.80</td>
<td>.409</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1000</td>
<td>20.15</td>
<td>4.70</td>
<td>.149</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>10,000 - 20,000</td>
<td>394</td>
<td>14.98</td>
<td>3.77</td>
<td>.190</td>
<td>4.04**</td>
<td>0.05</td>
</tr>
<tr>
<td></td>
<td>20,001 - 30,000</td>
<td>280</td>
<td>14.94</td>
<td>3.40</td>
<td>.204</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>30,001 - 40,000</td>
<td>188</td>
<td>14.34</td>
<td>4.08</td>
<td>.298</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>40,001 and above</td>
<td>138</td>
<td>13.77</td>
<td>5.29</td>
<td>.451</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1000</td>
<td>14.68</td>
<td>4.00</td>
<td>.127</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

The scores in table-3 investigate the influence of monthly income of married working women upon their work stress, and job satisfaction. The monthly income of the people in this study ranges from Rs 10,000/- to above Rs 40,000/-. They are all classified into four groups, namely, 10,000 to 20,000, 20,001 to 30,000, 30,001 to 40,000, 40,001 and above. It is inferred from the above table-3 that monthly income (F= 2.10, NS) does not significantly influence work family conflict of married working women. Hence the hypothesis “married working women with high monthly income tend to experience less work-family conflict than women with low monthly income” is rejected.
The mean scores for the workplace stress of married working women in table 3 specifies that women with monthly income of 40,001 and above had relatively high level of workplace stress (21.49) next women in the monthly income group of 30,001 – 40,000 (20.24) and then those belonging to the monthly income group of 20,001 – 30,000 (20.21) which was followed by women in the monthly income of 10,001-20,000 (19.60).

The mean scores given in table 3 for job satisfaction of married working women indicates that those in the monthly income category of 10,001-20,000 relatively have better job satisfaction (14.98) followed by 20,001-30,000 monthly income group (14.94) then those in the monthly income category of 30,001- 40,000 (14.34) and women with monthly income 40,001 and above (13.77) in this group had the least job satisfaction.

Table-4 shows the correlation matrix for married working women for their workplace stress and job satisfaction.

### Table-4

<table>
<thead>
<tr>
<th>Workplace Stress</th>
<th>Job Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.398**</td>
</tr>
</tbody>
</table>

Note: **. Correlation is significant at the 0.01 level (2-tailed).
Sources: Authors Compilation

Table 4 gives the correlation coefficients between the two variables in this study, namely, workplace stress and job satisfaction.

The results in table 4 also reveal that workplace stress is negatively and significantly correlated with job satisfaction ($r= -.398$, $p< 0.01$). This implies that increase in work stress is significantly related to decrease in job satisfaction.

**CONCLUSIONS**

The following conclusions were drawn from the analysis of the study.

There was no significant difference in the workplace stress and job satisfaction between the married working women in public and private sector organizations.

In this research, three demographic variables educational qualification, occupation, monthly income was significant in influencing the work place stress and job satisfaction of married working women.

**REFERENCES**


ABSTRACT

The primary objective of the study is to study and analyze the Career Development in Datanotic International. The methodology followed by the researcher is to conduct a descriptive research. A questionnaire was designed to obtain the necessary data from the respondents. A questionnaire was issued to 120 respondents. The data was analyzed by using statistical tools like Chi-square, Anova, Rank correlation, weighted average method for analyses and interpretation of the data. The collected data was analyzed, tabulated and interpreted. The study concentrated on the career development prospects with special reference to Datanotic International.

This study has been conducted to find the factors that facilitate career development of employees and find out the employees self-interest towards career development program. From that, it is concluded the most of employees are told that to improve an individual career planning for raises the reputation of the management. And also the management should provide the sufficient counseling if its needed to the employee the management mainly have to the employee motivation schemes like rewards, awards etc.

INTRODUCTION

Career development is the lifelong process of managing progression in learning and work. The quality of this process significantly determines the nature and quality of individuals’ lives: the kind of people they become, the sense of purpose they have, the income at their disposal. It also determines the social and economic contribution they make to the communities and societies of which they are part. Career development is not only a private good, of value to individuals: it is also a public good, of value to the country as a whole.

Definition of Career Development

Setting goals and milestones based around well-defined objectives is integral to any career development plan. In today's fast-moving and constantly shifting business and external environment, goal setting tends to be more medium term. Keith Davis

Career development is generally decided, shaped and managed by an individual rather than the immediate superior, Human Resources (HR) department or organization-defined influence that it was generation or two ago. John W. Newstrom

Roles and Responsibilities of Career Development

- Organizational Structure,
- Matrix Structure,
- Hierarchical Structure,
- Flat Structure,
- Five Strategies for Career Development,
- Maintain Yourself Up-To-Date,
- Develop your Personal Brand.

COMPANY PROFILE

Datanotic International, This Company set up in April of 2005 and registered with Government of Tamil Nadu by section 58 (1) of the Indian Partnership Act, 1932, by Mr. Himansu Kumar, having more than 5 years of experience in the field of Hardware & Networking, Man Power Recruitment, Data Conversion, Data Entry, Call Center etc. Now, this company has privilege to introduce ourselves as a growing data management company doing jobs like form filling, data conversion, data entry, scanning of documents, conversion of PDF / JPEG / TIFF / BMP files into DOC files, e-Pub conversion, XML / HTML, manpower consultancy and training of staff for BPO (Business Process Outsourcing) etc., for a reputed company like yours under the Division name & style of “Datanotic International”.

4Assistant Professor & Head, Bonsecours College for Women, Tamil Nadu, India, gayathriselva2010@gmail.com
5Assistant Professor & Head, Bonsecours College for Women, Tamil Nadu, India, rosanth@rediffmail.com
REVIEW OF LITERATURE

The researcher Mr. H. Schien says that the term career/HR planning originated from a career counselor intending to convey two rather novel nations first that the time had arrived when we could and needed to assume greater personal autonomy over our individual futures, and personalities. Perhaps the major change in the career life planning is the nature of when, where, and how we choose development was primarily an event based and help to hazard task. The conventional wisdom was that we could make our career choice about the time we graduated from high school and then stick with it. The white-collar track in a management or professional capacity. Once hired by a company, your career decision making was essentially over organizations placed there employees into jobs and into career track and there you remained, knowing advancement up this specified track was the way to go.

RESEARCH METHODOLOGY

Research means a systematic and scientific search for pertinent information on a specific topic. Research comprises defining and redefining problems, formulating hypothesis or suggested solutions, collection, organizing and evaluating data; making deductions and reaching conclusion; and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis.

Type of Research: In this study, descriptive research design is used for testing. Descriptive research includes surveys and fact-finding enquiries of different kinds.

Research Instrument: The research instrument used in the study is a ‘structured questionnaire’.

Questionnaire Design: The structured questionnaire that were framed and designed as consist of 5-point Likert scale.

Data Collection: The two types of data used for the purpose of the study are Primary data and Secondary data

Sampling Procedure: It is a non-probability sampling. Thus, research study may include study objects, which are conveniently located. Research findings based on convenient sampling however, cannot be generalized.

Sample Size Due to time and resource constraints, a sample size of 120 is taken.

Period of Study: Duration of this study is one month.

Pilot Study: Pilot study was made on ten respondents. Based upon the study, I made some correction on the questionnaire.

Tools Used for Analysis: Chi-square, ANOVA, and Rank Correlation.

OBJECTIVES OF STUDY

Primary Objective

- To analyze the career development in Datanotic International company in Adambakkam, Chennai.

Secondary Objectives

- To analyze interpersonal skills of the employee.
- To analyze leadership skills of the employee.
- To analyze the responsibility and organizational planning.
- To analyze the decision making process of the employee.
- To analyses organizational needs.
- To provide further suggestions for improve Datanotic International.

LIMITATIONS OF STUDY

- Time constraint is the main limitation of the study.
- Many employees were not interested to take part in survey because of fear of top management.
- Personal bias cannot be excluded from the study.
DATA ANALYSIS AND INTERPRETATION

Chi-Square Calculation

Null Hypothesis: There is significance relationship between the income and both of organizational needs and personal needs.
Alternative Hypothesis: There is no significance relationship between the income and both of organizational needs and personal needs.

Table-1

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Below 5000</th>
<th>Below 5000 – 10000</th>
<th>Above 15000</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>0</td>
<td>14</td>
<td>35</td>
<td>49</td>
</tr>
<tr>
<td>Very Good</td>
<td>0</td>
<td>12</td>
<td>34</td>
<td>46</td>
</tr>
<tr>
<td>Good</td>
<td>00</td>
<td>6</td>
<td>19</td>
<td>25</td>
</tr>
<tr>
<td>Very Poor</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Poor</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>0</td>
<td>32</td>
<td>88</td>
<td>120</td>
</tr>
</tbody>
</table>

\[
X^2 = \frac{E (O-E)^2}{E}
\]

<table>
<thead>
<tr>
<th>O</th>
<th>E</th>
<th>O-E</th>
<th>(O-E)^2</th>
<th>(O-E)^2 / E</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>14</td>
<td>35.93</td>
<td>-0.93</td>
<td>0.86</td>
<td>0.02</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>12</td>
<td>12.2</td>
<td>-0.2</td>
<td>0.04</td>
<td>0.003</td>
</tr>
<tr>
<td>34</td>
<td>33.73</td>
<td>0.27</td>
<td>0.072</td>
<td>0.0021</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>6</td>
<td>6.67</td>
<td>-0.67</td>
<td>0.44</td>
<td>0.065</td>
</tr>
<tr>
<td>19</td>
<td>18.33</td>
<td>0.67</td>
<td>0.44</td>
<td>0.024</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Degree of freedom = (r – 1)(c – 1) = (5 – 1)(3 – 1) = 4 X 2 = 8
5% significance level = 15.507
Calculated value < Table value = 0.174 < 21.026
Hence, Null hypothesis is accepted.

Result: There is significance relationship between income and both of organizational needs and personal needs.

Rank Correlation Calculation

Table-2

<table>
<thead>
<tr>
<th>Opinion</th>
<th>Do you Agree your Qualification and Skills are Matched in this Job Designation?</th>
<th>Rank D1</th>
<th>Technical Skills than Education</th>
<th>Rank D2</th>
<th>D=(D1-D2)</th>
<th>D^2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>77</td>
<td>1</td>
<td>28</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Very Good</td>
<td>35</td>
<td>2</td>
<td>67</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Good</td>
<td>8</td>
<td>3</td>
<td>25</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Poor</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>5</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Very Poor</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
\[ \sum_{r=1}^{2} - \frac{1}{N^2 - N} \]

\[ r = 1 - \frac{1}{(2)(2)} = 1 - \frac{1}{120} \]

\[ r = 1 - 2.80 \]

*Weighted Average Method Calculation*

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Excellent</th>
<th>Very Good</th>
<th>Good</th>
<th>Very Poor</th>
<th>Poor</th>
<th>Total</th>
<th>Percentage</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve the Employee Technical Skills.</td>
<td>58</td>
<td>34</td>
<td>25</td>
<td>--</td>
<td>--</td>
<td>510</td>
<td>4.25</td>
<td>1</td>
</tr>
<tr>
<td>Balanced Both Organization Need and Personal Need.</td>
<td>49</td>
<td>46</td>
<td>25</td>
<td>--</td>
<td>--</td>
<td>504</td>
<td>4.18</td>
<td>2</td>
</tr>
<tr>
<td>The Dataanotic Preferred Education than Technical Skills.</td>
<td>30</td>
<td>58</td>
<td>32</td>
<td>--</td>
<td>--</td>
<td>478</td>
<td>3.98</td>
<td>4</td>
</tr>
<tr>
<td>My Skills are effectively used by Organization.</td>
<td>28</td>
<td>61</td>
<td>31</td>
<td>--</td>
<td>--</td>
<td>477</td>
<td>3.97</td>
<td>5</td>
</tr>
<tr>
<td>Periodically Conducted Counseling Program.</td>
<td>29</td>
<td>61</td>
<td>30</td>
<td>--</td>
<td>--</td>
<td>479</td>
<td>3.99</td>
<td>3</td>
</tr>
</tbody>
</table>

*Sources: Authors Compilation*

From the above table clear that the organization preferred the satisfaction limit & ranking scale by using weighted average method by preference are:

1 Rank: Improve the employee technical skill.
2 Rank: Balanced both organization need and personal need.
3 Rank: Periodically conducted counseling program.
4 Rank: The Dataanotic preferred education than technical skills.
5 Rank: My skills are effectively used by the organization.

*Anova Calculation*

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Excellent</th>
<th>Very Good</th>
<th>Good</th>
<th>Very Poor</th>
<th>Poor</th>
<th>T(^i)</th>
<th>T(^i^2)</th>
<th>(\sum X_i^2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>4</td>
<td>12</td>
<td>7</td>
<td>-</td>
<td>-</td>
<td>33</td>
<td>217.8</td>
<td>389</td>
</tr>
<tr>
<td>Very Good</td>
<td>8</td>
<td>32</td>
<td>21</td>
<td>-</td>
<td>-</td>
<td>61</td>
<td>744.2</td>
<td>1529</td>
</tr>
<tr>
<td>Good</td>
<td>3</td>
<td>9</td>
<td>14</td>
<td>-</td>
<td>-</td>
<td>26</td>
<td>286</td>
<td></td>
</tr>
<tr>
<td>Very Poor</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Poor</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>T(^j)</td>
<td>25</td>
<td>53</td>
<td>42</td>
<td>-</td>
<td>-</td>
<td>120</td>
<td>1097.2</td>
<td>2204</td>
</tr>
<tr>
<td>T(^j^2)</td>
<td>125</td>
<td>1.856</td>
<td>352.8</td>
<td>-</td>
<td>-</td>
<td>1039.6</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>(\sum X_i^2)</td>
<td>269</td>
<td>1249</td>
<td>686</td>
<td>-</td>
<td>-</td>
<td>2204</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>

*Sources: Authors Compilation*

\[ T^2 = \frac{\sum \sum X_i^2}{N} \]

\[ Q = 100^2 = 10000 \]

\[ Q = 2204 - \frac{1804}{25} = 1804 \]

\[ \sum_{r=1}^{2} - \frac{1}{N^2 - N} \]
100^2
Q_1 = 1097.2 - \frac{697.2}{25} = 697.2
Q_2 = \frac{\sum_j T_j^2}{h} - \frac{T_j^2}{N}
Q_2 = 1039.6 - \frac{639.6}{25} = 639.6
Q_3 = Q - Q_1 - Q_2
Q_3 = 1804 - 697.2 - 639.6 = 467.2

<table>
<thead>
<tr>
<th>Sources of Variation</th>
<th>Sum of Square</th>
<th>Degree of Freedom</th>
<th>Mean Square</th>
<th>F_0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Rows</td>
<td>Q_1 = 697.2</td>
<td>V_1 = h - 1 = 5 - 1 = 4</td>
<td>Q_1 = 174.3</td>
<td>V_1</td>
</tr>
<tr>
<td></td>
<td>Q_2 = 639.6</td>
<td>V_2 = k - 1 = 5 - 1 = 4</td>
<td>Q_2 = 159.9</td>
<td>V_2</td>
</tr>
<tr>
<td>Between Columns</td>
<td>Q_3 = 467.2</td>
<td>V_3 = V_1 V_2 = 4 X 4 = 16</td>
<td>Q_3 = 29.2</td>
<td>V_1 V_2</td>
</tr>
<tr>
<td>Residual</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>Q = 1804</td>
<td>h k - 1 = 25 - 1 = 24</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Calculated value = 5.47
From “F” table at 5% of significant level
Degree of freedom V_1 (V_1 V_2) = (4, 12)
Calculated Value < Table Value = 5.47 < 6.43
Hence, Null hypothesis is accepted.

FINDINGS

- Majority of the employees are age comes under 30-40.
- 72.5% of the respondents told that the income level is above Rs. 15000.
- Majority of the employees told that 54.17% having post graduate.
- Almost 64.1% of the respondents are Qualification and skills.
- Most of the employees told that 51% sufficient training programs.
- Almost 53% of the respondents or encourage higher studies.
- Majority of the employees are 56% preferred technical skills than education.
- Minority of the respondents of 48% improve the employee technical skills through various training program.
- Very few of the respondents are 41% balanced both organizational needs and personal needs.
- The usefulness is the main importance of preferred education than technical skills, which is expressed by 48% of respondents.
- Most of the respondents accept that 51% effectively used by the organization.
- Almost 51%of the employees are told that conducted counselling program.
- Minority of the employees told that 45% develop your career goals.
- Minority of the employees are told that 44% vision and mission while communicate the target completion.
- Majority of the employees are told that 42% succession planning policies.
Majority of the employees are told that 51% organizational requirements.
Most of the respondents are told that 52% career development.
Minority of the employees are told that 48% career opportunities.
There is significance relationship between income and both of organizational needs and personal needs.
From the above table clear that the organization preferred the satisfaction limit & ranking scale by using weighted average method by first preference for improve the employee technical skill.

SUGGESTIONS

- The management should improve the rewards, if the top management consider this requirements of employees to get excellent rating.
- Most of the employees told that career management is good. If the management have to take extra career planning for Individual career management. It will rises the reputation of the organization.
- The respondents told that the counseling program is good so the top management have to give the sufficient counseling to the employee if needed for getting excellent rate.

CONCLUSION

The study concentrated on the career development prospects with special reference to Datanotic International. This study has been conducted to find the factors that facilitate career development of employees and find out the employees self-interest towards career development program. From that, it is concluded the most of employees are told that to improve an individual career planning for raises the reputation of the management. And also the management should provide the sufficient counseling if its needed to the employee the management mainly have to the employee motivation schemes like rewards, awards etc.

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A STUDY ON EMPLOYEE’S JOB SATISFACTION OF ANDAVAR PACKAGED DRINKING WATER AT TRICHY

A. Kannammal

ABSTRACT

Job satisfaction is the feeling, an employee gets when the job he does, fulfills all his expectations. While morale refers to the attitude of the employees of an organization and is a group of concept, job satisfaction is the feeling of an individual employee. Job satisfaction is a combination of psychological, physiological and environmental circumstances that cause a person to say, “I am Satisfied with my job” such a descriptive indicates the variety of variables that influences. The satisfaction of the individual but tells us nothing about the nature of the job satisfaction.

KEYWORDS

Job Satisfaction, Work Culture, Environmental Factors etc.

INTRODUCTION

Job satisfaction is a variable matter. It usually depends on the employees positive attitude regarding to any work of a person is stated as job satisfaction. It is a mental condition of a person to any type of work. Someone may feel satisfaction to a work and in contrary; another person may feel unsatisfactory to the same work depending on his or her attitude regarding the work.

Job satisfaction depends on the level of Intrinsic and Extrinsic outcome and how the jobholders view that outcome. These outcomes have different values for different people. For some people responsible and challenging work has neutral or even negative values. For other people work outcome may have high positive differences alone would account for different level of job satisfaction for essentially the same job tasks. Employee satisfaction is the terminology used to describe whether employees are happy, contended and fulfilling their desire and need at work.

OBJECTIVES OF STUDY

- To study how employees compensation influence job satisfaction.
- To study how fringe benefits influence employee’s job satisfaction.
- To study the level of job satisfaction.
- To study how promotion influence job satisfaction.
- To find out the employee’s welfare measures of satisfaction level.

RESEARCH METHODOLOGY

Research is in common parlance refers to a search for knowledge. Research is an art of scientific investigation. Research is ‘a careful investigation or enquiry especially to search for new facts in any branch of knowledge’. Some people consider research as a movement, a movement from the known to the unknown.

Sampling: Sampling may be defined as the selection of some part of an aggregate or totality based on which a judgment or inference about the aggregate or totality is made.

Sample Size: It is an important research work and it is made only through the primary data. The researcher used questionnaire to collect the information from 100 employees about their job satisfaction level.

Method of Data Collection: The data can be collected in two ways. They are 1) Primary Data and 2) Secondary Data.

Primary Data: The Primary data are those which are collected a fresh and for the first time and they happen to be original in character. Primary data means the information, which is collected directly. It is also called firsthand information. Several methods of collecting primary date particularly in Surveys and Descriptive researches is important one’s are, Through Questionnaire.

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6Assistant Professor, Srimad Andavan Arts and Science College (Autonomous), Tamil Nadu, India, kannammal752@gmail.com
Secondary Data: Secondary data means data that are already available. They refer to the data, which have been already collected and analyzed by someone else. Secondary data may be either published data or unpublished data. Secondary data means the data, which is collected from existing resources or relevant sources such as Mail, Library, Books, and Articles etc.

Statistical Tools of the Study: These are a tool, which helps to analysis the collected data. This analysis contains various approaches like comparisons, accuracy, detecting, estimation etc.

The applied statistical tool is Chi-Square Test.

ANALYSIS AND INTERPRETATION

Table-1: Gender Wise Classification

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Gender</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Male</td>
<td>67</td>
<td>67</td>
</tr>
<tr>
<td>2</td>
<td>Female</td>
<td>33</td>
<td>33</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Primary Data

Table-1 shows the gender wise classification of the respondents. Out of 100 sample respondents, 67 per cent are males and 33 per cent of the respondents are females. Majority of respondents (67 per cent) are male.

Table-2: Marital Status

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Marital Status</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Married</td>
<td>66</td>
<td>66</td>
</tr>
<tr>
<td>2</td>
<td>Unmarried</td>
<td>34</td>
<td>34</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Primary Data

Table-2 shows that among the 100 sample respondents, 66 per cent of the respondents are married and 34 per cent of the respondent are unmarried. Majority of the respondents (66 per cent) are married.

Table-3: Age of Respondents

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Age</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Below 20 years</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>20-30 years</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>3</td>
<td>31-40 years</td>
<td>48</td>
<td>48</td>
</tr>
<tr>
<td>4</td>
<td>41-50 years</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>5</td>
<td>Above 50 years</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Primary Data

From the Table-3 shows that 48 per cent of the respondents are 31-40 years of age, 20 per cent of them are 20-30 years, 19 per cent of the respondents are within the age group of 41-50 years, 8 per cent of the respondents are above 50 years and another 5 per cent are below 20 years. Majority of 48 per cent of the respondents are in the age group of 31-40 years.

Table-4: Educational Qualification

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Educational Qualification</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Up to Schooling</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>2</td>
<td>Under Graduate</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>3</td>
<td>Post Graduate</td>
<td>42</td>
<td>42</td>
</tr>
<tr>
<td>4</td>
<td>Professional</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Primary Data
Table 4 shows the educational qualification of the respondents. A maximum of the respondents (42 per cent) are post graduate; 20 per cent of the respondents have educated up to schooling and professional course 18 per cent of the respondents are under graduates.

Majority 42 percent of the respondents’ Educational qualifications are Post Graduate.

**Chi Square Test**

**Hypothesis 1:** There is a significance relationship between marital status and level of satisfaction.

Null hypothesis (H$_0$): There is no relationship between marital status and level of satisfaction with work climate.
Alternate hypothesis (H$_a$): There is relationship between marital status and level of satisfaction with work climate.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Marital Status</th>
<th>Level of Satisfaction With Work Climate</th>
<th>Total</th>
<th>Statistical Inference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Highly Satisfied</td>
<td>Satisfied</td>
<td>Neutral</td>
</tr>
<tr>
<td>1</td>
<td>Married</td>
<td>28</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>2</td>
<td>Unmarried</td>
<td>13</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>41</td>
<td>24</td>
<td>22</td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

From the above table it can be inferred that there is significant relationship between marital status and level of satisfaction with work climate. The calculated chi square statistic has a value of 66.826. Because this is greater than the critical value of 9.488, the null hypothesis of no association can be rejected.

**Hypothesis 2:** There is relationship between educational qualification of respondents and level of job satisfaction.

Null hypothesis (H$_0$): There is no relationship between educational qualification of respondents and level of job satisfaction.
Alternate hypothesis (H$_a$): There is relationship between educational qualification of respondents and level of job satisfaction.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Educational Qualification</th>
<th>Level of Job Satisfaction</th>
<th>Total</th>
<th>Statistical Inference</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Up to Schooling</td>
<td>12</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Under Graduate</td>
<td>9</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>Post Graduate</td>
<td>14</td>
<td>12</td>
<td>11</td>
</tr>
<tr>
<td>4</td>
<td>Professional</td>
<td>12</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>47</td>
<td>28</td>
<td>16</td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

From the above table it can be inferred that there is significant relationship between educational qualification of respondents and level of job satisfaction. The calculated chi square statistic has a value of 30.433. Because this is greater than the critical value of 21.026, the null hypothesis of no association can be rejected.

**FINDINGS**

- Majority of respondents (67 per cent) are male,
- Majority of the respondents (66 per cent) are married,
- A maximum of 48 per cent of the respondents are in the age group of 31-40 years,
- Majority 42 percent of the respondents’ Educational qualifications are Post Graduate,
- Chi square test proved that, there is relationship between marital status and level of satisfaction with work climate,
- Chi square test proved that, there is relationship between educational qualification of respondents and level of job satisfaction.
SUGGESTIONS

The following are Suggestions made, based on findings, and individual questionnaire that the researcher distributed 100 samples to the employees who are working in Andavar Packaged Drinking Water Company.

- The company can give better encouragement in bonus and incentives amount.
- The promotion should be based on their performance of the every employee’s.
- Management shall provide programmes that are more educational for employee’s children and preferable extent with the educational programmes conducted for their children.

CONCLUSION

Job Satisfaction of the employee is one of the key element for the success of industry. In the study the performance of Andavar Packaged Drinking Water, Trichy, is found to be satisfactory to a normal limit in all operation. Suggestion and Dis-satisfaction have been identified and few suggestions are mentioned above which can be a tool to decrease the job dis-satisfaction of the workers with the maximum handling of the workers over the job and in turn can enhance the organizational effectiveness. The management can adopt the motivating factors to enrich the workers. If the worker is satisfied then their life will be in a better state, which makes them to do better in their career.

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A STUDY ON EMPLOYEE WELFARE MEASURES PERTAINING TO SATISFACTION IN SESHASAYEE PAPER & BOARD LIMITED

A. Premavasumati7 Dr. R. Thangaprasath8

ABSTRACT

“Welfare is comfortable living and working conditions”. Employee welfare means the efforts to make life worth living for workman. Welfare is comfortable living and working conditions’. People are the most important asset of an organization, and the accounting profession has to assess and record the value and cost of people of an organization. Once this is accepted, the need for measuring the value for recording it in the books of accounts arises. The value of human assets can be increased substantially by making investment in their training and welfare activities in the same way as the value of repairs/overhauling, etc.

While the cost on training, development, etc., can be recorded separately and to be within the eventual, the expenditure on welfare activities can be added to the investment and the returns judged. Unlike other assets, which have depreciation, value as year passes by, value of human assets appreciates with passing years. The value can depreciate by aging process which is generally hastened up by worries, unhealthy conditions, etc. once this process is slowed down, or at least if the employee is made to feel young in spirits the value of this asset appreciates considerably.

Any investment constitutes the assets of a company and therefore, any investment for welfare of labor would constitute an extra investment in an asset. Industrial progress depends on a satisfied labor force and the importance of labor welfare measures was stressed as early as 1931, when the Royal Commission on labor stated the benefits which go under this nomenclature, are of great importance to the worker and which he is unable to secure by himself. The schemes of labor welfare may be regarded as a 'wise investment', which should and usually does bring a profitable return in the form of greater efficiency.

Labour welfare defines as "efforts to make life worth living for workmen". These efforts have their origin in some statute formed either by the state or in some local custom or in collective agreement or in the employer's own initiative. In this study Researcher has taken primary data to analyze the Employee's Satisfaction towards Existing labour welfare measure of the company.

KEYWORDS


INTRODUCTION

Labour welfare defines as "efforts to make life worth living for workmen". These efforts have their origin in some statute formed either by the state or in some local custom or in collective agreement or in the employer's own initiative. In this study Researcher has taken primary data to analyze the Employee’s Satisfaction towards Existing labour welfare measure of the company.

Principles of Employee Welfare Service

Following are generally given as the principles to be followed in setting up an employee welfare service:

- The service should satisfy real needs of the workers. This means that the manager must first determine what the employee's real needs are with the active participation of workers.
- The service should such as can be handled by cafeteria approach. Due to the difference in Sex, age, marital status, number of children, type of job and the income level of employees there are large differences in their choice of a particular benefit. This is known as the cafeteria approach. Such an approach individualizes the benefit system though it may be difficult to operate and administer.

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The employer should not assume a benevolent posture.

The cost of the service should be calculated and its financing established on a sound basis.

There should be periodical assessment or evaluation of the service and necessary timely based on feedback.

**TYPES OF EMPLOYEE WELFARE SERVICES**

**Statutory Welfare Schemes**

The statutory welfare schemes include the following provisions:

- **Drinking Water:** At all the working places safe hygienic drinking water should be provided.
- **Facilities for Sitting:** In every organization, especially factories, suitable seating arrangements are to be provided.
- **First Aid Appliances:** First aid appliances are to be provided and should be readily assessable so that in case of any minor accident initial medication can be provided to the needed employee.
- **Latrines and Urinals:** A sufficient number of latrines and urinals are to be provided in the office and factory premises and are to be maintained in a neat and clean condition.
- **Canteen Facilities:** Cafeteria or canteens are to be provided by the employer to provide hygienic and nutritious food to the employees.
- **Spittoons:** In every work place, such as warehouses, store places, in the dock area and office premises spittoons are to be provided in convenient places and it are to be maintained in a hygienic condition.
- **Lighting:** Proper and sufficient lights are to be provided for employees so that they can work safely during the night shifts.
- **Washing Places:** Adequate washing places such as bathrooms, washbasins with tap and tap on the standpipe are provided in the port area near the work places.
- **Changing Rooms:** Adequate changing rooms are to be provided for workers to change their cloth in the factory area and office premises. Adequate lockers are also provided to the workers to keep their clothes and belongings.
- **Rest Rooms:** Adequate numbers of restrooms are provided to the workers with provisions of water supply, washbasins, toilets, bathrooms, etc.

**Non-Statutory Schemes**

Many non-statutory welfare schemes may include the following schemes:

- **Personal Health Care (Regular medical check-ups):** Some of the companies provide the facility for extensive health check-up
- **Flexi-time:** The main objective of the flexitime policy is to provide opportunity to employees to work with flexible working schedules. Flexible work schedules are initiated by employees and approved by management to meet business commitments while supporting employee personal life needs
- **Employee Assistance Programs:** Various assistant programs are arranged like external counseling service so that employees or members of their immediate family can get counseling on various matters.
- **Harassment Policy:** To protect an employee from harassments of any kind, guidelines are provided for proper action and for protecting the aggrieved employee.
Maternity & Adoption Leave – Employees can avail maternity or adoption leaves. Various companies have also introduced paternity leave policies.

Medi-claim Insurance Scheme: This insurance scheme provides adequate insurance coverage of employees for expenses related to hospitalization due to illness, disease or injury or pregnancy.

Employee Referral Scheme: In several companies, employee referral scheme is implemented to encourage employees to refer friends and relatives for employment in the organization.

Objective of Labour Welfare

- To provide better life and health to the workers.
- To make the workers happy and satisfied.
- To relieve workers from industrial fatigue and to improve intellectual, cultural and material conditions of living of the workers.

NEED OF STUDY

- To know about the Constitutional provisions in Seshasayee Paper and Board Limited.
- To find whether Labor welfare helps in providing good industrial relations.
- To know about the employees satisfaction towards employee welfare measures.
- To find out the facilities entitled by Seshasayee Paper and Board Limited.

IMPORTANCE OF STUDY

- The present study helps in improving Recruitment.
- Employers get stable labour force by providing welfare facilities. Workers take active interest in their job and work with a feeling of involvement and participation.
- It improves moral & loyalty of workers.
- Through the study, the company can reduce labour turnover & absenteeism.
- The study helps in increasing productivity & efficiency by improving physical & mental health.
- The study helps in improving industrial relation & industrial peace.

SCOPE OF STUDY

- The present study has been undertaken to study find out effectiveness of employee welfare measures in Seshasayee Paper and Board Limited.
- To find out the practical difficulties involved in welfare measures that can be evaluated through this study.
- The study can be used to bring out the solution for the problem faced by the employees availing the welfare measures.
- Through the study, company would be able to know the satisfaction level of employee on welfare measures.

REVIEW OF LITERATURE

Sarbajit Chaudhuri. (2002). International Migration of Skilled Labour, Welfare and Unemployment of Unskilled Labour, University of Calcutta February 2002, Page Number 123, the paper makes an attempt to examine theoretically the impact of emigration of skilled labour from developing countries on the level of welfare of the non-migrants and the level. The analysis suggests that in a reasonable production structure for a developing economy. A brain drain of skilled labour raises urban unemployment of unskilled labour.

Book Review “(Aswathappa; 2004)” About Welfare Measures, Page Number 325, identified that the welfare measures involve three major aspects which are occupational health care, suitable working time and appropriate salary. It refers to the physical, mental, moral and emotional well-being of an individual. It creates a culture of work commitment in organization and society, which ensure higher productivity and greater job satisfactions to the employees.

Terry Carney. (2006). Welfare to Work, April, Page Number 90. Identified that Australia recently enacted labour law reforms, which dismantled labour law award protection in favour of “individual bargaining”. This paper social security and degrading the conditions of the most vulnerable welfare clients, whether they are in work.

Randhir Kumar Singh. (2008). Welfare measures and its Impacts on Manpower Productivity in Dr. Gaur Hari Singh institute of Management and Research, Kanpur, March, Page Number 42, identified that there is correlation between the welfare measures and man power productivity i.e. if the proper welfare measures are taken the productivity of the employees will increase and ultimately the profit of the organization as well as it enhances the morale and motivation of the employees which gives a positive impact on the efficiency level of the organization.

G. Jegadeesan. (2009). Work Forces Welfare. ICFAI University Press. March, Page Number 61, identified the important of improvement of labour welfare for increasing productivity of the organization. Thus, welfare activities will develop the physique, morality, intelligence and the standard of living of the worker will improve the efficiency and productivity.

Sumathi Reddy. (2010). Employee Health and Wellness. ICFAI University Press, April, Page Number 26. Identified that most accident reveal workers error as course and hence companies need to concentrate on protecting the worker through safety equipment’s. Many organizations have devised innovating ways to ensure that employees not only enjoy their work but also maintain a good life style.

International Labour Organization about Welfare Measures. December 2011, Page Number 423, mentioned probably the most important indicators of absenteeism are related to the health of employees. While other factors have their impact on influencing the absence rate, health itself, etc.

COMPANY PROFILE

Seshasayee Paper and Board Limited (SPB), the flagship company belonging to ‘ESVIN GROUP’, operates an integrated pulp, paper & Paper Board Mill at Pallipalyam Erode, District Namakkal, Tamil Nadu, India.

Seshasayee Brothers (Private) promoted SPB, incorporated in June 1960, Limited, in association with a foreign collaborator M/s. Parsons and Whittemore, South East Asia Inc., USA. After commencement of commercial production, having fulfilled their performance guarantee obligations, the foreign collaborators withdrew in 1969. Main promoters of the Company as on date are a group of companies belonging to the ESVIN group headed by Mr. N. Gopalaratnam. SPB commenced commercial production in December 1962, on commissioning a 20000 tons per annum integrated facility, comprising a pulp Mill and two Paper Machines, capable of producing, writing, printing, Kraft and poster & varieties of papers.

Vision
To excel as a trusted, socially responsible and customer driven organization providing maximum value to all the stakeholders.

Mission
To manufacture quality product at competitive cost through technology and teamwork.

Company Objective
- To be the leader and pioneer in the paper industry.
- To provide the job opportunity to same extent.
- To provide contribution towards HRD.
- To provide welfare facility to employees.
- To serve stockholders and customers.
- Product development.
Q-E-E-H-S POLICY

Q: Trust of customers and other stakeholders.
E: Abatement of pollution.
E: Effective use of energy and other.
H: Well-being of employees and safety of occupational work place.
S: Competence and effective participation of all employee and service providers and compliance of all applicable legal and other requirement.

Competitors of SPB

Any person or entity, which is a rival against another. In business, a company in the same industry or a similar industry which offers a similar product or service. The presence of one or more competitors can reduce the prices of goods and services as the companies attempt to gain a larger market share. Competition also requires companies to become more efficient. The Competitors of SPB are:

West Coast Paper Mill L Limited: this firm is located in Tanglie, Karnataka, they are the heavy competitors to SPB, and they are producing much high quality paper, which tempt SPB to do their performance better than them.

TNPL: Tamil Nadu Newsprint & Papers Limited is the firm, which produces copier paper in high rate of GSM, which makes SPB to try more than them.

- Conditions of work, such as ventilation, lighting, temperature and sanitation, including latrines and urinals.
- Amenities, such as drinking water, canteens, dining rooms, crèches, rest rooms, medical and health services.
- Safety and accident prevention, prevention of occupational diseases and protective equipment.
- Adjustment of festival and national holidays.
- Administration of welfare and fine funds.
- Educational and recreational facilities, such as libraries, reading rooms, sports and games, picnic parties, community welfare and celebrations.
- Promotion of thrift and savings.
- Implementation and review of decisions arrived at meeting of works committees.

Seshasayee Paper and Boards Limited, Benefits Extended to the Workmen are:

In addition to Basic / Uniform DA (Based on Consumer Price Index for Chennai City) to all employee / present DA from December 2012 is Rs 11,500. The following benefits are extended to all employees:

- **Allowances per Month / Employee**
  - Education Allowance Rs. 300,
  - Washing Allowance Rs. 500,
  - Consignment Allowance Rs. 500,
  - Plant performance Incentives-II Rs. 200,
  - Leave Travel Allowance Rs. 475,
  - ISO Allowance 1.75% of basic + DA,
  - Medical Allowance 8.33% of the last year earning divided by 12,
  - HRA Rs. 150.

- **Other Benefit**
  - An additional Gratuity of 10% over and above the statutory payment of gratuity to all the employee who retire / leave the employment of the Company.
  - **Superannuation Scheme:** Those who have come out of the purview of the payment of Bonus Act are eligible to contribute to this scheme.
    - Employment contribution @ 5% on the basic + DA,
• Employment contribution @ 15% on Basic + DA,
• Total amount at the end of the year will be invested in National saving certificate in Name of individual employee.
• The matured value of the certificate will again be invested in the name of the individual employee.
• The entire certificate will be given to the employee at the time of retirement / leaving the service / to the legal heir of the deceased employee.
• Bonus @ 20% as per the payment of Bonus Act.
• Production Incentives @ 11% to all employees.
• Interest free Education Loan to a maximum of Rs. 10,000 to pursue higher studies by the employee / wards of employee and recovered in 12 equated monthly installments.
• Interest free festival advance @ Rs. 5,000 during Diwali and recovered in 10 equal installments.
• Providing breakfast, lunch, dinner and snacks with Tea / Coffee at a highly subsidized rate (Idly @ Rs. 5 / piece, Dosa @ 10 / piece, Tea @ 5 per cup.) The average monthly subsidy is around Rs. 6 lakhs per month.
• Two sets of Terry cotton Uniform cloth per annum with stitching charges at Rs. 155 per set.
• One pair of shoes per year to all employees.
• 32 Notebook coupons for Rs. 40 per annum (market value is around Rs. 750).
• Personal Protective Equipment is such as Helmet goggles, earmuff, hand gloves, Nose mask etc., are given to employees.
• Transport facilities to employees and their schools / colleges for going children.
• Free Transport facilities for employee and their families for going to Hospitals.
• Free Medical facilities for employees and their families at our Occupational Health center.
• Free Eye / Diabetic / Hepatitis / checkup camps and physiotherapy camps.
• Training programs (Internal / External) for workmen.
• Two Recreation clubs in our Residential colony (one for our employees and other for our staff members). The clubs are promoting all sports activities (both Indoor and outdoor Games) in addition to other cultural / entertainment programs.
• One Sabha exclusively for Classical / Carnatic music which apart from conducting concerts, also teaches Classical / Carnatic music (vocal / instruments).
• One Ladies club for employee’s wives / daughters, which conducts typewriting class and computer training apart from other, allied activities for women / children.
• There are three schools in our Residential colony: Elementary School, High school and Higher Secondary School - to cater to the needs of employee’s wards and neighboring villages.

• Leave Benefits
  • Factories Act provided for one day earned leave for every 20 working days i.e., 12 days per annum. The company provides Earned Leave for 20 days. In addition to these 20 days Earned Leaves, the company provides sick Leave = 7 days and Casual Leave = 8 days.
  • The unveiled Earned Leave (maximum 120 days and sick Leave (maximum 3 days) are permitted to be carried over to the next year.
  • Encashment of Earned Leave. Over and above the 20 days, earned leave can be surrendered and uncashed every year during the month of May.

• Residential Quarters with all facilities (Around 1000 Quarters)
  • Highly subsidized license charges are recovered every month from the employees for the Quarters allotted to them ranging from Rs. 9 to Rs. 62.50. Free, well protected and treated drinking water facilities with round the clock security arrangements provided.
  • In addition, there are about 300 Residential Quarters in and around the factory for workmen / employees who are required to attend emergency / urgent jobs wherein the company provide free electricity / water supply.
  • Bachelors are given accommodation in our Chummery Hostel charging Rs. 6.25 ps per month as license charge in addition to subsidized boarding facilities.
  • In the Residential colony, facilities such as community center, cable Tv Network, shopping complex, Aavin Milk Booth, Bank, Post Office, Children’s Park, Library, Open Air Auditorium, Hindu Temple, 2 Church, and a Mosque are provided.
  • In addition, there is an Employees Co-operative Thrift and credit society, and Employees Co-operative stores providing groceries and distribution of ration commodities.
• In addition, there are special grounds for Tennis, Badminton and a separate play round for Football, cricket and other outdoor games.

• **Education**
  
  • The company encourages workmen / employees to study MBA (Indira Gandhi National Open University, Delhi) by bearing the entire express and by providing special leave with pay for the examination days and arranges for conveyance facilities for attending the examination.
  
  • The company encourages its workmen / employees to study NCES (National Certificate Examination in Supervision - National productivity council, New Delhi) by bearing the entire expenses and by providing special leave with pay for the examination days and arranges for conveyance facilities for attending the examination.

• **Suggestion Awards**
  
  • The company encourages its workmen / employees to come out with suggestion for improvements. Deserving suggestions are being presented with cash awards, certificates and mementos.
  
  • The company encourages its workmen / employees to keep their workplace clean and safe under the safety and Housekeeping Awards scheme. Departments selected by the Awards committee, are being presented with cash awards for every quarter.

**OBJECTIVES OF THE STUDY**

**Primary Objective**

To study the employees welfare measures in Seshasayee Paper and Board Limited (SPB).

**Secondary Objectives**

• To identify the various welfare measures provided to the employees.
• To know their satisfaction towards the welfare measures.
• To understand how welfare measures improve the motivation of the Employees.
• To give suggestion for improvement of existing welfare schemes Seshasayee Paper and Board Limited (SPB).

**METHODOLOGY USED**

**Nature of Research:** In this research, it deals with descriptive research type. It includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs, as it exists at present.

**Sources of Data**

**Primary Data:** Primary data were collected through Questionnaire. The data, which are collected as fresh for the first time and happen to be original in character.

**Secondary Data:** Secondary data means those data, which were already collected and analyzed by someone else. Secondary data were collected from company records.

**Research Instrument:** In this project, the data were collected through structured questionnaire. The well-prepared questionnaire is used as an instrument for data collection. The questionnaire is designed in a structure form to get unbiased information from the respondents.

**Method of Sampling:** The researcher is adopted a Simple random sampling method. In this particular research, probability sampling is used. In addition, in the simple random sample is used.

**Sample Universe:** The overall population size is 1100.

**Sample Size:** The total sample size of 110 has been taken for this study.

**Statistical Tools Applied:** Percentage Analysis, and Chi-square test.
Formula

\[
\text{Percentage} = \frac{\text{Number of Respondents}}{\text{Total Number of Respondent}} \times 100
\]

Chi-square Test

This test allows us to determine whether two attributes are independent of each other. In this study, chi-square has been used to test if there is an association between various variables and the overall level of satisfaction of safety and welfare measures.

\[
X^2 = \sum \frac{(O_i - E_i)^2}{E_i}
\]

Applying Yates’s Correction

\[
X^2 = \sum \frac{(|O_i - E_i|)^2}{E_i}
\]

Hypothesis

With the help of Chi-Square test, it is found that the relationship between the two variables & it has formulated the hypothesis it is given below:

- Employee Length of service and level of satisfaction regarding welfare measures.
- Employee Gender & other welfare measures.
- Experience and over time allowance.
- Employee Length of service with Leave policy.
- There is no significant relationship between Age & Workplace Complains.

Limitations of Study

- Time is the important limitation. Due to time constraints, only limited population is taken for the study.
- Findings based on this study cannot be used in other organizations.
- There are chances of misrepresentation responses.
- The biased view of the respondent is another cause of the limitation.

Data Analysis and Interpretation

Table-1: Age Classification

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 20 Years</td>
<td>19</td>
<td>17.28%</td>
</tr>
<tr>
<td>21-30 Years</td>
<td>35</td>
<td>31.82%</td>
</tr>
<tr>
<td>31-40 Years</td>
<td>26</td>
<td>23.63%</td>
</tr>
<tr>
<td>41-50 Years</td>
<td>18</td>
<td>16.37%</td>
</tr>
<tr>
<td>Above 50 Years</td>
<td>12</td>
<td>10.90%</td>
</tr>
<tr>
<td>Total</td>
<td>110</td>
<td>100%</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Inference: It is inferred from the above table that Age below 20 years Respondent is 17.28%, 21-30 age group are 31.82% and it indicates majority of age group belongs to 21-30. 31-40 is 23.63% & 41-50 age group are nearly 16.37%. The above 50 Years of age people are only few 10.90%
Table-2: Feed Back

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Often</td>
<td>25</td>
<td>22.72%</td>
</tr>
<tr>
<td>Occasionally</td>
<td>51</td>
<td>46.36%</td>
</tr>
<tr>
<td>Never</td>
<td>34</td>
<td>90.90%</td>
</tr>
<tr>
<td>Total</td>
<td>110</td>
<td>100%</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Inference: It is inferred from the above table that 22.72% are respondent opinion is Often for getting feedback. 46.36% is occasionally & 90.90% of respondent opinion is Never.

FINDINGS

Chi-Square Test

- Since 23.34<31.41 Calculated value is less than Tabulated value. Ho is accepted, so, H1 is rejected. There is a no significant relationship between Length of service and level of satisfaction regarding welfare measures.
- Since 1.37<9.48 Calculated value is less than Tabulated value. Ho is accepted, so, H1 is rejected. There is a no significant relationship between Gender & other welfare measures.
- Since 20.85<31.41 Calculated value is less than Tabulated value. Ho is accepted, so, H1 is rejected. There is a no significant relationship between Length of service and over time allowance.
- Since 40.55>31.41 Calculated value is greater than Tabulated value. Ho is rejected, so, H1 is accepted. There is a significant relationship between Length of service with Leave policy.
- Since 24.91>21.026 Calculated value is greater than Tabulated value. Ho is rejected, so, H1 is accepted. There is a significant relationship between Age & Workplace Complains.

SUGGESTIONS

- The Management would maintain their welfare facilities with an effective manner would provide employee satisfaction.
- The management should be take steps to improve the quality of the training, so they can satisfy their employees.
- ESI benefit related awareness programs could be provided.
- Special program must be started for creating awareness among the employee related to labour laws.
- There is a need of promoting the present educational assistance for the workers children.
- Workers education can be introduced for employees who possess qualification below SSLC.

CONCLUSION

This study highlighted so many factors, which will help to create the awareness of welfare to the labour. The company is having better welfare activities and the labors are satisfied with their welfare schemes provided by the management. It helps for the growth of the company to improve its productivity. Labour welfare awareness meeting & presentation must carry out periodically, this in turn helps to improve the labour satisfaction and the will show in the improvement of productivity. The labour welfare is very important to run the company successfully so the company should follow the welfare activities regularly to improve the labour satisfaction in their working Environment.

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EMPLOYEE ENGAGEMENT RELATIONSHIP BETWEEN OCB, TALENT MANAGEMENT & PSYCHOLOGICAL CONTRACT AT CHETTINAD CEMENT INDUSTRY: AN EMPIRICAL STUDY

B. Deepa\textsuperscript{9} Dr. M. Sheik Mohamed\textsuperscript{10}

\begin{tabular}{|l|}
\hline
\textbf{ABSTRACT} \\
\hline
Cement industry is one of the key industries in India. It ranks second immediately after iron and steel industry. The production and consumption of cement largely indicate a country’s progress. In today’s era of accelerated changes across the globe, managing talent has become a top priority and a key business challenge. Having the right talent in pivotal roles at the right time is of strategic importance, making a difference to revenues, innovation and organisation effectiveness. With talent emerging as a key driver for competitive advantage, it is important to examine the factors that determine higher utilization and retention of talent. Organisations are also grappling with myriad strategies to improve organizational performance. Level outcomes are employee engagement (EE) and employee psychological contract (PC). We hypothesize that employee engagement and psychological contract are the key explanatory variables which could help in explaining the difference in performances in cement industry, and are worthy of detailed examination. Further, the literature suggests that employee psychological contract, OCB, talent management and engagement need to be looked at as an integrative whole, which proposes new directions for these relationships and suggests areas for further research. When employers design roles for employees within an organization, the latter are not only motivated, but they also show high preference to OCB. This research aims to empirically study the relationship between OCB and Psychological Contract, the basis of Talent Management (TM), through a structured survey by administering statistically reliable questionnaire from a sample drawn from the Chettinad cement. \\
\hline
\end{tabular}

\begin{tabular}{|l|}
\hline
\textbf{KEYWORDS} \\
Organizational Citizenship Behavior, Talent Management, Psychological Contract, Employee Engagement etc. \\
\hline
\end{tabular}

\textbf{INTRODUCTION}

In today's competitive world, it is imperative for organizations to build employee commitment to spur growth. Motivation influences talent to drive an organization's growth (Rousseau, 1990). Employees also exhibit certain behavior by going beyond the normal requirements of the role. This behavior is termed organizational citizenship behaviors (OCB) and it has been found to meaningfully contribute to organizational growth (Organ, 1988). Is there any relationship between employee engagement on basis of talent management and OCB? Whether employee motivation in any way influences OCB within organizations? Researchers have proposed a model for exploring probable relationships between OCB and talent management and psychological contract and Porter Lawler’s PO & EP Expectancies (Agaonkar, Baul, and Phadke 2012). Accordingly, this study aims to seek answers to questions pertaining to the relationship between OCB and talent management and employee engagement. Talent Management (TM) and Employee Engagement (EE) concepts have been extensively studied in management literature in the past ten years (Lewis & Heckman, 2006; Scullion, Collings & Caligiuri, 2010, Saks & Gruman, 2014). Both concepts have been an area of interest for both practitioners and academic researchers. Therefore, various studies have been conducted separately for each concept aiming to investigate their impact on organizational performance and competitive advantages, which have been the main theme in literature Amit & Shoemaker 1993; Barney, 1991; Collings & Mellahi, 2009; Lepak & Snell 1999; Saks & Gruman, 2014; Wernerfelt, 1984). The presentation of this empirical study is as per following sections:

\textbf{METHODOLOGY USED}

This study aimed at finding out the views and awareness workers on employee engagement, OCB and TM and PC in Cettinad Cement Corporation Limited, Karur. For the purpose of gathering data from the employees, a detailed questionnaire was prepared by carefully taking ideas from the previous researches done in this concept on employee engagement, OCB and TM and PC - . The researchers to gather the data from the employees working in the company adopted stratified random sampling method. The researchers distributed 350 questionnaires but the researcher as valid for the purpose of research identified only 330 filled-in questionnaires and therefore the sample size of the study was 330. Statistical tools as if percentage analysis, ANOVA, is used to analyses the data. The researchers carefully scrutinized relevant literatures in order to understand the studies conducted in the

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\textsuperscript{10}Principal (Retired), Jamal Mohamed College, Tamil Nadu, India, drmsheikmd2016@gmail.com
RESULTS

It states the statistical analysis, conclusion for the relationship between factors of talent management factors (supportive, affective and normative) with OCB factors (altruism, conscientiousness, sportsmanship, courtesy, civic virtue).

LIMITATIONS

There is presence of few limitations for this study like time constraints, insufficiency of data collection, lack of interests of the employees to talk to the researcher as this is of no gain to them, uncertainty of the sample matching with the entire population, proper analysis of data.

LITERATURE REVIEW

William Ouchi (1980) observed that it is not necessary for organizations to control or direct employees because the latter's natural (socialized) inclination is to do what is best for the organization. A similar thought was brought forward by Organ (1977, 1988) when he defined OCB as “individual behavior that is discretionary, not directly or explicitly recognized by any formal reward system and that in aggregate promotes effective functioning of an organization.” Merriam Webster on line dictionary (2008) has defined citizenship as “membership in a society, community and carries with it rights to political participation; a person having such membership is a citizen.” Citizenship status often implies some responsibilities and duties. This also implies working towards the betterment of one's community through economic participation, public service, volunteer work and other such efforts to improve life for all citizens. Bateman and Organ (1983) developed the first scales to measure OCB. According to them, OCB include any of those gestures often taken for granted that lubricate the social machinery. Examples like helping coworkers with job related problems, accepting orders without a fuss, tolerating temporary impositions without complaints, helping to keep work area clean or uncluttered, making timely and constructive statements about the work unit or its head to outsiders, promoting a work climate that is tolerable and minimizing distractions created by interpersonal conflict, and protecting and conserving organizational resources, for lack of a better term are referred by the authors as “Citizenship Behaviors”. Research by graham (1989, 1991) proposes a Five Dimensional OCB Model.

The dimensions are: (1) talent management: aiding coworkers in jobs when such help is needed; (3): psychological contract. Further to Organ's definition, Podsakoff, Mackenzie, Moorman and fetter (1990) identified five major categories of OCB - Altruism, Conscientiousness, Sportsmanship, courtesy and civic virtue. Relevant literature defines the above five categories as follows: “Altruism is selfless concern for the welfare of others. It is a traditional virtue in many cultures, and central to many religious traditions. It is the opposite of selfishness.” “Conscientiousness is the trait of being painstaking and careful or the quality of acting according to the dictates of one's conscience. It includes such elements as self-discipline, carefulness, thoroughness, organization, deliberation (the tendency to think carefully before acting) and need for achievement. It is an aspect of what was traditionally called character." “Sportsmanship is, in a basic sense, conforming to rules and proper spirit of sport. This is a term called etiquette. More grandly, it may be considered as the ethos of sport. It is interesting that motivation for sport is often an elusive element. Sportsmanship expresses an aspiration or ethos that the activity will be enjoyed for its own sake with apt consideration for fairness, ethics, respect and a sense of fellowship with one's competitors.” “Courtesy is a consideration, cooperation, generosity in providing something.” “Civic virtue is the cultivation of habits of personal living that are claimed to be important for the success of a community. The identification of character traits that constitute civic virtue has been a major concern of political philosophy. The term civility refers to behavior between persons and groups that conforms to a social mode (that is, in accordance with the civil society), as itself being a foundational principle of society and law” (Podsakoff, Mackenzie, Moorman and Fetter, 1990, pp 107-142). Podsakoff, Mackenzie, Moorman and Fetter (1990) carried out research based on organ's definition of OCB and have defined these behaviors in the following taxonomy. Talent management has been the focus of practitioners and consulting companies more increasing interest and attention from Researchers. There is some agreement among experts that there is inconsistency in tm Definitions and lack of theoretical frameworks (Lewis & Heckman, 2006; scullion, Collings & Caligiuri, 2010). Some of these common interpretations include that tm is a new term for Human resources management practices; it is similar to succession planning, and it is more directed toward the management of talented employees (Lewis & Heckman, 2006). It is Interesting to note that the term tm emerged from the hr field, which has developed in modern Societies.

GAPS IN LITERATURE

As the researcher was keen on exploring relationships between OCB and Hackman & Oldham's job characteristics model of motivation, literature was studied extensively to understand the status of research on this topic. Given below are the gaps in the literature. Studies conducted by Farh, Podsakoff and Organ (1990); Van Dyne, Graham and Diemsh (1994); Blakely, Andrews and Fuller (2003); Cardona, Lawrence and Bentler (2004) have examined one or more of these job characteristics on OCB. All studies, except by Blakely et. al. (2003), have found positive relationship between job characteristics under talent management.
RESEARCH OBJECTIVES

- To determine the quantitative study of Chettinad cements in Puliyur is described and analyzed in-depth. It reports the impact of talent management practices on employee engagement factors. Finally, the outcomes of the quantitative study will be used to examine the impact of talent management factors and employee engagement factors.
- To identify the relationship between OCB and employee engagement.
- To analyze the relationship between psychological contract and OCB and employee engagement.

Research Questions

- What is the impact of talent management practices on employee engagement factors?
- What would be the factors of OCB influencing on employee engagement?

Hypothesis

- A positive and strong relationship exists between “Talent Management” and “Employee Engagement”.
- There is a positive and strong relationship between “Psychological Contract” and “OCB”.
- A positive and strong relationship exists between “OCB” and “Employee Engagement”.
- There is no relationship between “Talent Management” and “Employee Engagement”.
- There is no relationship between “Psychological Contract” and “OCB”.
- There is no relationship between “Employee Engagement” and “OCB”.

Dependent Variable

For the purpose of this research, the researchers have defined OCB factors (behaviors) as follows and they were considered as dependent variable:

“Altruism (AL) is defined as discretionary behaviors on part of employees to help, guide or assist fellow colleagues or take responsibilities for them.”

“Conscientiousness (CO) is defined as discretionary behaviors on part of an employee to take ownership of his work and related self-development, set challenging targets and meet deadlines, take decisions based on self-conscience and observe rules and values of the organization.”

“Sportsmanship (SM) is discretionary behaviors on part of an employee to drive oneself to surpass others' performance, appreciate others and contribute so that fellow colleagues meet their objectives and push them to excel, accept own mistakes and express emotions appropriately, be tolerant to organizational negativities and accept organizational changes.”

“Courtesy (CT) is defined as discretionary behaviors on part of an employee to initiate resolution of issues, build consensus and actively contribute to conflict resolution, locating resources / experts for organizational problems, collaborating with others, being aware of the impact of self-behaviors on other people and their work.”

“Civic Virtue (CV) is a set of discretionary behaviors on part of an employee to participate actively into organizational affairs and be informed about organizational developments, defend its reputation, be vigilant about organizational policies, report any violations and take up fellow colleagues' grievances.” (Ajgaonkar M., Baul U., Phadke S. M., 2012, pp. 32-42).

Independent Variable as Psychological Contract and Employee Engagement and Talent Management

Psychological contract is a widely discussed and debated construct. Studies on pc commenced in the early 1960s8, but empirical assessment of the construct can be put down to the 1990s. In general, there is a dearth of academic literature on employee engagement9 and much of what has been written on the subject comes from practitioner literature and consulting firms. However, since 1994, the two constructs have continued to be a serious topic for conceptual and empirical analysis. The growing interest in EE and PC and talent management can perhaps be attributed to the fact that both the constructs have the potential to predict employee outcomes, organizational success and financial performance. Employee-employer relationships influence the economic as well as the behavioural outcomes of an organisation. If employee engagement affects financial outcomes and the bottom line, disengaged employees uncouple themselves from work, withdraw cognitively and emotionally, display incomplete role performance and task behaviour, put in less effort and become automatic and robotic. Unhappy employees, who perceive a discrepancy in the promises made to them by the employer, may feel cheated and look for more attractive options outside the organisation. Rousseau, who has pioneered work on different types of behavioural contracts and has worked extensively on
understanding the psychological contracts of employees, defined PC as a ‘set of expectations held by the individual employee that specifies what the individual and the organisation expect to give and receive in the working relationship’. Rousseau described the process by which organizational policies and practices influence employee psychological contracts as ‘contract making’. Based on McNeil’s typology, psychological contracts can be classified as transactional and relational, which are two ends of the continuum in terms of their features. The antecedents that influence PC can be broadly classified into individual, organizational and extra organizational factors. Under personal / individual factors, past job experience and personality of employees have been recognized to have a significant impact on shaping employees’ psychological contract. ‘Early life experiences’ also shape an employee, influencing values about airiness, hard work and reciprocity. Literature suggests that the newcomers’ needs, motives and goals under the categories of organizational socialization; human resource practices as well as human contract makers (line manager, hr personnel and coworkers). (The impact of hr practices on PC is discussed in detail later in this paper.) The social setting / national culture has been identified as the third or extra-organizational antecedent of psychological contract

Preparation of Questionnaire

A detailed questionnaire was prepared, tested comprehensively for its reliability (Cronbach alpha = 0.7, an acceptable reliability coefficient, (Nunally (1978) and Streiner D. L. (1989)) and used to collect responses of working employees from the company.

Sample & Procedure

A representative sample of the population was necessary to obtain dependable results. Obtaining a truly representative sample, especially for research in applied field of organizational psychology, poses a number of problems, issues regarding availability of adequate information about the population and accessibility of respondents were major problems in this study. An attempt has been made to obtain an employee’s sample in Cement Company. 350 employees working in logistics, precluded system and Xray spectro meter service and infrastructure sectors in executive and management cadre across department constituted the sample for the study. Cement was further classified into table-1 shows distribution of the sample (N = 330) according to industry sectors and sub-sectors and cadre of employees. Detailed statistical analysis was carried out based on dependent and independent variables commensurate with the research's objective. Due to the large sample size (N=330) the data was Assumed to be normal. Each factor had multiple questions in the questionnaire and factor wise score was calculated based on responses given by respondents to these multiple questions. Hence, data was treated by using non-parametric statistics instead of parametric or frequency statistics. The score ranges used for responses were from 1 (low) to 5 (high). Therefore, even a small difference was thought to be significant in relation to the specific variable. Therefore, statistics related to testing significance of differences (Anova one way) was used. Both psychological contract and employee engagement are independent variables and OCB and TM are dependent variables were scaled for responses. This research did not use the traditional survey methodology. Instead, major concepts were defined in terms of their factor-wise contents and questions were framed. This method required parametric statistics for scaled responses.

Table-1: Psychological Contract & OCB Factors (Mean and Standard Deviation)

<table>
<thead>
<tr>
<th>Psychological Contract</th>
<th>Alt</th>
<th>Con</th>
<th>Spot</th>
<th>Cour.</th>
<th>Cvi.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group 3: Low Scores (n=30)</td>
<td>15.422</td>
<td>16.357</td>
<td>16.00</td>
<td>15.051</td>
<td>16.430</td>
</tr>
<tr>
<td></td>
<td>3.2144</td>
<td>2.8617</td>
<td>2.4600</td>
<td>2.5903</td>
<td>(2.4039)</td>
</tr>
<tr>
<td>Group 2: Moderate Scores (n=268)</td>
<td>15.806</td>
<td>16.439</td>
<td>16.173</td>
<td>15.466</td>
<td>16.387</td>
</tr>
<tr>
<td></td>
<td>2.2640</td>
<td>2.1677</td>
<td>2.2420</td>
<td>2.4065</td>
<td>(2.3836)</td>
</tr>
<tr>
<td>Group 3: High Scores (n=32)</td>
<td>17.000</td>
<td>17.544</td>
<td>17.466</td>
<td>16.896</td>
<td>17.842</td>
</tr>
<tr>
<td></td>
<td>2.0065</td>
<td>1.6346</td>
<td>1.887</td>
<td>2.2918</td>
<td>(2.1277)</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-2: Anova to Compare Talent Management and OCB Factors

<table>
<thead>
<tr>
<th>OCB Factor</th>
<th>d.f. (Between Group)</th>
<th>d.f. (Between Group)</th>
<th>Mss. (Between Group)</th>
<th>Mss. (Within Group)</th>
<th>F-value</th>
<th>Pr.&lt;f</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alt</td>
<td>3</td>
<td>330</td>
<td>41.82</td>
<td>5.023</td>
<td>8.33</td>
<td>0.0003</td>
</tr>
<tr>
<td>Con</td>
<td>3</td>
<td>330</td>
<td>69.16</td>
<td>5.804</td>
<td>11.92</td>
<td>&lt;.0001</td>
</tr>
<tr>
<td>Spot</td>
<td>3</td>
<td>330</td>
<td>82.14</td>
<td>5.876</td>
<td>13.98</td>
<td>&lt;.0001</td>
</tr>
<tr>
<td>Cour.</td>
<td>3</td>
<td>330</td>
<td>59.04</td>
<td>5.881</td>
<td>10.04</td>
<td>&lt;.0001</td>
</tr>
<tr>
<td>Cvi.</td>
<td>3</td>
<td>330</td>
<td>58.52</td>
<td>4.996</td>
<td>13.98</td>
<td>&lt;.0001</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Table-3: Anova to Compare Employee Engagement and OCB Factors

| OCB Factor | d.f. (Between Group) | d.f. (Between Group) | Mss. (Between Group) | Mss. (Within Group) | F-value | Pr.>|f|
|------------|----------------------|----------------------|----------------------|---------------------|---------|------|
| Alt        | 3                    | 330                  | 58.51                | 4.995               | 13.97   | <.0001|
| Con        | 3                    | 330                  | 59.03                | 5.880               | 10.03   | <.0001|
| Spot       | 3                    | 330                  | 82.13                | 5.875               | 13.97   | <.0001|
| Cour.      | 3                    | 330                  | 69.15                | 5.802               | 11.91   | <.0001|
| Cvi.       | 3                    | 330                  | 41.81                | 5.022               | 8.32    | 0.0002|

Sources: Authors Compilation

Table-4: Anova to Compare Employee Engagement and Talent Management Factors

| TM Factor | d.f. (Between Group) | d.f. (Between Group) | Mss. (Between Group) | Mss. (Within Group) | F-value | Pr.>|f|
|-----------|----------------------|----------------------|----------------------|---------------------|---------|------|
| Aff.      | 3                    | 330                  | 5.023                | 41.82               | 8.33    | 0.0003|
| Sup       | 3                    | 330                  | 5.804                | 69.16               | 11.92   | <.0001|
| Nor       | 3                    | 330                  | 5.881                | 59.04               | 10.04   | <.0001|

Sources: Authors Compilation

CONCLUSIONS

The paper establishes that PC and EE are both important psychological constructs gaining strength in academic and practitioner literature. We suggest that though these constructs are closely related, nonetheless they are not the same. We need to investigate the direction of relationship between PC and EE. Research on antecedents of employee engagement is still in the embryonic stage; however, TM appears to be the key antecedent of PC as well as EE. In other words, human resource practices help in the formation of the psychological contract of an employee and create conditions for employee engagement. Research would need to explore if OCB moderates the relationship between PC and EE and consequently has a bearing on TM. Based on a literature review we propose that employee psychological contract, engagement and human resource practices need to be looked at as an integrative whole. We conclude that TM is the linchpin between OCB and EE, which can be important strategic tools for talent utilization and retention. It can be suggested that organizations that are interested in advancing the level of its employee engagement ought to implement a proper talent management with the focus in the main practices such as talent development, leadership support and enhancing their polices and working environment.

REFERENCES


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*****
INTRODUCTION

Women constitute around half of the total world population. So is in India also. They are, therefore, regarded as the better half of the society. In traditional societies, they were confined to the four walls of houses performing household activities. In modern societies, they have come out of the four walls to participate in all sorts of activities. "Respect for women is a prerequisite for success of countries in the modern world. In the dynamic 21st century no society can expect to flourish with half its people sitting on the sidelines, with no opportunity to develop their talents, to contribute to their economy or to play an equal part in the lives of their nations." - Condoleezza Rice, US Secretary of State. Therefore, all these put together has made the empowerment of Women as entrepreneur to promote regional development.

STATEMENT OF PROBLEM

Women Entrepreneurs are the women or a group of women who initiate, organize and operate a business enterprise. The government of India notes women entrepreneurs as "an enterprise owned and controlled by women saving a minimum financial interest of 51 per cent of the capital and giving at least 51 per cent of the employment generated in the enterprise to women. Women owned businesses are highly increasing in the economies of almost all countries. The hidden entrepreneurial potentials of women have gradually been changing with the growing sensitivity to increase the economic status in the society. Skill, knowledge and adaptability in business are the main reasons for women to emerge into business ventures. Women Entrepreneur is a person who accepts challenging role to meet her personal needs and become economically independent. A strong desire to do something positive is an inbuilt quality of entrepreneurial women, who is capable of contributing values in both family and social life. With the advent of media, women are aware of their own traits, rights and the work situations. The glass ceilings are shattered and women are found indulged in every line of business from pap pad to power cables. The challenges and opportunities provided to the women of digital era are growing rapidly that the job seekers are turning into job creators. They are flourishing as designers, interior decorators, exporters, publishers, garment manufacturers and still exploring new avenues of economic participation. In this situation, it becomes imperative to make an in-depth study on women entrepreneurship in Kanyakumari district of Tamil Nadu.

NEED FOR WOMEN ENTREPRENEURSHIP

Women’s entrepreneurship can make a particularly strong contribution to the economic well-being of the family and communities, poverty reduction and women’s empowerment, thus contributing to the Millennium Development Goals (MDGs). Thus, governments across the world as well as various developmental organizations are actively undertaking promotion of women entrepreneurs through various schemes, incentives and promotional measures. In some countries, women may experience obstacles with respect to holding property and entering contracts. Increased participation of women in the labor force is a prerequisite for improving the position of women in society and self-employed women. Many studies indicate that women start businesses for fundamentally different reasons than their male counterparts. While men start businesses primarily for growth opportunities and profit potential, women most often conduct businesses in order to meet certain family obligations. Women also tend to start businesses about ten years later than men, on average. Motherhood, lack of management experience, and traditional socialization has all been cited as reasons for delayed entry into entrepreneurial careers. In fact, over 30 percent of women entrepreneurs report that they start a business due to some dramatic event, such as divorce, drunkard husband not caring the family, financial burden, the health of a family member, or economic reasons such as a layoff. Therefore, women need to engage in business for improving the socio-economic conditions of the family.

Classification of Indian Women Entrepreneurial-practice in India is given below:

First Category: These are women having both high-level technical and professional knowledge and good financial support. These women go for business in big cities in India with Non-Traditional Products of the country.

Second Category: These women have sufficient education. They establish their business in cities and towns. They go for business like kindergarten, crèches, beauty parlors, health clinic etc.

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12 Assistant Professor, A. Veeriya Vandayar Memorial Sri Pushpam College (Autonomous), Tamil Nadu, India, jeganpaval@gmail.com
Third Category: These women are illiterate. They are financially weak and they do business like Agriculture, Horticulture, Animal Husbandry, Dairy, Fisheries, Agro Forestry, Handloom, Power loom etc.

ESSENTIALS FOR SUCCESS

The path followed by the women to become successful entrepreneurs is given as a diagrammatic representation³.

Figure-1: Path followed by Women to become Successful Entrepreneur

Sources: Authors Compilation

NEED FOR STUDY

Women entrepreneurship needs to be studied separately for two reasons:

- Women entrepreneurship has been recognized during the last decade as an important untapped source of economic growth. Women entrepreneurs create new jobs for themselves and others. They also provide the society with different solutions to management, organisation and business problems as well as to the exploitation of entrepreneurial opportunities.

- Women in entrepreneurship have been largely neglected for a very long period both in society in general and in the social sciences. Not only have women lower participation rates in entrepreneurship than men but they also generally choose to start and manage firms in different industries than men to do so.

OBJECTIVES OF STUDY

The present study was undertaken with the following objectives:

- To study the nature of business carried on by woman entrepreneurs.
- To study the relationship between education and nature of business.
- To study the relationship between investment and income from the business.
- To identify the factor, which plays a vital role in women entrepreneur’s decision-making process.
AREA PROFILE

In the year 1949, the district of Kanyakumari became a part of the reestablished Travancore Cochin state. The people of Agasteeswarem, Thovalai, Kalkulam and Vilavancode taluks, which form the southern divisions of the former district of Trivandrum, are predominantly Tamil speaking people. An extreme agitation by Tamil speaking residents under the leadership of Marshal Nesamony took place for including Kanyakumari within Tamil Nadu. Eventually the merger happened in 1956 based on language reorganization of states.

Out of the total Kanyakumari population for 2011 census, 82.33 percent lives in urban regions of district. In total 1,539,802 people, lives in urban areas of which males are 761,407 and females are 778,395. Sex ratio in urban region of Kanyakumari district is 1022 as per 2011 census data. As per 2011 census, 17.67 per cent population of Kanyakumari districts lives in rural areas of villages. The total Kanyakumari district population living in rural areas is 330,572 of which males and females are 164,938 and 165,634 respectively. In rural areas of Kanyakumari district, sex ratio is 1004 females per 1000 males.

METHODOLOGY

This study is based on survey method. Both primary and secondary data were used for this study. Primary data were collected from sample respondents through pre-tested interview schedule. There are 16153 SHGs comprising 9 blocks in Kanyakumari District of Tamil Nadu. In 9 blocks, there are 1758 SHGs doing business in Kanyakumari District. The sample size was fixed as 100 entrepreneurs. The sample size was stratified among all the entrepreneurs in the district, based on actual number of entrepreneurs in each block. Therefore, each block has proportional representation in the sample size. The individual respondents from each block were chosen at random. Owing to limited time and resources, size of sample was restricted to 90 entrepreneurs, of course, after taking into account the homogeneous features of respondents i.e. entrepreneurs. The secondary data were collected from books, reports, journals, magazines and websites.

DISCUSSION

The primary data that are collected from the entrepreneurs has been consolidated and presented in the following table.

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age (in years)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20-30</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>31-40</td>
<td>34</td>
<td>34</td>
</tr>
<tr>
<td>41-50</td>
<td>36</td>
<td>36</td>
</tr>
<tr>
<td>51-60</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Above 61 years</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Community</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OC</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>BC</td>
<td>64</td>
<td>64</td>
</tr>
<tr>
<td>MBC</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>SC</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>ST</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Educational Qualification</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elementary</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>Secondary</td>
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<td>24</td>
</tr>
<tr>
<td>Higher Sec.</td>
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<td>22</td>
</tr>
<tr>
<td>UG Degree</td>
<td>34</td>
<td>34</td>
</tr>
<tr>
<td>PG Degree</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

Sources: Primary Data

It is observed from the above table that 20% of the entrepreneurs are young people. They fall in the group of around 20 to 30 years. About 70% of the entrepreneurs are falling in the age group of 31-50 years. 10% of the rest of the people is in the age group of above 50 years. The study reveals that the respondents who become entrepreneurs are mainly middle-aged people. It is also understood that 64 percentage of the entrepreneurs belong to backward caste.
The Job Description of the Entrepreneurs

The job description of the entrepreneurs is given in the form of Pie chart.

Graph-1: Job Description of the Women Entrepreneurs

The diagram shows that maximum number of entrepreneurs (19%) run petty shops. Next to this, 14% of the respondents own Tailoring shop. The rest of 67% of the respondents perform various business like homemade food products, mess, and browsing center, Xerox, Fax, Scanner, Telephone Booth, Women’s Hostel and Fancy Stores.

Nature of Business

- The researcher attempted to study the nature of the business undertaken by the entrepreneurs in the study area. Accordingly, an analysis is made regarding the nature of activities on the line either manufacturing, trading and services rendered.
- Trading units are those where finished goods are purchased and sold. In the case of manufacturing concern, a process is undertaken to convert the goods into saleable condition. Service sector units provided services to the public.
- The researcher has attempted to study whether there is any significant relationship between education of the entrepreneurs and the nature of the business that they perform. To ascertain this Chi-square test has been applied.

Table-2: Observed Frequency

<table>
<thead>
<tr>
<th>Education / Nature of Business</th>
<th>Below Higher Secondary Education</th>
<th>Higher Secondary Education and above</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>2</td>
<td>18</td>
<td>20</td>
</tr>
<tr>
<td>Trading</td>
<td>36</td>
<td>10</td>
<td>46</td>
</tr>
<tr>
<td>Service</td>
<td>2</td>
<td>32</td>
<td>34</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Primary Data

Table-3: Expected Frequency

<table>
<thead>
<tr>
<th>Education / Nature of Business</th>
<th>Below Higher Secondary Education</th>
<th>Higher Secondary Education and above</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>8.4</td>
<td>12</td>
<td>20</td>
</tr>
<tr>
<td>Trading</td>
<td>18.4</td>
<td>27.6</td>
<td>46</td>
</tr>
<tr>
<td>Service</td>
<td>13.6</td>
<td>20.4</td>
<td>34</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Primary Data
H0: There is no significant relationship between respondent’s education and the nature of the business they owned.

The table value of chi-square for 2 d.f. at 5% level of significance is 5.99.

Since the calculated value of chi-square (52.04) is much greater than the table value. Hence, the null hypothesis is rejected. Hence, the researcher concluded that there is a significant relationship between educational qualification of the respondents and the business they owned.

### Table-4: Financial Status

<table>
<thead>
<tr>
<th>Investment in Rupees</th>
<th>Number of Respondents</th>
<th>Monthly Income in Rupees</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 1 lakh</td>
<td>20</td>
<td>Below – 20,000</td>
<td>32</td>
</tr>
<tr>
<td>1-2 lakhs</td>
<td>24</td>
<td>2000 – 40000</td>
<td>28</td>
</tr>
<tr>
<td>2-3 lakhs</td>
<td>30</td>
<td>4000 – 6000</td>
<td>36</td>
</tr>
<tr>
<td>Above 3 lakhs</td>
<td>26</td>
<td>Above 60000</td>
<td>04</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

### Table-5: Computation of Co-efficient of Correlation of Monthly Income in Rupees

<table>
<thead>
<tr>
<th>Investments in Rupees</th>
<th>Below 20000</th>
<th>20000 – 40000</th>
<th>40000 – 60000</th>
<th>Above 60000</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 1 lakh</td>
<td>18</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>0</td>
</tr>
<tr>
<td>1-2 lakhs</td>
<td>12</td>
<td>6</td>
<td>4</td>
<td>2</td>
<td>24</td>
</tr>
<tr>
<td>2-3 lakhs</td>
<td>2</td>
<td>14</td>
<td>12</td>
<td>2</td>
<td>30</td>
</tr>
<tr>
<td>Above 3 lakhs</td>
<td>-</td>
<td>6</td>
<td>20</td>
<td>-</td>
<td>26</td>
</tr>
<tr>
<td>Total</td>
<td>32</td>
<td>28</td>
<td>36</td>
<td>4</td>
<td>100</td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

The researcher wants to know whether there is any correlation between the investment made by the respondents in their business and the monthly income earned by them. Hence, coefficient of correlation is calculated between investment and monthly income. The study reveals that there is a positive correlation between the investment of the entrepreneurs in the business and the monthly income derived from the business. The calculated value of correlation co-efficient is + 0.661.

### Table-6: Yule’s Coefficient Calculation Decision Making Capacity

<table>
<thead>
<tr>
<th>Variable</th>
<th>Age of the Respondent less than 40 (A)</th>
<th>Age of the Respondents more than 40 ( )</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decision Made only by the Entrepreneur (B)</td>
<td>36</td>
<td>22</td>
<td>58</td>
</tr>
<tr>
<td>Decision made by the Entrepreneur with the Help of Other ( )</td>
<td>18</td>
<td>24</td>
<td>42</td>
</tr>
<tr>
<td>Total</td>
<td>54</td>
<td>46</td>
<td>100</td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

An attempt has been made to find out is there any association between the age of the respondents and the decision making capacity of them. Yule's Coefficient of association has been applied.

The formula is:

\[
Q = \frac{(AB) - (A)(B)}{(AB) - (A)(B)}
\]

\[
= \frac{(36)(24) - (18)(22)}{(36)(24) - (18)(22)} = 0.371
\]

There is a positive association between the age of the respondents and the decisions they take in business. By interviewing the respondents "personally by the researcher it is also inferred that the respondents who are educated are able to take the decisions in the business individually than those who are basically educated or the people who have done their secondary education alone. As
discussed earlier the empowerment of the women lies in the ability to think and work individually we can infer that the entrepreneurs who are in the upper middle age are able to take the decisions in their business than the rest. This is because of the confidence that they have developed among themselves and the risk they are ready to take.

The final objective of the researcher is to find out what are the major reasons that make the respondents to become entrepreneurs. The different reasons are classified in the form of a chart and given below:

Graph-2: The Reason to Become a Women Entrepreneur

The above graph shows the reason for becoming women as Entrepreneur. It is observed from the above table that 62 percent of the respondents are entrepreneurs to generate income for their family. The reason is that in Kanyakumari district majority of the people are agriculturist. So the income earned by the head of the family is seasonal and hence the need to engage in any business for running the family.

FINDINGS

- Over 30 percentage of women entrepreneurs reported that they had started a business due to some dramatic event.
- Majority of the respondents (19 per cent) run petty shops that need small investment and only lower income is generated from such shops.
- It is understood from the study that Tailoring shop (14 per cent) and flower shop (12 per cent) are most viable for women entrepreneurs.
- There is no significant relationship between educational qualification of the respondents and the business they own.
- There is a positive correlation between the investment of the entrepreneurs in the business and the monthly income derived from the business.
- There is a positive association between the age of the respondents and the decisions they take in business.

SUGGESTIONS

- We can understand from the study that the women entrepreneurship is there in the district. However, the ratio of the women entrepreneurs when compared to the ratio of men is low. In this modern era when the women claim equal opportunity with men in all fields, they must come forward to become entrepreneurs also.
- To develop the knowledge about the entrepreneurial skill in the curriculum a paper on entrepreneurship can be made as a vital paper from their higher secondary classes. This will give them the confidence level to start their business individually and make decisions in that. By doing this, the government is not only reducing the unemployment problem but also enables for developing the empowerment among women.
- The government is providing many grants and opportunities especially for the downtrodden women to start the business. However, the number of people availing this is very low, which is from the study. As the government advertises many advertisements for the common benefit of people, they can also advertise the facilities that are available for women to become an entrepreneur through the common media television. This will reach the targeted group easily and hence helpful for them to start the business.
- The most of the women are going for traditional business like tailoring, Cashew nut factory. The number of women starting a small-scale production or manufacturing unit is very less. Therefore, if government gives few preferences for this group of people the number of women entrepreneurs in this sector will improve.
CONCLUSION

Women when they enter into business definitely they will contribute their share in the economic development of our country. Whether the business is small, medium or large whatever may be the size of the organization they will definitely contribute for the growth of our national income. Small drops of water can make a mighty ocean. Like this, the establishment and running of small enterprises will result in the removal of poverty, unemployment and enhancing the family income of the proprietress and the workers who are working in the organization.

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JOB SATISFACTION OF CASHEW WORKERS IN KANYAKUMARI DISTRICT: A STUDY

M. Bamarukmani

ABSTRACT

The cashew-nut processing industry largely has been an export oriented one. More than 85% of the cashew nut industries in the state of Tamil Nadu are located in Kanyakumari district. Around 95 per cent of cashew workers are women. The present study explores the Job Satisfaction of Cashew Workers in Kanyakumari District. The study reveals that despite lower wages paid to the cashew workers they derive job satisfaction thanks to regular employment and bonus.

KEYWORDS

Women Entrepreneurs, Women Empowerment etc.

INTRODUCTION

Cashew is believed to be a native of South Eastern America (Brazil), brought to India in the 16th century and made popular in the Malabar Coast of India by the Portuguese. Cashew is produced in around 32 countries of the world. The world production figures of cashew crop, published by FAO, were around 2.7 million tons per annum. The major raw cashew producing countries with their production figures in 2008 (as per the UN's Food and Agriculture Organization) were Vietnam (1190600 tons), India (665,000 tons), Nigeria (660,000), Côte d'Ivoire (280000 tons) and Brazil (243253 tons). World’s total area under cultivation of cashew is around about 33900 km². India ranks first in area utilized for cashew production, though its yields are relatively low.

In Kerala where it is being grown in large tracts, it is known as “Parangi Andi” or ‘foreign nut’. The cashew nut processing industry (hereafter stated as cashew industry) largely has been an export oriented one. The growing US market for the processed cashew nut has contributed to the spurt of the entrepreneurs in India. Over a period, the production process has changed from manual or cottage based to semi-mechanized. However, the modernization process has not changed the labour-intensive nature of the industry largely because manual labour in the core processes remains indispensable.

While states like Andhra Pradesh and Maharashtra have increased their production of raw cashew, they could not increase their employment in the industry. On the other hand, Tamil Nadu has increased its employment without increasing area under cashew. Thus, the cashew-nut industry is importing the raw cashew from some states and processing it in other states.

Many studies pointed out that there was a major shifting of industries from Kerala to Tamil Nadu. It was also found that the cashew-nut industrialists shifted their firms to evade labour legislation and to avoid the worker’s legitimate share of wages in Kerala.

STATEMENT OF PROBLEM

More than 85% of the cashew nut industries in the state are located in Kanyakumari district, a border district of Tamil Nadu. Villupuram district also produces cashew kernels but the production process is manual and its contribution to total state production is minimal. Thus, the trend of the industry in Kanyakumari District could be generalized as the trend of cashew nut industries in Tamil Nadu.

In the beginning, the cashew industry entered Kanyakumari district as a temporary arrangement to evade enforcement of labour legislation in Kerala. When the processors found that the labour was cheap in Kanyakumari district in Tamil Nadu, they permanently established their units in Vilavancode and Kalkulam Taluk of the Kanyakumari District. Moreover, the positive approach towards the cashew-nut industry by the Tamil Nadu state officials and not enforcing the labour legislation in the name of ‘rural industrialization’ has also played a major role. Though this has generated employment to unskilled women, the cashew nut processors were very careful in not raising the workers’ wages for many years. The ownership patterns they followed discouraged the local entrepreneurs to enter the industry. However, the implications of such strategies are adverse to the interests of the labourers. The general observation is that cashew labourers in Kanyakumari District are in general satisfied with their job despite low wages. There are certain sources from where they derive job satisfaction and there are some reasons, which make them satisfied. This study analyses the job satisfaction of cashew workers with special reference to such sources and reasons.

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SCOPE OF STUDY

This study analyses the job satisfaction of cashew labourers in Kanyakumari District. About 95% of workers in cashew factories are women labourers.

OBJECTIVES OF STUDY

Objectives of the study are:

- To study the socio-economic condition of sample cashew workers.
- To measure factors influencing the job satisfaction of sample cashew workers.
- To investigate whether there is any significance relationship between level of job satisfaction and level of productivity.
- To probe whether there is any significance relation between level of job satisfaction and life satisfaction.
- To make suggestions for improving the job satisfaction of cashew workers.

HYPOTHESES

Following hypothesis is framed for this study

- There is no significant relationship between job satisfaction and productivity.

METHODOLOGY

This study, descriptive and empirical in nature, is based on primary and secondary data. Primary data was collected directly from the cashew workers with the help of a pre-tested interview schedule.

Secondary data was collected from journals, magazines, newspapers and books, and reports published by office of the inspector of factories, Tirunelveli and DCCD Cochin.

Sampling Design

In this study, proportional stratified random sampling method was followed. The size of the sample is fixed as 100 households taking into account the time, cost and administrative considerations. The strata comprise the 4 Taluks from where the sample cashew workers were chosen in proportion to the number of cashew workers. Detail is given in the table below.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Taluks</th>
<th>Total Factories</th>
<th>Males</th>
<th>Females</th>
<th>Total Workers</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Agastheeswaram</td>
<td>19</td>
<td>63</td>
<td>216</td>
<td>279</td>
<td>Nil 2 2</td>
</tr>
<tr>
<td>2</td>
<td>Kalkulam</td>
<td>112</td>
<td>697</td>
<td>11241</td>
<td>11938</td>
<td>2 28 30</td>
</tr>
<tr>
<td>3</td>
<td>Vilavancode</td>
<td>323</td>
<td>527</td>
<td>26753</td>
<td>27280</td>
<td>3 64 67</td>
</tr>
<tr>
<td>4</td>
<td>Thovalai</td>
<td>8</td>
<td>217</td>
<td>702</td>
<td>919</td>
<td>Nil 1 1</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>462</td>
<td>1504</td>
<td>38912</td>
<td>40416</td>
<td>5 95 100</td>
</tr>
</tbody>
</table>

Sources: Inspector of Factories, Tirunelveli, December 2011

Statistical Tools Used for Analysis

Simple statistical tools like classification tables, Chi-Square Test and Yule’s Co-efficient of Association were used to analyze and interpret the data.

LIMITATION OF STUDY

The information supplied by the respondents was from their memory. They did not keep any record of the information sought from them. Therefore, the data supplied by the respondents are subject to recall bias. However, the reliability of the information was duly checked through crosschecks in the questionnaire.
Socio-economic Conditions of Sample Respondents

A study on the socio-economic conditions of the sample cashew workers reveals their standard of living. In this chapter, an attempt is made to analyze the socio-economic and living conditions of the sample cashew workers in the study area. This study covers various aspects like their age pattern, religion, education, marital status, housing conditions, and the like.

Age Distribution of Sample Respondents

The analysis of the age distribution of the sample cashew workers indicates that most of them are young, belonging to less than 40 years of age. Following Table No. 2 reveals the age distribution of the sample respondents.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Age (Years)</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>16 - 21</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>22 - 27</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>28 - 33</td>
<td>6</td>
</tr>
<tr>
<td>4</td>
<td>34 - 39</td>
<td>38</td>
</tr>
<tr>
<td>5</td>
<td>40 - 45</td>
<td>24</td>
</tr>
<tr>
<td>6</td>
<td>46- 51</td>
<td>16</td>
</tr>
<tr>
<td>7</td>
<td>52-57</td>
<td>7</td>
</tr>
<tr>
<td>8</td>
<td>58-63</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Primary Data

It could be observed from the above table that, out of the 100 respondents, three of them belong to the age group of less than 20 years. A significant number of respondents come under the age groups 34-39, 40 - 45 and 46-51. Overall, it could be seen that 92 of the total respondents fall under the age group of less than 51. Only 8 of the sample respondents belong to the age group 52-63. Therefore, age is not a factor for entry into cashew factory.

Religion-wise Distribution of Sample Respondents

Religion plays an important role in determining the socio-economic conditions of cashew workers. People are much attached to the sentimental values of the religion, which influences their socio economic condition. The cashew workers are no exception to this general phenomenon. Religion can help or hinder economic growth. A religion-wise distribution of cashew workers can be seen from the following Table-3.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Religion</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Hindu</td>
<td>63</td>
</tr>
<tr>
<td>2</td>
<td>Christian</td>
<td>37</td>
</tr>
<tr>
<td>3</td>
<td>Muslim</td>
<td>Nil</td>
</tr>
<tr>
<td>4</td>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Primary Data

From the above table, it can be understood that majority (63) of the respondents are Hindus and rest are Christians. Muslims are not found in the cashew industry.

Educational Level of Sample Respondents

Education is the manifestation of the divine perfection that already exists in human being. Therefore, education is essential to improve the levels of living and working condition of the respondents. A majority of the sample respondents have received high school education. It appears that poverty may be one of the main factors, which would have forced them to work in the factory. Following Table-4 shows the educational status of the sample respondents.
Table-4: Educational Status

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Educational Status</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Illiterate</td>
<td>19</td>
</tr>
<tr>
<td>2</td>
<td>Elementary level</td>
<td>35</td>
</tr>
<tr>
<td>3</td>
<td>High school</td>
<td>25</td>
</tr>
<tr>
<td>4</td>
<td>Higher secondary</td>
<td>19</td>
</tr>
<tr>
<td>5</td>
<td>Above Higher Secondary</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

It is clear that a significant number (35%) of the sample respondents have undergone elementary education prior to their entry into the factory and 44 have undergone secondary education. Of the 100 respondents, only 19 are illiterates.

Marital Status of Sample Respondents

Majority of the sample respondents were married. The number of widows among sample respondents was negligible. Following Table No.5 shows the marital status of the sample respondents.

Table-5: Marital Status of the Sample Respondents

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Marital Status</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Married</td>
<td>80</td>
</tr>
<tr>
<td>2</td>
<td>Unmarried</td>
<td>7</td>
</tr>
<tr>
<td>3</td>
<td>Widows</td>
<td>12</td>
</tr>
<tr>
<td>4</td>
<td>Divorced</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

It is observed that out of 100 respondents, 80 were married and 7 were unmarried. Only 12 of the sample respondents were widows and one is a divorcee. Since married workers are more in number, economic necessity might be the reason for their entry into cashew factory.

Housing Conditions of Sample Respondents

There are different types of houses in the study area. They are thatched houses, tiled houses and terraced houses. Housing conditions of the sample respondents are given in the table given below:

Table-6: Housing Conditions

<table>
<thead>
<tr>
<th>Type of House</th>
<th>Number of Respondents</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owned</td>
<td>87</td>
<td>100</td>
</tr>
<tr>
<td>Rented</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Thatched Type</td>
<td>14</td>
<td>100</td>
</tr>
<tr>
<td>Tiled Type</td>
<td>65</td>
<td></td>
</tr>
<tr>
<td>Terraced Type</td>
<td>21</td>
<td></td>
</tr>
<tr>
<td>Electrified</td>
<td>97</td>
<td>100</td>
</tr>
<tr>
<td>Non-electrified</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

87 of the respondents have own arable land and a house each. The area of land owned ranges from 5 to 50 cents. Only 13 of the respondents live in the rented house.

14 respondents reside in thatched house while 65 in tiled-house and 21 in terraced house.

It could be also observed from above table that 97 of the houses are electrified and the remaining are not electrified.
The heads of the family of most of the sample respondents were labourers in agricultural work and construction. Some of the sample respondents have lost their parents. The loss of the main breadwinner (father) is one of the important factors, which force them to work in the cashew factories. Table given below shows the occupational status of the heads of the family of the sample respondents.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Occupation</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Labourer</td>
<td>63</td>
</tr>
<tr>
<td>2</td>
<td>Shop keeper</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>Not alive</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

It is evident from the above table that out of the 100 heads of the family of the sample respondents, 63 were labourers who work either in agriculture or construction and 32 sample respondents reported that they had lost their parents (particularly father) prior to their entry into the factory. This implies that the death of their parents have forced them to work in these factories.

### Reasons for the Choice of Occupation

There are many social factors like having own house, educating the children in English medium, dowry, interest in forming nuclear family, increasing habit of drinking among the head of the family of respondents etc., have increased the financial needs of every family today. As a result, many people especially women choose the occupation in cashew factory to meet the financial needs of the households. Following Table No.8 shows the reasons for the choice of employment in cashew factory.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Reasons</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Compelled by People at Home</td>
<td>Nil</td>
</tr>
<tr>
<td>2</td>
<td>Interest in Job</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>Economic Necessity</td>
<td>86</td>
</tr>
<tr>
<td>4</td>
<td>For Pocket Money</td>
<td>8</td>
</tr>
<tr>
<td>5</td>
<td>For Accompanying Friends</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

Above table shows that out of 100 respondents, 86 are engaged in this work because of their economic necessity. No one is compelled by his / her parents to work in the factory. It was also observed that eight of the sample respondents are going to the factory for pocket money. It could be inferred that augmenting the household income is the main cause of employment of women labourers in cashew factory.

### Earnings per Week

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Earnings per Week</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>200-300</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>300-400</td>
<td>16</td>
</tr>
<tr>
<td>3</td>
<td>400-500</td>
<td>33</td>
</tr>
<tr>
<td>4</td>
<td>500-600</td>
<td>21</td>
</tr>
<tr>
<td>5</td>
<td>600-700</td>
<td>21</td>
</tr>
<tr>
<td>6</td>
<td>700-800</td>
<td>6</td>
</tr>
<tr>
<td>7</td>
<td>800-900</td>
<td>1</td>
</tr>
<tr>
<td>8</td>
<td>900-1000</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

**Sources:** Primary Data
The earnings of cashew workers are much higher when compared to workers in similar small-scale industries within the district. Female workers are involved in breaking, peeling and grading while male workers are involved in roasting and drying process. Majority of the sample respondents work 8 hours a day and piece rate is followed for the payment of wages to cashew workers by all cashew factories in the study area. Normal piece rate is given even for overtime work. The average earning per week varies from Rs.400 to Rs.600. Table given above shows the earning of the sample respondents per week. It could be observed that of the 100 respondents, 75 earn more than Rs.400 to 700 a week. Those who earn more than Rs.800 are negligible. Only 17 respondents earn less than 400. Probably they are new entrants and do not have experience to earn more wages. The average earnings per week is Rs. 521.

**Regularity of Employment**

Employment in the cashew factory seems to be regular. Almost all the sample households reported that they were employed for all the days in a week except Sunday. Regularity of employment coupled with the high earnings seems to be the main sources of job satisfaction for the sample respondents. However, non-availability of raw materials seems to be the only reason for unemployment of the sample respondents during a few days in a week. However, the incidence of raw material shortage is not frequent.

**Working Condition**

Working condition within the factory seems to be one of the factors influencing job satisfaction. Working condition includes availability of facilities like canteen, toilet, ventilation, drinking water, dining hall, first aid, rest shed, transport facility, recreation facilities, crèche etc. Out of these, most of the factories provide only toilet, ventilation, first aid and vehicle for transport. Those who do not get/avail transport facility get T.A from the factory. Almost all the sample respondents said that their employers had not provided any recreation facilities within the factories.

**Holidays**

Availability of holidays also seems to have some influence on the job satisfaction of the sample respondents. All the sample respondents reported that apart from their weekend holiday i.e. Sunday, they enjoy nine paid public holidays such as Pongal, Republic Day, Good Friday, Labours Day, Independence Day, Onam, Gandhi Jayanti, Diwali, and Christmas provided they have put in at least 75 days of work. However, the local authority not given any casual leaves or local holidays announces the workers.

**Medical Leave and Medical Expenses**

In the study area, most of the sample respondents reported that they had treatment from those hospitals, which are empaneled under ESI. However, medical leave or maternity leave is not given to workers.

**Availability of Bonus**

Bonus is one of the important extra benefits enjoyed by the sample respondents. Unlike the other small-scale industries, employers of cashew-nut industries give bonus to their workers every year. This may be due to two factors. Firstly, cashew nut being a product for export, they may like to maintain a steady supply through sound labour relations. Secondly, the power of the trade unions forces them to pay bonus. Amount of bonus depends upon the size of output carried out by the workers. Table given below shows the amount of bonus received by the sample respondents.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Bonus</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2000-3000</td>
<td>10</td>
</tr>
<tr>
<td>2</td>
<td>3000-4000</td>
<td>9</td>
</tr>
<tr>
<td>3</td>
<td>4000-5000</td>
<td>12</td>
</tr>
<tr>
<td>4</td>
<td>5000-6000</td>
<td>19</td>
</tr>
<tr>
<td>5</td>
<td>6000-7000</td>
<td>15</td>
</tr>
<tr>
<td>6</td>
<td>7000-8000</td>
<td>18</td>
</tr>
<tr>
<td>7</td>
<td>8000-9000</td>
<td>5</td>
</tr>
<tr>
<td>8</td>
<td>9000-10000</td>
<td>7</td>
</tr>
<tr>
<td>9</td>
<td>10000-11000</td>
<td>3</td>
</tr>
<tr>
<td>10</td>
<td>11000-12000</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>

**Sources:** Primary Data
It is evident from the above table that out of 100 respondents, majority of the respondents (64) received Rs. 4000 - Rs. 8000 per annum as bonus. 10 respondents said that they had Rs. 2000 to Rs. 3000. Bonus is paid a few days before Onam festival throughout Kanyakumari District. The average amount of bonus is worked out at Rs. 6010.

**Factors Influencing Job Satisfaction among the Sample Respondents**

Five variables were identified as the most important factors that influence the job satisfaction of cashew workers in Kanyakumari District. They are pay given to the workers, bonus given to the workers, safety & welfare measures in the factory, peer-relationship and fringe benefits given to the workers.

**Measurement of Overall Job Satisfaction**

The concept of job satisfaction is a qualitative one, which can be measured indirectly by using scaling technique. In this study, the job satisfaction of cashew workers is measured on a 5-point scale each level being assigned with a score. The levels in the 5 point scale are highly not satisfactory, not satisfactory, moderately satisfactory, satisfactory and highly satisfactory, and the score assigned to the levels are 0,1,2,3 and 4 respectively. Thus, the score allotted to these scales range from 0 to 4 based on respondents’ view on each variable. If a respondent gives highly satisfactory response to all the five variables, he will be awarded the score of 20 (5 variables x 4 score). If he gives highly not satisfactory response for all the five variables, he will be awarded 0 score (i.e. 5 variables x 0 score). Thus the score secured by a respondent ranges from 0 to 20. The overall scores secured by all the respondents are given in the table below.

**Table-11: Overall Score Secured by Respondents**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Score</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0-4</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>4-8</td>
<td>10</td>
</tr>
<tr>
<td>3</td>
<td>8-12</td>
<td>68</td>
</tr>
<tr>
<td>4</td>
<td>12-16</td>
<td>14</td>
</tr>
<tr>
<td>5</td>
<td>16-20</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Primary Data

From the above table-11, it is clear that the majority of the respondents’ (68%) score lies in between 8 and 12. The average score is computed at 10.16. Therefore, the respondents have moderate level of job satisfaction.

**Relationship between Level of Job Satisfaction and Productivity**

It is very often claimed that a satisfied worker is a productive worker. Using chi-square technique it is tested whether there is any significant relationship between level of productivity and level of job satisfaction. The average level of productivity is ascertained by dividing process output per month (in terms of units measuring the output in the particular process) by number of man hours spent during the month. Following Table No.12 shows the level of productivity and level of satisfaction for ascertaining the relationship.

**Table-12**

<table>
<thead>
<tr>
<th>Level of Satisfaction</th>
<th>Level of Productivity</th>
<th>Total Number of Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Above Average Level</td>
<td>Below Average Level</td>
</tr>
<tr>
<td>Highly Not Satisfied</td>
<td>1 (2.80)</td>
<td>4 (2.20)</td>
</tr>
<tr>
<td>Not Satisfied</td>
<td>10 (7.28)</td>
<td>3 (5.72)</td>
</tr>
<tr>
<td>Moderately Satisfied</td>
<td>29 (33.04)</td>
<td>30 (25.96)</td>
</tr>
<tr>
<td>Satisfied</td>
<td>15 (10.64)</td>
<td>4 (8.36)</td>
</tr>
<tr>
<td>Highly Satisfied</td>
<td>1 (2.24)</td>
<td>3 (1.76)</td>
</tr>
<tr>
<td>Total</td>
<td>56</td>
<td>44</td>
</tr>
</tbody>
</table>

Sources: Primary Data

Above table reveals that 56 respondents have above average level of productivity and 44 respondents have put in below average level of productivity. The figures given in the table in parentheses are the expected cell frequencies (E) computed for applying chi-square test.
Let us take the null hypothesis that there is no significant relationship between level of productivity and level of satisfaction.

The computed value of \( x^2 = \frac{\sum (O-E)^2}{E} \) = 11.68

Degrees of freedom = \((r-1)(c-1) = (5-1)(2-1) = 4\)

The table value of \( x^2 \) at 5% level of significance for 4 degree of freedom is 9.488. As the calculated value is greater than table value of \( x^2 \) the null hypothesis is rejected. Therefore, it can be concluded that there is significant relationship between level of productivity and level of satisfaction.

**Relationship between Job Satisfaction and Life Satisfaction**

Since a job is a significant part of one’s life, the relationship between job satisfaction and life satisfaction makes sense i.e. one’s job experience spill over into one’s life. However, it also seems possible the casualty could go the other way a happy or unhappy life spills over into one’s job experiences and evaluations. In fact, the research suggests that the relationship between job and life satisfaction is reciprocal—job satisfaction does affect life satisfaction, but life satisfaction also affects job satisfaction.

In order to find out the degree and direction of association between two attributes job satisfaction and life satisfaction, Yule’s coefficient of Association was applied for which following Table No.13 is prepared from the primary data collected.

<table>
<thead>
<tr>
<th>Y</th>
<th>Job Satisfaction</th>
<th>Life Satisfaction</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Satisfied B</td>
<td>Satisfied A</td>
<td>Total</td>
</tr>
<tr>
<td></td>
<td>AB</td>
<td>72</td>
<td>89</td>
</tr>
<tr>
<td></td>
<td>B</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Not satisfied</td>
<td>Aβ</td>
<td>8</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>β</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>80</td>
<td>20</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Primary Data

It is evident from the above table that out of 100 respondents 80 are satisfied in life of whom 72 are satisfied in job also. It is also inferred from the above table that 89 per cent of cashew workers are satisfied in job. Of them, 72 are satisfied in life too. Yule’s Co-efficient of Association is computed to find out the degree and direction of association between two attributes job satisfaction and life satisfaction.

\[
Q = \frac{(AB)(\bar{A}\bar{B}) - (A\bar{B})(\bar{A}B)}{(AB)(\bar{A}\bar{B}) + (A\bar{B})(\bar{A}B)} = \frac{(72)(3) - (8)(17)}{(72)(3) + (8)(17)} = +0.227
\]

The Yule’s Co-efficient of Association indicates that there is a low positive association between job satisfaction and life satisfaction. Therefore, job experiences spill over slightly into non-work life.

**SUMMARY OF FINDINGS**

- Most of the sample cashew workers in Kanyakumari District are either Hindus or Christians.
- Most of the respondents have either elementary education or secondary education.
- The analysis of marital status of respondents discloses the fact that the marital status is not a barrier for the respondents for their entry into the factories because out of 100 respondents, 80 are married, 7 unmarried, 12 widows and the remaining one is a divorcee. Since 80 are married, economic necessity might be the reason for their entry into cashew factory.
- Majority of the sample respondents (78 per cent) are middle aged and fall under the age group of 34-51 years. 14 respondents are in the age group of 16-33. Only 8 respondents fall between the age group 52-63. Therefore, it is clear that age is not a barrier for becoming the worker in the cashew factories.
- Majority of the respondents reside in terraced and tiled houses, which are owned and electrified. Most of the heads of the respondents’ family are labourers in either agriculture operations or construction activities.
- Majority of the sample respondents have chosen their job due to poverty in their family.
- Workers who have put in at least 75 days of work get 9 paid public holidays, which give them more satisfaction.
Majority of the sample respondents work only 8 hours in a day with weekend holidays and public holidays. No overtime is paid to the workers.

Availability of bonus has more influence on the job satisfaction. Majority of sample respondents (64 per cent) have received Rs. 4000-8000 as bonus. The average bonus given is Rs. 6010.

Female workers are involved in breaking, peeling and grading while male workers are involved in roasting and drying process. Workers get weekly wages and majority of the respondents (75 per cent) earn 400-700 per week. The average wages per week is Rs. 521.

All the sample respondents said that they get regular employment throughout the year.

None of the factories strictly complies with the factory’s Act. However, the facilities like, toilet, ventilation and first aid are provided to the workers. Transport facilities are provided to the respondents by almost all the factories. Those who do not provide such facility give T.A. to the respondents. Availability of transport is yet another factor, which gives them satisfaction.

Augmenting the household income is the main reason for women labourers finding employment in cashew factory.

The study reveals that there is a moderate level of job satisfaction among the cashew workers (overall job satisfaction score is 10.16 out of 20)

The study reveals that there is significant relationship between level of productivity and level of job satisfaction.

Study also reveals that job experiences spill over slightly into non-work life of workers. In other words, job satisfaction leads to life satisfaction to a little extent.

SUGGESTIONS

Based on the findings the following suggestions are made:

- Present piece rate system, which is very meagre, now, should be increased from the existing rate.
- Hand gloves to the workers engaged in breaking and peeling process should be provided with.
- Ordinary working hours should be restricted to 8 hours and extra hours worked should be compensated with over time rate.
- Employer should take the initiative of insuring the lives of all the workers in the factory
- The employer should give compensation to the dependents on the death of an employee.
- Establish a Grievance Cell with a counsellor in each factory so that the level of job satisfaction can be improved by redressing the grievances and through proper counselling. This will enhance the life-satisfaction also.

REFERENCES


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SME's IN INDIA: THE CHALLENGES AHEAD

Dr. Rashmi Gujrati14

ABSTRACT

The Small and medium enterprise sector has, over the years, usually recorded upper development time than the industry sector as an entire. It contributes appreciably to labour combination and encouragement of entrepreneurship. An atmosphere with special center on education and training provided to entrepreneurs will promote small and medium venture development.

Entrepreneurship has more and more become familiar as a significant basis of employment and growth. However, there appears to be market failures and impediments, which function to limit the extent to which they become entrepreneurs and the forecast for achievement. This paper focuses on the need for skill development of entrepreneurship in medium, small and micro enterprises in India. Policymaking in the entrepreneurship meadow is compound and disorganized. Many areas of Government policy pressure levels of entrepreneurial activity - narrow policies, trade policies, labor market entrepreneurial movement and the obtainable MSMEs. It is common position for Governments to have policies to give confidence the growth of local MSMEs as they can help to directly improve poverty by growing income levels and creating jobs. Therefore, the main purpose of the article is to introduce and evaluate the relationship between Government policy and the growth of entrepreneurship in the micro, small & medium enterprises of India.

KEYWORDS

Entrepreneurship, MSMEs, EDPs, Small Industries Development Organization, Entrepreneurship etc.

INTRODUCTION

The growth of the small and medium sized enterprise (SME) sector is now extensively seen as an input constituent in the change to a promote economy in the countries. It has played very significant role in industrial reform, competitiveness and innovation of venture sector and in generating new employment. Depending on the different stages of change and original situation, most of the post-socialist countries joint two basic approaches to the development of competitive SME sector: one that focuses on the impulsive formation of new private enterprises through unleashing the general market potentials for entrepreneurial activities (financial, industrial, organizational, managerial, labour, etc.) and one that takes a more pro-active move toward in creating an institutional atmosphere favorable to development the growth of small and medium enterprises.

Different observed studies that argue in favour of one or the other substitute, but all seem to agree that the institutional ingredient is of central significance. Recent experiential studies have established that the SME sector is a serious factor in the growth performance of the economies of South East Europe. They argue that an enabling institutional atmosphere is essential for private sector growth but they also prudence against policies that distinguish in favour of SMEs. Such policies, they quarrel, can make available perverse incentives to firms to stay small quite than to get bigger employment and sales. They conclude, “In some Countries, present preferences (such as tax concessions) for SMEs are creating extensive distortions by hopeful firms to stay at comparatively little levels so that they may enjoy such benefits”. However, they also quarrel that the completion of policies in SEE countries in the areas of registration and licensing lead to prejudice against SMEs and to the perseverance of entry barriers which reduces efficient opposition for current firms. Based on the Polish experience, familiar that the evolution to a market economy necessary not just liberalization to make more room for precipitate confidential suggestion, but the contribution of the state in the pro-active arrangement of institutions at the back the “grass-rooted development” of small and medium enterprise. He argued that “institutional arrangements are the most important factor for the success of hard growth” and that the configuration of institutions helpful of entrepreneurship was a necessary part of the growth process. They argued that in evolution economies the small business sector has frequently urban in spite of the nonappearance of formal institutions and the support of the state, and often despite the state. In the early stages of transition, small enterprises may find the state itself to be an obstacle. The lack of legal defense, high taxation and the aggressive behavior of government officials give incentives to entrepreneurs to function in the grey economy. In order for the change to make growth, however, the state must take a more pro-active role and distinguish the importance of the SME sector to the growth of a market economy. The state must then set up the structure circumstances within which entrepreneurship can get bigger. This “includes basic reforms such as reviewing registration and reporting events, reforming the banking and tax system, and steps to do away with corruption which seriously impedes entrepreneurship”, reviewed the literature on the role of SMEs in the transition process.

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India today has reached that period of the demographic conversion in which more than 60 percent of the population is in the economically active age group of 15-59 years, normally referred to as the DEMOGRAPHIC DIVIDEND. For India to tap this bonus, it is essential that the economy is talented to produce sufficient job opportunities to effectively take up this economically energetic population. We do keep mentioning of 500 million strong workforce by 2022 but India faces challenges in reaping this demographic bonus allowing for that illiteracy levels between the labour forces is still high and between 70-80 percent of the labor force have education levels below secondary. Almost 48 percent of the workforce is engaged in agriculture while contribution of agriculture to GDP is not more than 16 percent. This situation may be qualified to the low level of education and thereby incapability to access decent jobs in the non-farm sector. In terms of status of employment, 52 percent of the workforce is self-employed as own-account workers or helpers, 30 percent as casual workers while only around 18 percent have regular jobs. This has resulted in more than 90 percent of the workforce occupied in casual jobs and slowing down the structural change from farm to the non-farm sector. The policy focus in the labour market has therefore been to produce honest jobs, which can give the workforce a sensible standard of living. While the significance has been on wage service it has been felt essential to encourage self-employment or to be precise entrepreneurship as an entrepreneur would be in a location to create more jobs.

OBJECTIVES OF STUDY

- To describe the status of entrepreneur small and micro enterprises in India.
- To highlight the constraints faced by them.
- To enlist policies to promote entrepreneurs in small and micro enterprises.

RESEARCH METHODOLOGY

This article is based on secondary data collected from India Development Report, SSI Reports, books, journals and websites.

HYPOTHESIS

- Entrepreneurs in small enterprises face many constraints.
- Promoting skill among entrepreneurship in such units will help in sustainable development of India.

ENTREPRENEURSHIP IN INDIA IS INCREASINGLY CHANGING THE LANDSCAPE OF INDIAN INDUSTRY AND BUSINESSES

Entrepreneurs are now more interested for new ideas to doing business. Certainly, entrepreneurship cannot be continued without the support of institutions and the policy environment which are necessary to the in growth and development of entrepreneurship. For businesses to prosper, it is very important that a venture operate within a policy framework that encourages a favorable business type of weather for growth and development.

Entrepreneurship in India is progressively more changing the scenery of Indian industry and businesses. With globalization and India’s progressive economic liberalization, entrepreneurship is ahead a new measurement.

Policy Reforms: Micro, Small and Medium Enterprises (MSME) contribute nearly 8 percent to the country’s GDP and constitute 45 percent of the manufacturing output and 40 percent of the exports. They offer the major share of service after agriculture. Bearing in mind their importance to economic growth and employment generation, the government should ensure that the MSME growth and development.

Assistance to MSME Sector: In order to make the MSME sector aggressive in international markets, government should start focusing on offering practical support to the sector accompanied with latest technology and skill development policy. In order to fuel the Prime Minister Narendra Modi's 'Make in India' campaign and generate employment opportunities, MSME Ministry has connected a deal with International Labour Organization (ILO).

MSME Ministry said that the deal is firstly for a 5-year period and will support the government's 'Make in India' programme, aimed at transforming India into a global manufacturing hub.

The ministry further stated that the deal involves some of the key behavior which comprise entrepreneurship development, good place of work practices for improving output and attractive addition into global supply chains, and investigate and knowledge-building associated to sustainable enterprises and formalization strategies.
Better Outreach and Rapid Skilling: With the opportunity to fast scale up training, this representation ensures that more and more workers get trained and unskilled. Training can be supplemented with hands-on skilling as the companies extend their machinery to make potential workers machine-ready.

Industry-Integrated Training: The PPP model has its base in sympathetic the industry necessities and scheming training consequently. This is the most well organized way to skill people on-the-job with suitable apprenticeship. The NSQF certification at the end of the training prepares them with improved employability.

Effective Utilization of Government Funds: Funding under related schemes can be easily channelized and included with outcome-based training. Among other things, this can inspire the youth to enroll for skilling programmers in order to be placed in various SMEs.

Enhanced Employability: SMEs are the most important cause of employment for millions of new job seekers. When there is huge enrolment, the fresher’s have the chance to get trained and skilled on the job. Most significantly, they are exposed to multiple skills as every SME depends on multi-skilled personnel.

Entrepreneurship Support: Setting up an SME is the first step towards entrepreneurship. The PPP model can be of help to entrepreneurs who have access to a skilled pool of workers and monetary and infrastructural support to realize their business goals and innovative ideas.

We need to generate original sources of continued employment and support these with a pipeline of skilled workforce. Strategic implementation of the PPP model can give a head start in overcoming many issues connected to shortage of trained human resources in the Indian SME sector.

**CHALLENGES THAT SMEs FACES TODAY**

Small and medium enterprises (SMEs) play a major role in the Indian economy. They add at least 35% to exports, at least 40% to industrial production, at least 12% of the gross domestic product (GDP) and provide employment to about 60 million skilled and unskilled workers across more than 26 million enterprises. The SME sector is likely to generate one million jobs every year and will play a crucial role in garnering demographic dividends. The real unsung heroes of India Inc. are the millions of mom and pop enterprises, which are silently making goods and providing services at competitive rates, creating additional jobs for millions of skilled and unskilled workers and facing the challenges of globalization. The SME sector has demonstrated true Indian entrepreneurship and some of the biggest names in India Inc. have their roots in the sector.

The SME sector today is facing a set of challenges which it has not experienced in the past and which could affect its future growth and in turn affect the Indian economy.

Many SME entrepreneurs have started reaching the point of satisfaction. Asset price inflation has increased their wealth manifold in the last decade. Inflation in real estate and stock in trade (bought most of the time on leverage) has unexpectedly raised their net worth beyond their expectations.

This unexpected rise in wealth has dampened SME entrepreneurs’ hunger for growth. The challenges of taking business to the next level in terms of investment, manpower and professionalizing the organization, among others, are too much of a risk to take for the satisfied entrepreneur. Some SMEs are being run in neutral gear rather than in top gear.

**Disinterest in Second Generation**

Many second-generation SME entrepreneurs do not want to step into their parents’ shoes. Some of them are settled abroad. Some of them are educated enough to pursue well-paying jobs. Some of them do not want to run the factory or business, as the efforts of running the business are not rewarded through adequate profitability. For example, grocery stores in Mumbai are finding it difficult to get their next generation in the same business. Some of them do not have the entrepreneurial zeal of their parents to work at the non-air-conditioned shop floor level. In absence of the next generation’s commitment, further investment to take the SME business to the next level is not being done. Neutral gear versus top gear comes into play due to the non-commitment of the next generation.

**Absence of Joint Family Support**

Break down in the joint family system is limiting, to some extent, SME entrepreneurs’ ability to start a new business. In absence of support from a joint family system, an entrepreneur has to do multiple roles resulting into long gestation period or higher cost, eventually leading to higher mortality. Friends do not fill the vacuum left by joint family system completely as the emotional
bonding of friendship sometimes does not stand the test of commercial considerations. Absence of ecosystem to nurture and support at different stages of growth of a SME is a growing concern.

Other Constraints

The SME sector is facing continuous demand on productivity and efficiency gains from their large counterparts. These demands require investments in business on a regular basis. Reward for making such investment is not proportionate to the capital and efforts that are put in. This, in turn, is affecting investments by SMEs. Upcoming entrepreneurs are constrained by the high cost of setting up business, availability of finance and increasing complexity of doing business. Technology start-ups are obviously an exception to this due to the low capital requirement. SME exchange is a good beginning to provide equity to this sector.

Encashment of SME business value has not yet picked up as the merger and acquisition opportunities are limited due to emotional attachment to the business (till it is too late to detach) and the difference in the perception of value. The SME segment is quiet dynamic in nature and has withstood many adversities in the past to reach where it is today. A vibrant merger and acquisition market in the SME sector along with availability of venture/angle investment providing equity will lead to further development of the SME sector and help overcome some of the challenges on the entrepreneurial side.

PRIVATE SECTOR DEVELOPMENT AND ENTREPRENEURSHIP

In most countries, the private sector accounts directly for 85 to 90 percent of GDP, with the outstanding fraction shaped by government action, which in turn is financed by taxes that depend greatly on the consequences of private sector enlargement. Rising standards of living depend on how well the private sector in a developing country performs. Performance of the private sector is closely tied to how well a country promotes the development of new businesses, how much and how fast accessible businesses are capable to grow and become more proficient, and how well enterprises that sell in international markets contend. Economic growth, by you, of course, is not the only reflection: both fairness and ecological consideration are important as well tenuous sustainable economic development. Development of a strong private sector is a complex procedure, with many factors causal to the power or weak point of a country’s private sector. Well-organized and spirited private sector firms do not expand exclusively because of their own interior capabilities. While innovative entrepreneurs, skilled managers, a devoted and well-trained work force, an competent managerial and ready actions are important, the number, size, and competence of enterprises in a country are precious by a host of external factors. Generally, a private sector needs an in general “enabling environment” that allows private firms to function efficiently, and specific institutions and policies that promote private sector development.

ROLE AND RELEVANCE IN ECONOMIC DEVELOPMENT

Small and medium enterprises are the backbone of industrial development. It is very important for both developed and developing country Small and medium enterprises always represented the reproduction of economic development, which emphasized high donation to domestic manufacture, important export income, low investment necessities, employment age group, effectual donation to foreign exchange earning of the nation with low import concentrated operations. The contribution of small-scale industries (SSIs) has been manufacture in the industrial development of the country. It has a share of 40% in the industrial production. 35% of the total manufactured exports of the country are directly accounted for by this sector. In terms of employment generated, this sector is next only to agriculture employing just about 14 million people. Overall, the small industry sector has done quite well and has enabled the country to attain substantial industrial growth and diversification. Small-scale industries are less capital concentrated and suit the Indian economic environment with limited resources and large population base. In addition, it is highly and has a range for labor concentrated for building upon the traditional skill and knowledge. Small-scale industries have remained high on the agenda of all political parties, intelligentsia and policy makers since autonomy as an inheritance of Gandhian philosophy.

ROLE AND PERFORMANCE OF ENTREPRENEURSHIP ON THE MSMEs SECTOR IN INDIA

Promotion of entrepreneurship among MSMEs is extensively handled through a mixture of public-and public-private sector organizations in different countries. Entrepreneurship development within MSMEs has been made part of the development Action Plan at the national level by India also despite the definitional differences, it is usually decided that entrepreneurship is a heavy force behind MSMEs. Available proof suggests that entrepreneurship can contribute considerably to achieving key policy objectives. Entrepreneurship is an effective means of achieving certain policy objectives, but not all, and at least in the short term, there are tradeoffs, which have to be familiar. Entrepreneurs are the driving force behind MSMEs, and MSMEs play a significant structural and energetic role in all economies. The main areas where increased levels of entrepreneurial action can donate appreciably to exact policy outcomes are:

- Create opportunities - Job creation, careers, and new products/services.
Economic growth, productivity improvement, and innovation.
Poverty alleviation and social opportunities.
Create new customers and open up new markets.

Over the last two decades, there has been a move toward hopeful greater "social entrepreneurship" as a means of poverty mitigation, increasing employment opportunities and empowerment of disadvantaged or under-represented groups, chiefly in rural areas. Awareness of the possible which entrepreneurship may offer for promoting social addition is growing worldwide. Much of this stress placed by Governments is listening carefully on assisting target groups to start up micro enterprises, typically by means of the stipulation of low cost micro finance. These policies implemented in many developing economies have been exposed to be extraordinarily effectual by some criteria, and are well illustrated by the achievement of the Grameen Bank. Micro enterprises are important in their own right, for two closely consistent reasons: in the longer term, they can provide a seed bed for entrepreneurship, and for the corporate growth and economic regeneration needed to maintain international competitiveness. Almost all MSMEs start as a micro venture, in that they start as a concept developed by a single person or a few people.

In the instant term, they can offer an option to unemployment, and they can provide a means of alleviating poverty and social disparities. Most micro enterprises are non-employing, but they create a job (even if it is only part time) for the entrepreneur. In this regard, The National Science & Technology Entre-premiership Development Board (NSTEDB), established in 1982 by the Government of India under the aegis of Department of Science & Technology, is an institutional mechanism to help promote knowledge driven and technology intensive enterprises. The Board, having representations from socio-economic and scientific Ministries / Departments, aims to convert "job-seekers" into "job-generators" through Science & Technology (S&T) interventions.

Objectives are below:

- To promote and develop high-end entrepreneurship for S&T manpower as well as self-employment by utilizing S&T infrastructure and by using S&T methods.
- To facilitate and conduct various informational services relating to promotion of entrepreneurship.
- To network agencies of the support system, academic institutions and Research & Development (R&D) organizations to foster entrepreneurship and self-employing using S&T with special focus on backward areas as well.
- To act as a policy advisory body with regard to entrepreneurship.

CONCLUSION

The early history of entrepreneurship in India reflects from the culture, customs and tradition of the India people. To procedure of entrepreneurship consequently passed through the possible family of the society and all those who established entrepreneurial role had the cultural heritage of trade and business. On the other hand, Micro, Small and Medium Enterprises are a critical economic factor in India. They make up a bulk of the domestic business dealings and at the same time play a significant role in international trade, they have emerged as a vibrant and dynamic ingredient of the economy by virtue of their significant contribution to GDP, industrial production and exports. However, the most important contribution of this sector is towards employment creation, which is second only to agriculture. The experience of recent years shows that while employment in agriculture sector has been on the way out, large industries are also experiencing jobless growth. In such a circumstances, the main responsibility for job creation rests with unorganized sector including small and medium enterprises and the service sector.

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LATEST TRANSFORMATIONS IN INTERNATIONAL SCENARIO
CONCERNING TRUMP POLICIES: A DISCUSSION

Dr. Atiya Mahboob

ABSTRACT

The policies and decisions, which are made by the Government, determines the success or failure of an economy of a country, they not only effects trade at a domestic level but also at international level. The new elected President of U.S. Donald Trump, only the time will tell weather that Donald Trump’s new trade policies will bring a positive or a negative change for the economy of the World. This paper conceptually explores the present situation of world with due emphasis on Mr. Trump (U.S. President) policies and its impact on world economy a discussion.

KEYWORDS
Policy, Government, USA, Economic Conditions etc.

TRUMP POLICIES

Donald John Trump (born June 14, 1946) is the 45th President of the United States. He is best known as American business man and television personality. After being elected as president, he laid down certain policies, which were against public interest some of the policies are given below.

Opposition to Trade Policies

Border Wall and Illegal Immigration

Trump promised that he would build "a great, great wall" on the United States–Mexico border, and emphasized that proposal throughout his campaign, further stating that the construction of the wall would be paid for by Mexico. If we consider the exports destination of US products and service Mexico ranks in the Third positions.

Travel Ban and Refugee Suspension

On January 27, 2017, Trump signed an executive order (Number 13769), titled "Protecting the Nation From Terrorist Attacks by Foreign Nationals", that suspended entry for citizens of seven countries for 90 days: Iraq, Iran, Libya, Somalia, Sudan, Syria and Yemen, totaling more than 134 million people.[89] The order also stopped the admission of refugees of the Syrian Civil War indefinitely, and the entry of all refugees to the United States for 120 days.[90] Refugees who were on their way to the United States when the order was signed were stopped and detained at airports.

On China

Trump is one of the presidential candidates that believes China is way ahead of US, not only in terms of technology, but also in leaders and everything else. He believes that the US is in trouble, because China will soon become the No. 1 power in the world if the US do not do something. Our country is in serious trouble. We do not have victories anymore. We used to have victories, but we do not have them. When was the last time anybody saw us beating, let us say, China in a trade deal? They kill us. I beat China all the time.

On Taxes

Another comment that comes from the 1990 Playboy Interview, Trump suggested a way to tax incoming products to the US, and make new allies. Since then, however, Trump has changed his tax policy. However, back to the comment, Trump said:

- I would throw a tax on every Mercedes-Benz rolling into this country and on all Japanese products, and we’d have wonderful allies again.

15Professor, Aucbm Anwar ul loom College of Business Management, Telangana, India, atiyamahboob@yahoo.com
Speaking of Trump’s tax policy, the main approach is to reduce seven income tax rates to just three: 10, 20 and 25 percent. Compared to the top rates of now (33, 35 and 39.6 percent), Trump is speaking of lower rates.

Profile of U.S.A.

| Table-1 |
|-----------------|-----------------|-----------------|-----------------|
| **GDP (Millions of US$)** | **17946996** | **Rank in the World Trade 2015** | **Export** | **Imports** |
| GDP per Capita (13-15) | 54307 | Merchandise | 2 | 1 |
| Current Account Balance (% GDP, 2012-2014) | -2.4 | Excluding intra EU Trade | 3 | 1 |
| Trade per Capita (US$, 2013-2015) | 7893 | Commercial | 1 | 1 |
| Trade (% GDP, 2013-2015) | 14.5 | Excluding intra EU Trade | 2 | 2 |

**Sources:** Authors Compilation

The best example, which can be taken, is of Trump trade policies.

Firstly, let us understand what exactly is Brexit and Trump policies.

**LITERATURE REVIEW**

Number of studies were conducted on both subject (i.e. what would be the impact on international market if Donald Trump were to be elected as President and what kind of scenarios of would the International market would experience if Britain were to leave European Union.)

**Trump Policies and It Effect on World Market**

According to study conducted by Paul Bachman, Keshab Bhattarai, Frank Conte, Jonathan Haughton, & David G. Tuerck titled “The Economic Effects of Trump 2.0, the Candidate’s Updated Tax Proposal” they write: Compared with other presidential election year cycles, the 2016 campaign takes place in a period of perplexingly slow economic growth. The current election year is exhibiting the lowest economic growth of the last 15 election years (excluding the recession year of 2008). U.S. GDP grew at an annual rate of just 1.1 percent in the second quarter of 2016, far below the post-World War II average of 2.6 percent. The Trump tax proposals seek to promote growth by cutting marginal tax rates on high-income taxpayers, combined with large personal deductions to improve equity. The Trump proposals make large cuts to the taxation of business income through lower rates on all business income (corporate, partnerships and proprietors) and replacing the current system of investment depreciation with a
system of 100 percent immediate expensing. As currently presented, the Trump tax proposals would reduce taxes on all taxpayers regardless of income level. This should increase efficiency and spur faster economic growth. According to our NCPA-DCGE model, the plan would reduce $8.394 trillion in revenue over 10 years, with most of that reduction coming from the federal personal income tax. The benefit to the economy would be a net gain of 3.162 million jobs by 2026, and an increase in real GDP of 9.36 percent.

According to Director of global macro strategy at Fidelity Investments: "There's actually globally synchronized momentum, and people lose sight of that because everyone is focused on the headlines. But the global economy is accelerating, and that's a good thing for earnings and for the markets. If you look at small caps relative to large caps, they went from a minus 12 percent spread last summer to a plus 18 percent spread in December. Because small, domestic — they benefited more from tax cuts, deregulation."

**OBJECTIVE OF STUDY**

The following below are the objective of the study:

- To analyze the impact of Trump policies on the market at both level, domestic and international.
- Analyzing impact Foreign policies at an international level.

**METHODOLOGY USED**

Most of the information is collected from the secondary data sources like newspapers, articles from journals, debates, interviews and discussion. Based on this most of the study was conducted.

**ANALYSIS AND RESULTS**

<table>
<thead>
<tr>
<th>Date</th>
<th>Price</th>
<th>Open</th>
<th>High</th>
<th>Low</th>
<th>Vol</th>
<th>Change %</th>
</tr>
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<tbody>
<tr>
<td>28-June-16</td>
<td>15,323.14</td>
<td>15,094.71</td>
<td>15,443.82</td>
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<td>27-June-16</td>
<td>15,309.21</td>
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<td>15,061.66</td>
<td>161.93K</td>
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<tr>
<td>24-June-16</td>
<td>14,952.02</td>
<td>16,333.87</td>
<td>16,389.17</td>
<td>14,864.01</td>
<td>262.98K</td>
<td>-7.92%</td>
</tr>
<tr>
<td>23-June-16</td>
<td>16,238.35</td>
<td>16,098.61</td>
<td>16,263.87</td>
<td>16,057.86</td>
<td>110.80K</td>
<td>1.07%</td>
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**Sources:** Authors Compilation

<table>
<thead>
<tr>
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<th>Price</th>
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<th>High</th>
<th>Low</th>
<th>Vol</th>
<th>Change %</th>
</tr>
</thead>
<tbody>
<tr>
<td>28-June-16</td>
<td>17,409.72</td>
<td>17,190.51</td>
<td>17,409.72</td>
<td>17,190.51</td>
<td>112.19M</td>
<td>1.57%</td>
</tr>
<tr>
<td>27-June-16</td>
<td>17,140.24</td>
<td>17,355.21</td>
<td>17,355.21</td>
<td>17,063.08</td>
<td>138.74M</td>
<td>-1.50%</td>
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<tr>
<td>24-June-16</td>
<td>17,400.75</td>
<td>17,946.63</td>
<td>17,946.63</td>
<td>17,356.34</td>
<td>239.00M</td>
<td>-3.39%</td>
</tr>
<tr>
<td>23-June-16</td>
<td>18,011.07</td>
<td>17,844.11</td>
<td>18,011.07</td>
<td>17,844.11</td>
<td>98.11M</td>
<td>1.29%</td>
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**Sources:** Authors Compilation

<table>
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<th>High</th>
<th>Low</th>
<th>Vol</th>
<th>Change %</th>
</tr>
</thead>
<tbody>
<tr>
<td>29-June-16</td>
<td>26,740.39</td>
<td>26,627.15</td>
<td>26,776.17</td>
<td>26,606.31</td>
<td>7.89K</td>
<td>0.81%</td>
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<td>28-June-16</td>
<td>26,524.55</td>
<td>26,410.66</td>
<td>26,583.33</td>
<td>26,378.46</td>
<td>8.42K</td>
<td>0.46%</td>
</tr>
<tr>
<td>27-June-16</td>
<td>26,402.96</td>
<td>26,347.81</td>
<td>26,493.51</td>
<td>26,262.72</td>
<td>18.94K</td>
<td>0.02%</td>
</tr>
<tr>
<td>24-June-16</td>
<td>26,397.71</td>
<td>26,367.48</td>
<td>26,435.85</td>
<td>25,911.33</td>
<td>25.20K</td>
<td>-2.24%</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

<table>
<thead>
<tr>
<th>Date</th>
<th>Price</th>
<th>Open</th>
<th>High</th>
<th>Low</th>
<th>Vol</th>
<th>Change %</th>
</tr>
</thead>
<tbody>
<tr>
<td>28-June-16</td>
<td>2,912.56</td>
<td>2,885.01</td>
<td>2,913.58</td>
<td>2,878.82</td>
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</tr>
<tr>
<td>27-June-16</td>
<td>2,895.70</td>
<td>2,840.56</td>
<td>2,895.73</td>
<td>2,840.28</td>
<td>156.70K</td>
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</tr>
<tr>
<td>24-June-16</td>
<td>2,854.29</td>
<td>2,833.76</td>
<td>2,899.57</td>
<td>2,807.60</td>
<td>190.84K</td>
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</tr>
<tr>
<td>23-June-16</td>
<td>2,891.96</td>
<td>2,902.40</td>
<td>2,904.11</td>
<td>2,878.66</td>
<td>136.14K</td>
<td>-0.47%</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation
The Changes in the Value of the Currency

Trump Trade Policies

Trump was announced president on November 8, 2016. The below data shows the reaction of the market to the result of USA’s presidential election.

Table-6: Mexican Stock Exchange

<table>
<thead>
<tr>
<th>Date</th>
<th>Price</th>
<th>Open</th>
<th>High</th>
<th>Low</th>
<th>Vol</th>
<th>Change %</th>
</tr>
</thead>
<tbody>
<tr>
<td>11-November-16</td>
<td>44,978.25</td>
<td>45,229.18</td>
<td>45,743.49</td>
<td>44,737.97</td>
<td>479.43M</td>
<td>-0.54%</td>
</tr>
<tr>
<td>10-November-16</td>
<td>45,224.38</td>
<td>47,389.75</td>
<td>48,124.51</td>
<td>45,209.90</td>
<td>622.32M</td>
<td>-4.57%</td>
</tr>
<tr>
<td>9-November-16</td>
<td>47,390.66</td>
<td>48,450.38</td>
<td>48,450.38</td>
<td>46,354.69</td>
<td>527.15M</td>
<td>-2.23%</td>
</tr>
<tr>
<td>8-November-16</td>
<td>48,470.99</td>
<td>48,049.75</td>
<td>48,672.94</td>
<td>48,049.75</td>
<td>271.06M</td>
<td>0.88%</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

The above data is of the Mexican stock exchange, its reaction to the USA’s presidential election, the market opened in negative, and it continues its rally for more than two days.

Table-7: Shanghai (China)

<table>
<thead>
<tr>
<th>Date</th>
<th>Price</th>
<th>Open</th>
<th>High</th>
<th>Low</th>
<th>Vol</th>
<th>Change %</th>
</tr>
</thead>
<tbody>
<tr>
<td>11-November-16</td>
<td>3,196.04</td>
<td>3,169.40</td>
<td>3,202.74</td>
<td>3,166.07</td>
<td>310.86K</td>
<td>0.78%</td>
</tr>
<tr>
<td>10-November-16</td>
<td>3,171.28</td>
<td>3,148.54</td>
<td>3,172.31</td>
<td>3,148.54</td>
<td>244.19K</td>
<td>1.37%</td>
</tr>
<tr>
<td>9-November-16</td>
<td>3,128.37</td>
<td>3,146.08</td>
<td>3,146.95</td>
<td>3,096.95</td>
<td>241.12K</td>
<td>-0.62%</td>
</tr>
<tr>
<td>8-November-16</td>
<td>3,147.89</td>
<td>3,140.94</td>
<td>3,156.88</td>
<td>3,134.95</td>
<td>190.85K</td>
<td>0.46%</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

The impact was also experienced in China stock market. China stock market also fell by 0.62%

Table-8: BSE Sensex (India)

<table>
<thead>
<tr>
<th>Date</th>
<th>Price</th>
<th>Open</th>
<th>High</th>
<th>Low</th>
<th>Vol</th>
<th>Change %</th>
</tr>
</thead>
<tbody>
<tr>
<td>11-November-16</td>
<td>26,818.82</td>
<td>27,344.85</td>
<td>27,344.85</td>
<td>26,777.18</td>
<td>17.61K</td>
<td>-2.54%</td>
</tr>
<tr>
<td>10-November-16</td>
<td>27,517.68</td>
<td>27,605.05</td>
<td>27,743.46</td>
<td>27,252.53</td>
<td>17.12K</td>
<td>0.97%</td>
</tr>
<tr>
<td>9-November-16</td>
<td>27,252.53</td>
<td>26,251.38</td>
<td>27,397.38</td>
<td>25,902.45</td>
<td>21.80K</td>
<td>-1.23%</td>
</tr>
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<td>8-November-16</td>
<td>27,591.14</td>
<td>27,537.26</td>
<td>27,646.84</td>
<td>27,406.76</td>
<td>10.48K</td>
<td>0.48%</td>
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</tbody>
</table>

Sources: Authors Compilation

Indian stock market also fell by 1.23%

Table-9: Nikkei 225 (Japan)

<table>
<thead>
<tr>
<th>Date</th>
<th>Price</th>
<th>Open</th>
<th>High</th>
<th>Low</th>
<th>Vol</th>
<th>Change %</th>
</tr>
</thead>
<tbody>
<tr>
<td>11-November-16</td>
<td>17,374.79</td>
<td>17,526.61</td>
<td>17,621.73</td>
<td>17,333.49</td>
<td>249.27K</td>
<td>0.18%</td>
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<td>17,344.42</td>
<td>16,562.86</td>
<td>17,393.82</td>
<td>16,560.66</td>
<td>229.38K</td>
<td>6.72%</td>
</tr>
<tr>
<td>9-November-16</td>
<td>16,251.54</td>
<td>17,281.95</td>
<td>17,427.71</td>
<td>16,111.81</td>
<td>274.90K</td>
<td>-5.36%</td>
</tr>
<tr>
<td>8-November-16</td>
<td>17,171.38</td>
<td>17,242.70</td>
<td>17,247.04</td>
<td>17,130.83</td>
<td>103.11K</td>
<td>-0.03%</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

CONCLUSION

The international policies which a government frame not only effects at a national level but also start a chain reaction at an international level, the above topic act as proof to this statement. When the government changes the policies relating to trade or any other aspects it triggers a reaction from the market which in-turns affect the performance of the economy.
A recently released report analyzing which countries are best equipped to compete showed us that Hong Kong is king, Switzerland is stable, China is on the rise and the U. S. is mired in uncertainty due to the ascension of new government leadership. In short, we can say, the policies that a government frames will have an impact on its performance.

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Indian economy is dependent on agro-based activities. Agriculture is undoubtedly the largest livelihood provider in India. 67% of the Indian population is employed in the agriculture sector. Agriculture with its allied sectors contributes about 37% to the GDP. It is evident that fast growth of India is not possible without push from rural India. The growth in rural productivity and subsequent economic growth is hampered due to lack of improvement in the basic rural infrastructure quality. Through this paper an attempt has been made to study the provisions made for reforming agriculture in the current union budget and how the basic infrastructure for rural areas will be provided to ensure healthy growth rate of agriculture income which will push India in joining club of 2 trillion dollars economy.

Rural Development is an important factor for the growth of the Indian economy. Rural India is yet to play big role in India’s economic voyage and there is dire need for future investments in rural areas of India for overall development of small towns and villages. The economic prosperity in rural India can only be achieved if critical issues of physical connectivity, electronic connectivity and knowledge connectivity are addressed effectively. While urban India has seen big progress in recent years, the small towns of India continue to lag behind. There are many challenges that rural areas face including poor road connectivity, rural electrification, affordable housing and quality education. India joined the club of trillion-dollar economies many years back and it will undoubtedly double its size to 2 trillion dollars because of economic reforms and globalization but without push from rural India this faster growth may not be possible. Despite growth of services and other sectors, Indian economy is dependent on agro-based activities. The Ministry of Rural Development in India is the apex body for formulating policies, regulations and acts pertaining to the development of the rural sector and thrust area is Agriculture, handicrafts, fisheries, poultry, and diary which are the primary contributors to the rural business and economy. The primary hindrance to growth in rural productivity and subsequent economic growth, is the lack of basic infrastructure such as electricity, clean water and sanitation. Farmers and casual wage workers account for roughly 90% of working population in rural areas and a healthy growth rate of income will certainly help in achieving faster economic growth for the country. In the Union Budget 2016-17, many provisions have been made for reforming infrastructure. These revolve around investments, incentives and institutions. These initiatives of development of rural infrastructure will bring prosperity and economic growth in rural areas. Some of the important schemes launched for the upliftment of rural India are mentioned below and attempt has been made to analyse their likely impact upon the development scenario of Rural India.

INTRODUCTION

Pradhan Mantri Gram Sadak Yojana has connected remote hamlets to the national highways, from where it's a smoother ride ahead. The Pradhan Mantri Gram Sadak Yojana (PMGSY) for providing all-whether road connectivity to every rural habitation with a minimum population of 500 in the plains and 250-plus in hill states, tribal districts and desert areas. The fully centrally-sponsored scheme covered a total of 1,78,184 habitations as per the criteria laid down. The fact that 1,14,540 or 64 per cent of these eligible habitations actually have roads today – with projects being cleared for another 30,591 – can be considered a reasonable achievement. Since its inception, PMGSY has provided connectivity of over 4,66,044 km – including up gradation of 1,67,977 km of existing roads – at an aggregate cost of Rs. 1,41,822 crore as on January 2016. Government wants to connect 65,000 rural habitations through the PM Gram Sadak Yojana. The allocation for the PM Gram Sadak Yojana has been increased from Rs. 14,200 crore in 2014-15 to Rs. 18,291 crore in 2015-16 and Rs. 19,000 crore for the current financial year. Between 2014 and 2016, 18,488 habitations were connected after construction of 72,835 km of rural roads.

New Initiatives

- To improve socio-economic status of rural people, present government has not only substantially increased allocation from Rs. 14,200 crores in 2014-15 to Rs. 19000 crores during 2016-17, but also decided to sustain enhanced level of allocation of funds over next three years.
- It has been decided to advance the decision to complete targets 3 years before 2022 to 2019 of the programme.

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The pace of construction has been improved substantially during last 2 years (2014-2016) which is evident from fact that against the targets of connecting 14,865 habitations, 18488 have been connected.

Focus on using green technologies like waste plastic, cold mix, cell filled concrete, and geo-textiles have been used in construction of roads.

“Meri sadak” app has been launched to facilitate grievance redressal of citizen’s complaints.

Gender and SC/ST budgeting have been initiated for conclusion of women SHGs and women panchayat members at time of preparation of detailed project reports.

Lunching PMGPY shortly to improve access to safe and secure transport facilities on PMGPY roads. This initiative would help rural entrepreneurs, farmers and workers commute and transport goods as well.

**IMPLEMENTATION PROGRAMME CHALLENGES**

- The maintenance of roads which are older than 5 years is a major challenge before programme. Although older roads were repaired through patchwork, they are in poor quality.
- The trees planted either side of roads in convergence with forest department and MGNREGA need to maintain properly so that high mortality rate among trees could be checked.
- Although LWE affected areas have been relaxed to cover the habitations with 100 to 249 persons, this needs to be extended in other hill and tribal habitations which have population less than 250. For instance, as per 2011 census, out of 597608 census villages 82,151 (14 percent) villages had population less than 200 sparsely populated tribal, hill and desert areas.
- Each state has different mechanism of implementation of PMGSY. In some States, PIUs were implementing construction of roads under PMGSY as well as other schemes of the state government. Hence, less time available for PMGSY. The multiplicity of responsibility, without additional manpower being provided to the PIUs has been impacting the speed of execution in states like Jharkhand, Odisha and Rajasthan. This may likely to adversely affect the increased targets under the programme unless remedial measures are initiated immediately.
- Delays in execution of construction roads due to non-clearance from forest department, railways crossings and in LWE affected areas. For example, in 2004 as many as 124 road works were not progressed due to lack of necessary clearance from forest Department.

**PRADHAN MANTRI AWAAS YOJANA (GRAMIN)**

The Central Government took a major towards ensuring that people can get a house within their financial capability. **Launched on June 25, 2015 the primary aim for this is to ensure that 3 crore houses are built across nation's length and bread in next 7 years.** The rural housing scheme will help achieve housing for all by 2022 in rural areas across the country. The government has allocated Rs. 15,000 crore to the programme for the current fiscal and increased pay-out per household to more than Rs. 12 lakh from Rs. 75,000 earlier, along with increasing area per home to 25 square metres from 22 sq. metres.

**Notable Features of Pradhan Mantri Awaas Yojana- Gramin (PMAY-G)**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Key Factors / Parameters</th>
<th>Notable Features of Pradhan Mantri Awaas Yojana- Gramin (PMAY-G)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Demographic Coverage</td>
<td>Providing assistance for construction of one crore houses in rural areas.</td>
</tr>
<tr>
<td>2</td>
<td>Time Period</td>
<td>Over the period of 3 years from 2016-17 to 2018-19.</td>
</tr>
<tr>
<td>3</td>
<td>Built Area</td>
<td>Unit (house) size enhanced from the existing 20 sq. metres to 25 sq. metres including a dedicated area for hygienic cooking.</td>
</tr>
</tbody>
</table>
4. Funding Support | Enhancement of unit assistance from Rs. 70,000 to Rs. 1.20 lakh in plains and from Rs. 75,000 to Rs. 1.30 lakh in hilly states and difficult areas etc.

5. Cost Sharing | The cost of unit (house) assistance is to be shared between central and state governments in the ratio 60:40 in plain areas and 90:10 for north-eastern and hilly states.

**Sources:** Authors Compilation

**RURAL ELECTRIFICATION**

Electricity is one of the basic human needs and to improve human development, every household must have access to electricity, but a large number of villages and habitations in the country still do not have access to electricity. In November 2015 the Union Cabinet approved Deen Dayal Upadhyaya Gram Jyoti Yojana (DDUGJY). RGVVY which dealt purely with electrification – was subsumed under it and this was launched by Prime Minister for power sector reforms in rural areas with a view to ensuring round the clock electricity supply to farmers and rural households. The scheme is one of the flagship programmes of the Power Ministry and will facilitate 24×7 supply of electricity. The Indian government has electrified over 7,000 villages in 2015-16 which stands 37 per cent higher than the previous three years. As on April 1, 2015, only 18,542 villages remained un-electrified. Prime Minister in his Independence Day speech in 2015 announced that three villages will be electrified within the next 1000 days. At the present date just 7,716 villages would soon be deemed electrified by the government well before the deadline. Even World Bank has noted that "Rural electrification in India has caused changes in consumption and earnings, with increases in the labour supply of both men and women, and promoted girls' schooling by reallocating their time to tasks more conducive to school attendance. Regular and reliable electricity could have a galvanising effect in reducing poverty in rural India.

**Funding Pattern**

Under the programme, 90% of the grant is provided by the Centre and the remaining 10% as loan by Rural Electrification Corporation to the State Governments. The symbolic three components of the scheme are to electricity all the villages, to provide electricity to all rural households and electrifying the BPL households free of cost. The States of Delhi, Goa and Union Territories of Andaman & Nicobar Islands, Chandigarh, Dadar & Nagar Haveli, Daman & Diu and Pondicherry have not participated in rural electrification programme as they had achieved 100 per cent electrification of villages. In remaining 27 states, projects for 579 districts have been sanctioned.

**Implementation**

Planning for implementation is dependent upon the availability of an approved detailed project report. Detailed Project Report (DPR) and guidelines are the two major instruments that are used to carry on with implementation works. After getting the letter of award, the implementation work starts at the district, block and village level. The contractors are recruited after a due and established process for installation of infrastructure. Household / Beneficiary electrification is also another responsibility of the contractor. For household electrification, they use the latest BPL list received from the district administration. Contractors complete the work in villages which are nearer to the location, where the work has already started. The implementation is region specific because different agencies are engaged in different regions. After village electrification, Gram Panchayat Pradhan / Sarpanch certifies the electrification work in the required and specified format. Pradhan’s at Gram Panchayat level and villagers at village level are satisfied with the scheme that aims at full rural electrification.

**Time Span for Electrification**

Electrification work in a village can be completed in a month or two if all factors are conducive. Timely land acquisition, communication with villagers, letter of award, and availability of materials and distance of villages are crucial factors in starting and completing village electrification work. Any delay for whatever reason will have a major bearing resulting in slow progress.

**Socio-Economic Improvements**

Electrification of villages has resulted in socio-economic improvements and villagers are able to utilise electrical appliances for additional comfort, convenience and education of their children. Electrification of villagers in addition to having positive impact on beneficiaries, has also provided positive externalities for non-beneficiaries as well.

**Improvement in Connectivity**

Easy charging of batteries of mobile phone has encouraged many to have a mobile set for themselves for improving connectivity which was not available before with mobile phone connectivity, there is better connection with the outside world.
Increase in Spending Power

The Evaluation of Report on RGGVY by NITI Aayog in 2014 says that with electricity, 53.19 per cent households feel that expenditure or entertainment and other important events have increased. They feel happier spending their money on non-food items as well.

Children Are the Biggest Beneficiaries

Except for Bihar and Jharkhand where power tripping is a regular phenomenon in the evening, all beneficiaries States indicated positive contribution of rural electrification programme on children’s education and performance due to availability of electricity for about two hours in evening.

CHALLENGES IN IMPLEMENTATION

Timeliness of Funding

The scheme is being implemented at all India level as per guidelines. Neither the officials nor any of the stakeholders raised any issue about the inadequacy of the fund at the time of implementation or during post implementation. At was however, found that requirement for replacing the burnt transformers needed to provide normal voltage not met during the initial years of 11th Plan.

Way Forward

DDUGJY has largely fulfilled its objective of providing electricity to villages and hamlets / padas in rural areas and by bringing electricity connection to BPL, Dalit and ST households free of cost. It has been possible due to Government's initiative, primarily at the central level and the commitment from the states that implemented the scheme. While the scheme mainly targeted at the BPL households. During 2015-16, 5537 villages have been electrified. Out of remaining 12,915 villages, 9026 villages are to be electrified through grid, 3381 villages are to be electrified through off-grid where grid solutions are out of reach due to geographical barriers and 508 villages are to be electrified by state government on its own.

Primary Health Centre (PHCs)

PHC is the first contact point between village community and the medical officer. The PHCs were envisaged to provide an integrated curative and preventive health care to the rural population with emphasis on preventive and primitive aspects of health care. There were 25,308 PHCs functioning in the country as on 31st March, 2015.

Table 2: Status of Health Infrastructure in Rural Areas as per 2011 Population in India (As on 31st March, 2015)

<table>
<thead>
<tr>
<th>Health Infrastructure</th>
<th>Required</th>
<th>In Position</th>
<th>Shortfalls</th>
<th>Per cent Shortfall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub Centres</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SCs</td>
<td>179240</td>
<td>153655</td>
<td>35145</td>
<td>20</td>
</tr>
<tr>
<td>PHCs</td>
<td>29337</td>
<td>25308</td>
<td>6556</td>
<td>22</td>
</tr>
<tr>
<td>CHCs</td>
<td>7322</td>
<td>5396</td>
<td>2316</td>
<td>32</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Community Health Centre (CHCs)

CHCs are being established and maintained by the state government under MNP/BMS programme. As per minimum norms, a CHC is required to be manned by four medical specialists i.e. surgeon, physician, gynaecologist and paediatrician supported by 21 paramedical and other staff. It serves as a referral centre for 4 PHCs and also provides facilities for obstetric care and specialist consultations. As on 31st March, 2015, there were 5,396 CHCs functioning in the country. The data from the above table reveals that there is still shortfall in health infrastructure against the required needs. In the case of sub-centre, the shortfall is of 20 per cent against for the required numbers of sub-centres. Similarly, for PHCs and CHCs, the shortfall is of 22 per cent and 32 per cent respectively. This indicates that if government wisher to provide maximum coverage to the rural population with basic health care infrastructure, it needs to fill up the gaps that are existing at present. If we look at the data from Table-2 with regard to health care manpower in rural areas, it shows that against the required number 153655 of health workers / ANM at sub centres, there are 18226 vacant positions and there is a shortfall of 3934 positions. Even at PHCs level, female Health Assistance positions. For the doctors, 9389 positions are also vacant at the PHCs level, which is the primary unit for the health care need. The CHC that were established to provide referral and specialist services for the rural population are also having the gaps in terms of infrastructural provisions. The data shows there is shortfall in various positions, for surgeons 2477 positions are vacant, another important
positions is of Obstetricians & Gynaecologists in which 2242 positions are vacant. For the physician’s 1889, Paediatricians 1560 and for Radiographers 2032 positions are vacant. The table -4 indicates the need to review the efforts made to create basic health care infrastructure for the rural populations as per the requirement. For the rural populations, health care requirements are different than the urban due to various social economics reasons.

**Infrastructural Support: Government Initiatives**

- Scheme for infrastructure development in minority institutes has been operationalised to aid infrastructure in private aided / unaided minority schools in order to enhance quality of education to minority children. The scheme will fund infrastructure development to extent of 75% and subject to a maximum of Rs. 50 lakhs per institution for strengthening of educational infrastructure and physical facilities in existing schools including additional classrooms.

- In order to create a pool of quality teachers, the government launched the scheme of restructuring and reorganisation of teacher education in 1987.

- Cleanliness and sanitation has been major concern of central government. On 15 august 2014, prime minister announced Swachh Vidyalaya Abhiyan and promised to build separate toilets for 137.7 million boys and girls at 11.2 lakhs schools nationwide within a year. On 15 August 2015, the ministry of human resource development, the nodal ministry, announced that 100% targets of building 417796 toilets has been achieved, thus now separate toilets for boys and girls have been made available in all schools across India.

- Digital literacy mission has been started for rural India with a target to cover 6 crore new households within next 3 years.

- Education has been listed amongst the “9 pillars” in union budget 2015-16. Allocation of Rs. 72,394 crore compared to Rs. 68,963 crore for last year is 4.9% increase.

- The programme like skill India, efforts of modernisation of ways of agriculture, effective implementations of schemes like MNREGA and mid-day meal will boost rural economy in turn, will increase education level and standard also.

- As a part of central government’s commitment to make secondary education of good quality available, accessible and affordable to all students, Rashtriya Madhyamik Education Abhiyan has been launched in public schools throughout India. The allocation for 2014-15 for composite scheme of RMSA has been Rs. 5000 crore.

**CONCLUSION**

To conclude, what is desirable for the various initiatives and schemes undertaken for rural development is the political will, sufficient funds and the implementation the schemes in such a manner to customize them as per the local needs of the public keeping in view the changing socio economic environment.

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SUSTAINABILITY OF MSME THROUGH STRATEGIC INNOVATIONS: AN IN-DEPTH STUDY

Dr. S. K. Baral

ABSTRACT

With India's vast cultural diversity, geographical expanse and entrepreneurial spirit, Micro, Small and Medium Enterprises (MSMEs) have always played a vital role in the growth of India’s economy. Worldwide, the micros, small and medium enterprises (MSMEs) have been accepted as the engine of economic growth and for promoting equitable development. In India MSMEs play a pivotal role in the overall industrial economy of the country. Key factors contributing to the growth of MSMEs are cluster development, adoption of organizational culture and better understanding of financial aspects of the business. Formation of consortia, self-support group and affiliation to the associations has started playing important role. The major advantage of the sector is its employment potential at low capital cost. The labour intensity of the MSME sector is much higher than that of the large enterprises. The MSMEs constitute over 90% of total enterprises in many of the economies and are credited with generating the highest rates of employment growth and account for a major share of industrial production and exports. In India too, the MSMEs play a pivotal role in the overall industrial economy of the country. In recent years, the MSME sector has consistently registered higher growth rate compared to the overall industrial sector. In this paper, the authors have focused on innovative schemes and the challenges faced by firms in the MSME sector. They have also elaborated on the constraints faced by the sector. The paper further explains the vision and analyzes the performance of the sector and the recommendations of the working group on MSMEs growth. With its agility and dynamism, the sector has shown admirable innovativeness and adaptability to survive the recent economic downturn.

KEYWORDS

MSME, Strategic Innovation, Sustainability, Competitiveness etc.

INTRODUCTION

Micro, Small and Medium Enterprises (MSME) sector has emerged as a highly vibrant and dynamic sector of the Indian economy over the last five decades. MSMEs not only play crucial role in providing large employment opportunities at comparatively lower capital cost than large industries but also help in industrialization of rural & backward areas, thereby, reducing regional imbalances, assuring more equitable distribution of national income and wealth. MSMEs are complementary to large industries as ancillary units and this sector contributes enormously to the socio-economic development of the country. The sector contributes significantly to manufacturing output, employment and exports of the country. In terms of value, the sector accounts for about 45 per cent of the manufacturing output and 40 per cent of total exports of the country. It is estimated to employ about 73 million persons in over 31 million units throughout the country. There are over 6000 products ranging from traditional to high-tech items, which are being manufactured by the MSMEs in India. For FY11, total production coming from MSME sector was projected at 10,957.6 bn, an increase of more than 11% over the previous year.

Sustainable economic development is at the top of the political agenda in India. By 2017-18, the aim is for growth to be ‘faster, sustainable and more inclusive’. Every year, around 12 to 13 million young people enter the labour market. In order to absorb this influx of job seekers, between 120 and 130 million new jobs will need to be created by 2025. The private sector, particularly micro, small and medium-sized enterprises (MSMEs), is expected to be a key driver here. The MSME sector, with roughly 44 million micro companies and thousands of small and medium-sized businesses, has an enormous economic, social and environmental impact. However, the sector faces several challenges, including strong international competition, pressure to use key resources like energy, water and raw materials more efficiently and to implement more environmentally sustainable production processes. By modernizing and adopting green and inclusive innovations, India's MSME sector can create new economic opportunities and strengthen its long-term competitiveness.

In contrast to Germany, enterprises in India with innovative ideas often work in isolation. Cooperation with research and technology institutions or with academic establishments is virtually non-existent. Furthermore, support for MSMEs in key areas

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such as technology transfer, resource efficiency and sustainability management has been either poor or inadequate. Although the Indian Government has launched a number of initiatives aimed at strengthening MSMEs, the initiatives of the government have not yet led to a significant improvement of the framework conditions. Cooperation between industry, the academic community and government bodies remains weak, thus hampering the innovative capacity and sustainability of MSMEs (including social enterprises and start-ups). The climate is not conducive to cooperation, with supporting institutions lacking effective methods, support programmes and the incentive structures needed to boost cooperation. Based on the assumption that innovation occurs when businesses and other stakeholders work together, the programme aims to strengthen cooperation between the private sector, government and the academic and research community. The goal is to initiate, introduce and disseminate new technologies, products, processes and business models. At national level, the programme advises the Ministry of Micro, Small and Medium Enterprises on developing new support instruments that foster innovation and modernization in the MSME sector. Experiences of promoting innovation will be incorporated into policy dialogue and provide new impetus for improving policies and instruments to support MSMEs. In short, drawing on these experiences will become an integral part of economic development in India.

Indian MSMEs have a more positive outlook towards their growth and business prospects in contrast to most of their regional counterparts. However, MSMEs in India, constitute more than 90 per cent of the total number of industrial enterprises and form the backbone of industrial development, but suffer from the problems of sub-optimal scale of operation and technological obsolescence. Indian MSMEs are facing tough competition from their global counterparts due to liberalization, change in manufacturing strategies, turbulent and uncertain market scenarios and the need to adopt certain strategies for growth. There is also an imminent need for MSMEs to innovate by thinking out-of-the-box and to develop products with unique differentiators. They also need to attract Venture Capitalists and Private Equity investors to get sufficient investments and enter markets where there are not too many players.

Innovation has always been the hallmark of Micro, Small and Medium Enterprises. Studies conducted by the US Department of Commerce, revealed that since World War II, 50% of all innovations and 95% of radical innovations, have come from new and smaller firms. The innovation process is seen as a cycle involving trial and error, where problems, at some stage of development lead to the need for re-evaluation of the earlier stage of the innovation process. Although Indian MSMEs realize the importance of technological innovation, most of the Indian MSMEs still believe in importing technology, rather than developing it in-house or through/in association with, National Research and Development (R&D) centers. Indian MSMEs, over the years, have largely ignored R&D requirements and have not embarked on new product development or technological up-gradation at the requisite pace. This is despite the fact, that India has the third largest pool of technologically trained manpower. The growth rate for MSMEs has always been higher than the rate of growth of the industrial sector as a whole. To maintain the same momentum and to be competitive, they will increasingly need to learn and imbibe the process of innovation, in their day-to-day working. MSME acronym to Micro, small and medium enterprises, in accordance with Micro, small & medium enterprises development act, 2006 classified into two classes:

**Manufacturing Enterprises**, which involved in the manufacture or production of goods relating to any industry specified in schedule of Industry act 1951 or employing plant and machinery in the process of value addition to final product having a discrete name or character or use and defined in terms of investment in plant & machinery:

- Micro Enterprise - does not exceeds 25 lakh rupees,
- Small Enterprise - more than 25 lakh but less than 5 crore rupees,
- Medium Enterprise - more than 5 crore but less than 10 crore rupees.

**Service sector**, which engaged in providing or rendering services and defined in terms of investment in equipment:

- Micro enterprise - does not exceeds 10 lakh rupees,
- Small enterprise - more than 10 lakh but less than 2 crore rupees,
- Medium enterprise - more than 2 crore but less than 5 crore rupees.

**Overview of Indian MSME**

Over last 5 decades, MSME sector emerged as extremely effervescent and vigorous segment of Indian economy. MSME plays dual role of providing employment and industrialization of rural / backward areas, thereby reducing regional imbalance and equitable distribution of national income. MSME’s are harmonizing to large industries as supplementary units, which adds to socio economic development. It consists of 36 million units, providing employment over 80 million persons with 8% contribution to GDP.

Leading industries of MSME sector (as per 2014-15 MSME report):
Table 1

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Leading Industries of MSME Sector</th>
<th>Employment Providing in % (2014-15)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Retail Trade (Except of Motor Vehicle &amp; Motor Cycles) and Repairs of Personal and Household Goods.</td>
<td>39.85%</td>
</tr>
<tr>
<td>2.</td>
<td>Manufacturing of Wearing Apparels.</td>
<td>8.75%</td>
</tr>
<tr>
<td>3.</td>
<td>Manufacturers of Foods and Beverages.</td>
<td>6.94%</td>
</tr>
<tr>
<td>4.</td>
<td>Other Services Activities.</td>
<td>6.2%</td>
</tr>
<tr>
<td>5.</td>
<td>Other Business Activities.</td>
<td>3.77%</td>
</tr>
<tr>
<td>6.</td>
<td>Hotels and Restaurants.</td>
<td>3.64%</td>
</tr>
<tr>
<td>7.</td>
<td>Sales Maintenance of Motor Vehicles and Cycles.</td>
<td>3.57%</td>
</tr>
<tr>
<td>8.</td>
<td>Furniture Manufacturing.</td>
<td>3.21%</td>
</tr>
<tr>
<td>9.</td>
<td>Textile.</td>
<td>2.33%</td>
</tr>
<tr>
<td>10.</td>
<td>Fabricated Metals Except Machinery and Equipment.</td>
<td>2.33%</td>
</tr>
<tr>
<td>11.</td>
<td>Others.</td>
<td>19.4%</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

According to India MSME report 2014, three sub sectors demonstrates promising picture; food processing- high potential because of agro linkage, textiles-innovation, and electronics- linkage with ITES.

OBJECTIVE OF STUDY

The following are the key objectives of the study:

- To understand the various problems faced by MSME,
- To find out Innovative schemes and the Challenges faced by firms in the MSME sector,
- To analyse the contribution of manufacturing output of MSME in GDP,
- To explain the recommendations of the working group on MSMEs growth.

INNOVATIVE SCHEMES IN MSME SECTOR

Driving innovation is a key challenge in MSME sector since most of them lack in having in-house R&D, designers and support from skilled professionals. Entrepreneurship development and training is one of the key elements for the promotion of micro, small and medium enterprises. Some of the innovative schemes used in the MSME sector are:

- Marketing Support / Assistance to MSMEs (Bar Code).
- Support for Entrepreneurial and Managerial Development of SMEs through Incubators.
- Enabling Manufacturing Sector to be competitive through Quality Management Standard & Quality Technology Tools (QMS / QTT).
- Building Awareness on Intellectual Property Rights (IPR) for MSME.
- Lean Manufacturing Competitiveness Scheme for MSMEs.
- Mini Tool Rooms (MTR).
- Design Clinic Scheme for design expertise to MSMEs Manufacturing sector (DESIGN).
- Marketing Assistance & Technology Upgradation Scheme in MSMEs.
- Technology and Quality Upgradation Support to MSMEs.
- Promotion of ICT in MSME Manufacturing Sector (ICT).

STRATEGIC CHALLENGES FACED BY MSME SECTOR

- Lack of availability of adequate and timely credit.
- High cost of credit.
- Collateral requirements.
- Limited access to equity capital.
- Procurement of raw material at a competitive cost.
- Problems of storage, designing, packaging and product display.
- Lack of access to global markets.
- Inadequate infrastructure facilities, including power, water, roads.
Low technology levels and lack of access to modern technology.
Lack of skilled manpower for manufacturing, services, marketing, etc.
Multiplicity of labour laws and complicated procedures associated with compliance of such laws.
Enhancing the Capacity for Growth.
Enhancing Skills and Faster Generation of Employment.
Managing the Environment.
Markets for Efficiency and Inclusion.
Decentralisation, Empowerment and Information.
Technology and Innovation.
Securing the Energy Future for India.
Accelerated Development of Transport Infrastructure.
Rural Transformation and Sustained Growth of Agriculture.
Managing Urbanization.
Improved Access to Quality Education.
Better Preventive and Curative Health Care.

KEY CONSTRAINTS IN MSME SECTOR IN INDIA

A deeper analysis of the building blocks to creating and sustaining competitive advantage lead us to key constraints faced by the sector which reflect the key success factors. These are:

Access to Finance: The present domestic market conditions do not provide enough opportunities for the MSME sector for raising low cost funds. To improve the flow of credit there is a need to provide low cost finance to the MSME sector, which has limited working capital and is dependent exclusively on finance from public sector banks. The cost of credit in the Indian MSME sector is higher than its international peers. A transparent credit rating system, simplification/reduction in documentation for accessing finance, providing interest rate subvention to the MSME sector must be taken into consideration in order to maintain the growth of the MSME sector.

Access to Markets: To withstand the onslaught of competition from large enterprises within and outside, MSMEs need to respond promptly to the evolving marketing needs and innovations. The sector needs to be provided better market access facilities in order to sustain and further enhance its contribution towards output, employment generation and exports. A published research has highlighted that a huge opportunity exists for SMBs to reach their desired financial goals by optimizing their web presence and capabilities. It additionally pointed out that since the majority of India’s MSMEs, especially the small businesses, generate a
large proportion of their revenue from the local market; they still rely on traditional media like telephone directories and newspapers to reach their customer base.

**Infrastructural Bottlenecks:** Lack of proper infrastructural facilities can cause serious damages to an enterprise's value chain process, like production, consumption and distribution of the products. Besides, lack of finance, inadequate marketing facilities, technological obsolescence, etc., that are being already faced by MSMEs. There is a need for common infrastructure projects for MSMEs. MSMEs, through coming together and sharing the costs of infrastructure, which are otherwise prohibitive for individual MSMEs, could benefit from economies of scale, synergy and collective bargaining by collaborating with each other particularly on aspects of common infrastructure, common facilities, raw material procurement, marketing & transportation of finished goods, testing laboratory, common tooling/machining, Research & Development etc.

**Access to People:** Human Resource is one of the most essential growth indicators for organizations today. Large firms who are targeting high growth rates scour the market for talent and MSMEs can never outplay large companies in terms of salary. The other challenge faced by MSMEs is to preserve the horizontal structure that was prevalent when they were young. As the organization grows, the cohesiveness present at the start slowly starts to fade away. MSMEs will need to ensure that they undertake effective HR planning and ensure that the plan supports a growth aspiration, be geared to increasing the firm's flexibility and responsiveness and help the company develop its change management capabilities. However, there are certain challenges faced by MSMEs in achieving the above-mentioned HR plan objectives. The key issues would be talent attraction, talent retention and competency & skill development.

**Technology and Environment:** The competitiveness of any economy depends on how efficiently all the resources in the process of production are utilized and how efficiently these are marketed, hence the entire chain of production has to be efficient. This means that the process of production has to be cost efficient and meets quality needs of the consumers. This improvement can come with latest technology. Though India has a vast pool of technical talent with a well-developed intellectual infrastructure, the country still scores low in the matter of developing and adapting new technologies in the MSME sector. The MSME sector today needs an effective information system to support and deliver information to different users. Such information systems will be used to provide effective interface between users and computer technology and will provide information for managers on the day-to-day operations of the enterprises.

**Vision for MSME Sector**

- Improving the availability of finance by way of facilitating access to bank credit, opening alternate routes for equity funding through angel funding, venture capital, private equity etc. as well as facilitating entry to capital markets through IPOs and specialized exchanges for SMEs.
- Improving marketing and procurement facilities through preferential treatment for MSMEs in public procurement, development of B2B portals and establishing cluster based marketing networks.
- Improving the skill level of work force through harmonization of training programmes under the Ministry with the mission of the Prime Minister’s National Council for Skill Development.
- Improving infrastructure for the MSME sector by ensuring availability of work places, common facility centres and specialized growth centres for start-ups.
- Improving technology and innovation through continuation of National Manufacturing Competitiveness Programme (NMCP), facilitating technology transfer and creation of intellectual properties and wide spreading adoption of information and communication technologies.
- Facilitating entry of young/first generation entrepreneurs through entrepreneurial support, access to venture/equity funding, ensuring collateral free credit, providing ready-to-move workplaces, enabling entrepreneur friendly policy environment and finally ensuring access to market.
- Developing an institutional framework for handholding of the Micro & Small entrepreneurs to move up the value chain and facilitating global competitiveness of the small & medium enterprises.

**PROBLEMS OF MSME IN INDIA**

MSME contributes immensely to Indian economy through creating employment, production, innovation and development and enriching entrepreneurship skills. However, MSMEs faces many problems, which includes: unduly delayed payments by large industry players, absence of timely credit, lack of infrastructure input, limited capital & knowledge, low managerial capability, low ROI, low production & productivity, inefficient marketing strategies, non-identification of new markets, hurdle in expansion & innovation, lack of warehousing, ruthless competition and decline exports of total exports.
DATA ANALYSIS

Table-2: Performance of MSME, Employment and Investments

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Year</th>
<th>Total Working Enterprise (in Lakh)</th>
<th>Employment (in lakh)</th>
<th>Market Value of Fixed Asset (Rs. In crore)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2006-07</td>
<td>361.71</td>
<td>805.23</td>
<td>868,543.79</td>
</tr>
<tr>
<td>2</td>
<td>2007-08</td>
<td>377.36</td>
<td>842.00</td>
<td>920,459.84</td>
</tr>
<tr>
<td>3</td>
<td>2008-09</td>
<td>393.7</td>
<td>880.84</td>
<td>977,114.72</td>
</tr>
<tr>
<td>4</td>
<td>2009-10</td>
<td>410.8</td>
<td>921.79</td>
<td>1,038,546.08</td>
</tr>
<tr>
<td>5</td>
<td>2010-11</td>
<td>428.73</td>
<td>965.15</td>
<td>1,105,934.09</td>
</tr>
<tr>
<td>6</td>
<td>2011-12</td>
<td>447.64</td>
<td>1011.69</td>
<td>1,182,757.64</td>
</tr>
<tr>
<td>7</td>
<td>2012-13</td>
<td>447.54</td>
<td>1061.4</td>
<td>1,268,763.67</td>
</tr>
<tr>
<td>8</td>
<td>2013-14</td>
<td>488.46</td>
<td>1114.29</td>
<td>1,363,700.54</td>
</tr>
</tbody>
</table>

Sources: Annual report 2014-15, GOI, Ministry of MSME

Chart-1: Annual Growth Rate of Total Working Enterprises in MSME

Sources: Authors Compilation

Chart-2: Chart Showing Annual Growth Rate of Employment in MSME

Sources: Authors Compilation

Chart-3: Chart Showing Annual Growth Rate of Market Value of Fixed Assets in MSME

Sources: Authors Compilation
Analysis: Total working enterprise in MSME grown at CAGR 4.39% from 2006-07 to 2013-14, there is fluctuation in annual growth rate and during 2012-13 negative growth in total working enterprises. Employment growth in CAGR 4.75% from 2006-07 to 2013-14, there is continuous growth in MSME employment and MSME providing more employment opportunities over last 7 years. Market value of fixed asset growth in CAGR stands at 6.65% from 2006-07 to 2013-14; market value increased over a period.

Table-3: Contribution of Manufacturing Output of MSME in GDP

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Year</th>
<th>Gross Value of Output of MSME Manufacturing Sector (in crore)</th>
<th>Share of MSME sector in total GDP (%)</th>
<th>Share of MSME Manufacturing Output in total Manufacturing Output (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2006-07</td>
<td>1198818</td>
<td>7.73</td>
<td>27.40</td>
</tr>
<tr>
<td>2</td>
<td>2007-08</td>
<td>1322777</td>
<td>7.81</td>
<td>27.60</td>
</tr>
<tr>
<td>3</td>
<td>2008-09</td>
<td>1375589</td>
<td>7.52</td>
<td>28.60</td>
</tr>
<tr>
<td>4</td>
<td>2009-10</td>
<td>1488352</td>
<td>7.45</td>
<td>28.60</td>
</tr>
<tr>
<td>5</td>
<td>2010-11</td>
<td>1653622</td>
<td>7.39</td>
<td>29.30</td>
</tr>
<tr>
<td>6</td>
<td>2011-12</td>
<td>1788584</td>
<td>7.27</td>
<td>30.70</td>
</tr>
<tr>
<td>7</td>
<td>2012-13</td>
<td>1809976</td>
<td>7.04</td>
<td>30.50</td>
</tr>
</tbody>
</table>

Sources: Annual report 2014-15, GOI, Ministry of MSME

Chart-4: Chart Showing Annual Growth Rate of Gross Value of Output of MSME Manufacturing Sector

Sources: Authors Compilation

Chart-5: Chart Showing Share of Manufacturing, Services and Total MSME Growth to GDP

Sources: Authors Compilation

Analysis: Gross value of output of MSME manufacturing sector (in crore) grown at CAGR of 7.17% during 2006-07 to 2012-13 and the growth rate highly fluctuated. Share of manufacturing sector growth rate to GDP with CAGR of negative -1.53% during 2006-07 to 2012-13 and indicates MSME manufacturing industry contribution to GDP is down over 6 years of period. Share of service sector growth rate to GDP with CAGR of 1.82% during 2006-07 to 2012-13 and indicates MSME service industry contribution to GDP is growing lower over 6 years of period.
GOVERNMENT POLICY INITIATIVES

- Implementation of MSME development act 2006, which provides rules and regulation for MSME.
- Reservation and de reservation of products for manufacture in MSME sector to achieve socio economic development, enhancing technological and achieving economies of scale.
- National manufacturing competitiveness program to build sustainable capacity, overcoming global competitiveness and healthy growth through eight components, which includes incubator, intellectual property awareness, quality management, technology up gradation, marketing assistance, design expertise and promotion of ICT.
- Public procurement policy through implementation of technology in tenders.
- E-governance to facilitate employment, virtual cluster, share database, B2B portal and mobile friendly website.

RECOMMENDATIONS

The working group on MSMEs growth for the 12th Five Year plan (2012-2017) has proposed three types of schemes: (a) the existing schemes that are proposed to be continued in the XII Plan, (b) the existing schemes that are proposed to be bundled together and continued in the XII Plan under new umbrella names and for which Grants will continue to be routed through Khadi Grant and VI Grant, as the case may be, and (c) new schemes that are proposed to be introduced in the XII Plan. These are:

(a) Existing Schemes that are proposed to be continued in the XII Plan

(i) PMEGP (Prime Minister’s Employment Generation Programme): An enhanced outlay of Rs 9700 crore has been proposed (Rs 9200 crore as margin money subsidy and Rs 500 crore for backward and forward linkages). 32 lakh additional employment would be created through assistance for setting up of 4 lakh enterprises. Project cost ceiling is proposed to be suitably enhanced for manufacturing sector and for service sector with reduced subsidy for bigger projects.

(ii) KRDP (Khadi Reform and Development Programme): With a proposed outlay of Rs 1290 crore for covering 550 Khadi Institutions in two phases. Phase I is ongoing for covering 300 institutions (against which 50 institution has already been taken up during XI Plan, besides the remaining 250 institutions of Phase I to spill over to XII plan) and another 300 institutions in Phase II of KRDP.

(iii) MGIRI (Mahatma Gandhi Institute for Rural Industrialization): An outlay of Rs 100 crore has been proposed for MGIRI for innovation as well as hand holding entrepreneurs with improved products and processes.

(iv) ISEC (Interest Subsidy Eligibility Certificate) scheme: ISEC for khadi & polyvastra will be continued.

(v) MDA (Market Development Assistance): The scheme will be modified to bring it in line with the conditions stipulated by CCEA while approving it and KRDP. An outlay of Rs 1034 crore has been proposed, which is commensurate with the production target (i.e. 5168.33 crore) of khadi and polyvastra under the XII Plan.

(vi) JBY (Janashree Bima Yojana): JBY will be continued with added component of comprehensive health insurance.

(vii) SFURTI (Scheme of Fund for Regeneration of Traditional Industries): SFURTI will be continued with an enhanced outlay of Rs 1000 crore (Rs 525 crore for 460 khadi clusters and Rs 475 crore for 455 VI clusters). These will include 15 heritage clusters to be taken on a pilot basis with higher allocation of Rs 10 crore per cluster. Besides retaining components like equipment replacement, CFC, product development support, market promotion, capacity building and exposure visits etc., under existing SFURTI, the following components will be added: (i) ‘Enhancing Productivity and Competitiveness of Khadi Industry and Artisans’, (ii) ‘Strengthening Infrastructure of Existing Weak Khadi Institutions and Assistance for Marketing Infrastructure’ (iii) ‘Product Development Design Intervention and Packaging’, (iv) ‘Workshed Scheme for Khadi Artisans’, (v) ‘Rural Industries Service Centre’ and other small interventions like Ready Warp Units, Ready to Wear Mission, etc., run by KVIC during XI Plan from Khadi Grants and VI Grants. Interest Subsidy Eligibility Certificate (ISEC), Market Development Assistance (MDA) and Janashree Bima Yojana (JBY) (along with a comprehensive health insurance for khadi artisans) will also be availed by institutions not implementing SFURTI.

(b) Schemes that are proposed to be bundled together and continued in the XII Plan for which Grants would continue to be routed through Khadi Grant and VI Grant

(i) Existing schemes and small interventions (other than SFURTI, MDA, ISEC and JBY, as also PMEGP, KRDP and MGIRI) of XI Plan with similar or even overlapping objectives have accordingly been bundled together under SFURTI itself. These schemes are: (i) ‘Enhancing Productivity and Competitiveness of Khadi Industry and Artisans’, (ii) ‘Strengthening Infrastructure
of Existing Weak Khadi Institutions and Assistance for Marketing Infrastructure’ (iii) ‘Product Development Design Intervention and Packaging’, (iv) ‘Work shed Scheme for Khadi Artisans’, (v) ‘Rural Industries Service Centre’ and other small interventions like Ready Warp Units, Ready to Wear Mission, etc., run by KVIC during XI Plan from Khadi Grants and VI Grants. The SFURTI scheme will be suitably modified to give the agencies implementing SFURTI the necessary flexibility to choose their own basket of components to make the project as per the need.

(ii) Khadi S&T and VI S&T will be clubbed together. In addition, a new scheme consisting of two distinct components, the details of which will be formulated by KVIC later, will provide for holistic promotion of KVI items as heritage and green products to harness its USP.

(iii) Necessary handholding and other supports including incentives will be provided to those institute / units who will obtain quality certifications / registration etc., in any of the specified areas such as ISO certification, eco-certification, etc. A tentative outlay of Rs 20 crore has been proposed for this component. There is a felt need for encouraging the development and protection of new technology / machinery / processes / products, etc. in the KVI sector through provision of appropriate incentives. This will serve as a motivation for exporters / producers to venture into development of new technology / machinery / processes / products, etc. The incentive may be in the form of some one-time assistance towards the cost of development of new technology / machinery / processes / products, etc., the cost of filing applications for IPR, GI registration, community trade mark, etc. and for necessary legal support. Also, an outlay of Rs 25 crore has been proposed for this component.

(iv) Market Promotion (including export promotion) & Publicity: This scheme will be an umbrella scheme for existing marketing and publicity activities as well as marketing plaza/ permanent exhibition space leveraging the land available and identified for the purpose, promotion of exports. Development of Reliable Statistics/ Database for KVI Sector will be undertaken by a sub-scheme under this scheme by KVIC as a deemed EPC. Under this scheme, about 20 or so top KVI exporters will also be given intensive and comprehensive handholding support to enable them to specialize in KVI exports by achieving a substantial annual growth in export. An outlay of Rs 220 crore has been indicated. In addition, the MDA scheme will be implemented as a distinct component of this umbrella scheme for Market Promotion and Publicity. Apart from the above, under the scheme, a new component for developing Marketing Complexes / Plazas will also be provided. Details will be worked out by KVIC to develop Marketing complexes and plazas by leveraging the surplus land available with KVIC at identified locations. An amount of Rs 250 crore has been earmarked for this component.

(v) Development of Infrastructure and Skill set in KVI Sector (DISK): Bundling IT, HRD & Estates and Services to meet the infrastructural, ICT and skill need of KVI sector etc., has been proposed. A tentative outlay of Rs 356 crore has been indicated.

(vi) Promotion of VI & Development of Existing Weak VI Institutions (PROVIDE): This will be a bundle of the existing schemes of expenditure relating to the promotion of seven categories of village industries with an additional component of a revival package for around 500 weak VI institutions (as also insurance for VI artisans) with a total outlay of Rs 230 crore.

(c) New scheme that are proposed to be introduced in the XII Plan

Scheme for KVI / CBC Loan Waiver / Settlement: This is for write off of old loans by a one-time waiver / settlement. A tentative outlay of Rs 300 crore has been proposed for a proposed write off/ settlement in respect of pre-CBC and CBC loans so that the institutions could start their operation afresh with a clean slate.

CONCLUSION

Design driven strategic planning will help MSMEs in future to complete globally. Incoming flood of container loads of goods & “importing” mindset will convert to export oriented genuine local products & services, which are performing better than their expectations and will be affordable and available locally. The results suggest that perhaps the government should play a facilitator role and improve access to finance by encouraging more banks and other financial institutions to enter the local market, instead of becoming an active player itself. The results also suggest the core competence of the government in certain roles, example creating a facilitating environment such as improved connectivity by roads, railways and airways, improved availability of electricity and water supply. Design plays a strategic role in overall economy and will bring bright future in the coming years. Technology improvement, skill improvement and access to capital and access to market are crucial factors. Healthy competition from global player and signing WTO’s treaty opening local will drive innovation to this sector. It is time for Indian MSMEs explore global market and be competitive; Innovation will be the buzzword for coming years. Innovation through modern Gandhian co-operation will definitely bring prosperity to India.

While MSME sector continues to script an exciting success story in India, there are inherent weaknesses and systemic failures which require bold policy initiatives and massive resource allocation. The sector is a blend of tradition and modern with an alarming level of informal sector enterprises at the bottom of ‘MSME Pyramid’. The process of liberalization and global market
integration has opened up wide opportunities for the sector, as also new challenges. Transparent and efficient policy- regulatory frame work is the need of the hour. Government and other stakeholders should take concerted efforts to adopt bold strategies, best practices and progressive policy making to unleash MSME sector. The new ambitious National Manufacturing Policy, which aims to make India a manufacturing hub and increase the sectoral share of manufacturing in GDP to 25 per cent in the next decade from the present level of 15-16 per cent, requires substantial support from MSME sector and quantum jump in the growth rate of MSME sector from the existing level of 12-13 % per annum. This necessitates convergence of efforts and resources.

Though MSME total working enterprises, employment and market value of fixed assets grown at CAGR of 4.39%, 4.75% and 6.64% respectively, the contribution from manufacturing and service sector MSME contribution to GDP is -1.53% and 1.82% respectively. However, government has taken measure to improve the productivity, over last 7 years the MSME contribution to GDP has not increased to acceptable level. It is suggested that government has to adopt integrated policy, providing sound data with efficient governance, promote skill development to increase productivity and providing accessible credit through government-sponsored agency exclusively to MSME is essential to increase productivity and contribution to economic growth.

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SAARC DECADE OF POVERTY ALLEVIATION: TARGET & ACHIEVEMENTS

Dr. Pushpendra Misra20 Priyanka Awasthi21

ABSTRACT
SAARC has declared 2006 to 2015 as the decade of poverty alleviation. In this context one of the SAARC goals is to curtail poverty ratio to half by 2010 of what it was at the start of the year 2006. One of the objectives therefore is to scrutinize whether the goal of lowering the poverty ratio to half has been accomplished by the member nations or not. Our scrutiny of the objective has revealed that barring Bhutan and Sri Lanka, none other member countries of the SAARC were able to accomplish the objective. Rather the actual reductions in the poverty ratios have been much less than the stipulated target for the countries not achieving the objective. As a consequence the value of the paired t-statistic estimated between actual and target level of poverty ratios for the year 2010 has been positive and significant. This reflects that the growth process has not been sufficiently inclusive for most of the member countries of the SAARC. There is a need to trigger a robust pro poor growth process in these countries. This is only possible by focusing on the policies that could enhance the productivity of the agricultural sector, help to boost the flow of remittances from abroad and through concentrating on the mutually beneficial trade creating activities. All these measures would facilitate in effectively mitigating poverty among member countries of the SAARC.

KEYWORDS
Poverty Alleviation, Inclusiveness, Economic Growth etc.

INTRODUCTION
South Asian Association of Regional Corporation is a union of eight Countries formed on December 8, 1985 in Dhaka, Bangladesh for facilitating to accelerate the economic growth, social progress and cultural development of the member counties. It is in this contest ever since 1991 SAARC designated each decade so that member countries could focus their policies for achieving the objective embodied in the designated decade. The decade 2006-15 concluded last year was the 'SAARC Decade of Poverty Alleviation'. The christening of the decade 2006-15 was not random but enough groundwork was prepared before the decade was labeled as the 'SAARC Decade of Poverty Alleviation'. The groundwork in this regard started well in advance from 2004, the year when the 12th SAARC summit held in Islamabad recommended the formation of an independent South Asian Commission on Poverty Alleviation (ISPCPA) to prepare a report on 'Our Future our Responsibility'. The SAARC summit entrusted the commission to prepare a comprehensive and realistic roadmap of SAARC development goals (SDGs) regarding poverty alleviation, education, health and environment for the next five years. The commission's report entitled 'An engagement with hope' was finalized in 2004 in which it outlined 22 goals of which first eight pertain to poverty alleviation. Subsequently, the 13th SAARC summit held in Dhaka not only worked out the monitorable targets pertaining to 22 goals but also recommended the member countries to achieve the SDGs in the next 5 years (2007-12). Since the focus of the decade (2006-15) was on poverty alleviation, it was ultimately decided at the Ministerial meeting on poverty alleviation held in Colombo, on August 8, 2006, that the member countries should incorporate the poverty alleviation and other SDGs targets in their respective planning process so that plan allocation must facilitate to achieve the SDGs especially with regard to poverty alleviation. An important monitorable target set in this context is to reduce the percentage of people below poverty line to half by 2010 by ensuring a robust pro-poor growth process.

OBJECTIVES, HYPOTHESES AND METHODOLOGY
Since SAARC has declared 2006 to 2015 as the decade of poverty alleviation and in this context one of the SAARC goals is to curtail poverty ratio to half by 2010 of what it was at the start of the year 2006. One of the objectives therefore is to scrutinize whether the goal of lowering the poverty ratio to half has been accomplished by the member nations or not. In this context, following hypotheses have been formulated:

H0: There is no significant difference in the actual poverty ratio and the target level of poverty ratio by the end of the year 2010.
H1: There is significant difference in the actual poverty ratio and the target level of poverty ratio by the end of the year 2010.

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The testing of these hypotheses would throw light on whether the growth process across different member countries of the SAARC is pro poor or not. If the null hypothesis is accepted then the growth process is definitely be termed as pro poor otherwise not.

These hypotheses are tested with the help of paired-t statistic. The value of paired-t statistic is estimated as follows:

\[ t = \frac{\sum d / n}{\sqrt{(\sum d^2 / n)(n(n-1))}} \]

Where, 'n' is the number of observations and 'd' is the difference between actual poverty ratio and the target level of poverty ratio for the year 2010.

**ANALYSIS OF ECONOMIC GROWTH AND POVERTY ALLEVIATION IN SAARC COUNTRIES**

Afghanistan a late entrant among the SAARC group of countries especially because of the decades of conflict with different countries and which ended in 2001 after the call of Taliban regime in the country. The new Government formed thereafter provided political stability and improved environment for domestic and international flow of investment in the country. Therefore average GDP growth rate in the country increased at a rate of around 10.9% per annum during the period 2005-06 to 2009-10. However, this high growth rate lacks inclusiveness as the poverty ratio dipped marginally from 36.3% in 2006-07 to 35.8% in 2010-11 and the actual level of reduction in poverty ratio in 2009-10 was well short of the stipulated target level of 18% for the same year.

Another member nation of the SAARC, which is also an immediate neighbour of Afghanistan, is the Pakistan. The economy of Pakistan has experienced a lowest growth in GDP among all the member countries of SAARC (refer Table-1) during the period 2005-06 to 2009-10. Despite this poverty ratio in Pakistan dipped from 50.4% in 2005-06 to 36.8% in 2010-11, though it fell short of the target level of reduction in poverty of 25% by the end of the year 2009-10. This reduction in poverty is certainly not because of any economic growth; rather it is because of substantial inflow of remittances from abroad in the country, which averaged around 1.5 billion dollars per month. Thus in this country economic growth is not only low but also lacks inclusiveness.

<table>
<thead>
<tr>
<th>Countries</th>
<th>Headcount Poverty Ratio for the Year Around 2005-06 in % Terms</th>
<th>Headcount Poverty Ratio for the Year Around 2009-10 in % Terms</th>
<th>Stipulated Target of Poverty Ratio for the year 2009-10 in % Terms</th>
<th>Average Real GDP Growth Rate per Annum during 2005-06 to 2009-10 in % Terms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Afghanistan</td>
<td>36.3 (2006-07)</td>
<td>35.8 (2010-11)</td>
<td>8</td>
<td>10.9</td>
</tr>
<tr>
<td>Bangladesh</td>
<td>40% (2004-05)</td>
<td>31.5 (2009-10)</td>
<td>20</td>
<td>6.11</td>
</tr>
<tr>
<td>India</td>
<td>37.2% (2004-05)</td>
<td>29.8 (2009-10)</td>
<td>17.80</td>
<td>8.7</td>
</tr>
<tr>
<td>Pakistan</td>
<td>50.4 (2005-06)</td>
<td>36.8 (2010-11)</td>
<td>25</td>
<td>3.8</td>
</tr>
<tr>
<td>Maldives</td>
<td>66 (2002-03)</td>
<td>44 (2009-10)</td>
<td>28</td>
<td>9.2</td>
</tr>
<tr>
<td>Nepal</td>
<td>30.9 (2003-04)</td>
<td>25.2 (2010-11)</td>
<td>14.60</td>
<td>4.1</td>
</tr>
<tr>
<td>Sri Lanka</td>
<td>15.2 (2006-07)</td>
<td>8.9 (2009-10)</td>
<td>7.10</td>
<td>6.6</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

Note: Years for which Headcount Poverty Ratio data is available for the years close to 2005-06 and 2009-10 are mentioned in the parentheses. Stipulated target of poverty ratio is estimated by first calculating the average change in the Headcount Poverty Ratio from the available data for the initial and terminal years of analysis. This average change is then used for determining the
Headcount Poverty Ratio for the year 2005-06 and reducing it to half for each member country of the SAARC, final estimates of the stipulated target of poverty ratio for the year 2009-10 have been derived.

Another member country of the SAARC, which is carved out of Pakistan in 1971, is the Bangladesh. The economy of Bangladesh experienced a moderate average growth rate of 6.11% per annum during the period 2005-06 to 2009-10. This moderate economic growth is especially attributed to the high export earnings from garments and textiles, a sector, which provides employment to a limited labour force, while around 50% of the work force is employed in the agricultural sector. Therefore, impact of economic growth in curtailing poverty is not effective. Against the target level of reducing poverty ratio to 20% by the end of the year 2009-10 actual reduction in poverty ratio was just 31.8%.

Another member country of the SAARC, which share a common geographical boundary at one end of Bangladesh, is India. The average economic growth of India during the period 2005-06 to 2009-10 is 8.7% per annum, which is certainly high and is especially because of the substantial expansion of the construction and service sectors of the economy. However, growth of the agricultural sector remained subdued which employs bulk of the India’s labour force. Therefore, reduction in poverty has been moderate from 37.2% to 29.8% during the period 2004-05 to 2009-10 and the actual level of poverty ratio by the end of the fiscal year 2009-10 was much higher than the target set under SDGs of lowering poverty ratio to 17.8%.

Another member country of the SAARC, which is adjacent to India, is Bhutan. Its growth rate of the economy has been high of around 10.6% per annum during the period 2005-06 to 2009-10. This is especially because of the flow of domestic and foreign investment towards the development of hydropower projects. It could sustain this high growth if it is able to tap the full potential of 30,000 MW of electricity through hydropower projects. Bhutan is one of the largest exporters of hydropower to India, which is the main source of foreign earnings of Bhutan. Thus, the expansion of the hydropower sector coupled with the growth of the service sector, Bhutan is the only country, which achieved the target of curtailing poverty ratio set in the SDGs. Its poverty ratio declined from 23.2% in 2006-07 to 12.04% in 2011-12. Thus, the nature of growth process in Bhutan is certainly inclusive.

Another member country of the SAARC group of countries, which experienced inclusive growth, is Sri Lanka. Therefore, it almost achieved the target of curtailing poverty ratio to around 7% set out in the SDGs. The actual poverty ratio in this country fell from 15.2% in 2006-07 to 8.9% in 2009-10, which is fairly close to the target level of poverty ratio of……. It could achieved this target especially because of increased agricultural productivity and large scale reconstruction and development projects undertaken by the government to spur economic growth of the country after the end of a long 26 years of conflict with Liberation Tiger of Tamil Eelam (LTTE).

Another member country of the SAARC, where headquarter of the association is located is Nepal. It has failed miserably in promoting economic growth as well as curtailing poverty ratio to the desired extent. This is especially because it failed to tap its main source of revenue that can come through the development of hydropower projects, whose estimated potential is about 42000 MW. This amount is much higher than that of Bhutan. Unless the growth and development of hydropower projects are undertaken, Nepal would continue to remain poorest and least developed country in the world. Whatever little reduction in poverty has taken place; it is especially because of the substantial inflow of remittances from abroad which accounts of almost 29% of its GDP.

Finally, Maldives which has the highest poverty ratio, among all the countries of the SAARC has experienced a high economic growth averaging around 9.29 % per annum during the period 2005-06 to 2009-10. This high economic growth is mainly attributable to the fast expansion of the tourism sector coupled with that of transport, communication and construction activities of the economy. The growth and development of these areas has certainly reduced the poverty ratio from 66% in 2002-03 to 44% in 2009-10, but still the actual reduction is much less, than the stipulated level of poverty ratio of 28% as per the norm outlined in the SDGs.

Thus, the overall analysis of economic growth and poverty ratios of all member countries of SAARC reflects that barring Bhutan and Sri Lanka not all other countries have achieved the objective of curtailing their poverty ratios as per the norm outlined in the SDGs. This evidence therefore must substantiate the alternative hypothesis that there is significant difference between the actual and target level of poverty ratios among different member countries of the SAARC for the year 2009-10 and that the difference between the two is positive signifying actual level of poverty ratios has been higher than the stipulated levels as per the norm outlined in the SDGs.

**HYPOTHESES TESTING AND RESULTS**

Our alternative hypothesis is corroborated by the estimated values of the paired ‘t’ and other basic statistics related to it. These values are given in table-2:
It is evident from table-2 that the estimated value of paired ‘t’ statistic is 4.61, which is significant at 1% probability level as the estimated p-value is 0.002, which is less than 0.01. Moreover the difference between actual and target poverty ratio is positive (10.19) substantiating that actual poverty ratios are higher than its target values for the year 2009-10. All these evidences thus reject the null hypothesis and accept the alternative hypothesis between the actual and target level of poverty ratio for the year 2009-10. Hence, SAARC decade of poverty alleviation has been a misnomer for the SAARC member countries except Bhutan and Sri Lanka, as not all other nations have been able to achieve the target of curtailing the poverty ratio to the stipulated level as determined based on the norm outlined in the SAARC Development Goals (SDGs).

CONCLUSIONS AND POLICY IMPLICATIONS

Our scrutiny of the objective of curtailing poverty ratios to half by the year 2009-10 from the level that prevailed in the year 2005-06, through a robust pro poor growth process by the SAARC member nations has revealed that barring Bhutan and Sri Lanka none other member countries of the SAARC were able to accomplish the objective. Rather the actual reductions in the poverty ratios have been much less, than the stipulated target for countries not achieving the objective. Therefore, the value of the paired t-statistic estimated between actual, target level of poverty ratios for the year 2009-10 has been positive, and significant i.e. actual reduction in poverty ratios has fallen significantly short of the stipulated target as determined based on SAARC Development Goals (SDGs). This reflects that the growth process has not been sufficiently inclusive for most of the member countries of the SAARC. There is a need to trigger a robust pro poor growth process in these countries. This is only possible by focusing on the policies that could enhance the productivity of the agricultural sector, provide necessary infrastructure and create environment that could facilitate to boost the earnings of the farmer households for ensuring their prosperity in the near future.

Besides, few countries like Nepal and Pakistan were able to lessen their poverty especially through remittances from abroad. Other SAARC countries too could train their surplus manpower so that it could be absorbed in gainful employment activities abroad.

Moreover, Nepal and Bhutan can play important role in curtailing poverty in the entire SAARC region. This they can do by successfully tapping the available potential of hydropower either independently or in collaboration with India. They can then export hydropower to other SAARC nations like Bangladesh, India etc. who can utilize it for stimulating robust pro poor growth process while the export earnings realized by Nepal and Bhutan could be utilized for building social and economic infrastructure to promote growth and development of their countries. Thus, mutually beneficial trade creating activities could facilitate in effectively mitigating poverty among member countries of the SAARC.

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MOTIVATIONAL AND CHALLENGING ASPECTS FOR WOMEN ENTREPRENEURSHIP DEVELOPMENT IN NORTH EASTERN INDIA

Dr. N. Rokendro Singh

ABSTRACT

Women participation in entrepreneurial activities contributes a great in economic development. Women entrepreneurs play pivotal role in the economic development of a society. The hidden entrepreneurial potentials of women will gradually contribute to the growing economy in the society. Skill, knowledge and adaptability in business are the main reasons for women to emerge into business ventures. Women Entrepreneurs have challenging role to meet their personal needs and to become economically independent. As compared to men, women are less motivated to start business units due to lack of motivation and some other factors like engage in household activities, childcare, etc. The present study endeavours to study the concept of women entrepreneurship, the motivational and some challenging factors which are the important aspects for the growth of women entrepreneurship in North East India (NEI).

KEYWORDS

Women Entrepreneurship, Motivation, Challenging Factors, Business, NEI etc.

INTRODUCTION

Women Entrepreneurs have been taking a significant role in all segments of economy of the country. Their participation in entrepreneurial activities contributes a great in economic development. Women entrepreneurs play pivotal role in the economic development of a nation, region and society as whole. The hidden entrepreneurial potentials of women will gradually contribute to the growing economy in the society. Skill, knowledge and adaptability in business are the main reasons for women to emerge into business ventures. Their willingness for the future is apparent in their growing confidence, in their strengths and in their desire to seek different forms of work. They have challenging role to meet their personal needs and to become economically independent. As compared to men, women are less motivated to start business units due to lack of motivation and some other factors like engage in household activities, childcare, etc. A strong desire to do something positive is an inbuilt quality of entrepreneurial women, who is capable of contributing values in both family and social life. Development of Women Entrepreneurship will empower women economically increases their economic strength as well as position in society. Women-entrepreneurs have been making a considerable impact in most of the segments of the economy.

A women enterprise is defined as “an enterprise owned and controlled by a women having a minimum financial interest of 51% of the capital and giving at least 51% of the employment generated in the enterprise to women”. Women enterprises can be classified as: (i) owned by women, (ii) managed by women and (iii) employing women. A woman entrepreneur may be considered women who promotes an enterprise, a proprietor or owner of the enterprise. Women Entrepreneur is a person who accepts challenging role to meet her personal needs and become economically independent.

According to Kamala Singh, "A women entrepreneur is a confident, innovative and creative woman capable of achieving economic independence individually or in collaboration generates employment opportunities for others through initiating establishing and running an enterprise by keeping pace with her personal, family and social life”.

In the words of Former President APJ Abdul Kalam, "Empowering women is a prerequisite for creating a good nation, when women are empowered, society with stability is assured. Empowerment of women is essential as their thoughts and their value systems lead to the development of a good family, good society and ultimately a good nation.”

Thus a women entrepreneur is one who starts business and manages it independently and tactfully takes all the risks, accepts challenging role to meet her personal needs and become economically independent. A strong desire to do something positive is an inbuilt quality of entrepreneurial women.

REVIEW OF LITERATURE

Anjali Devi and Gayatri Goswami (2014), Studied on Women entrepreneurship development in Assam with special reference to Kamurp district, India, and find out that Assam is not lagging behind the rest of the country in respect of women entrepreneurs.
This is evident from the fact that Assam accounts for 18 percent women entrepreneurs as against 10.11% percent in the country. Besides, the potential for developing women entrepreneurs in Assam is very high. Women mainly handle the handloom sector in Assam. Women entrepreneurs in Assam are engaged mainly in traditional activities like weaving, knitting, embroidery, Jam Jelly and Pickle making etc.

V. R. Palanivelu and T. Srividhya (2014), studied the problems and prospects of women entrepreneurs in India and find out some specific and general problems faced by Indian women entrepreneurs such as Problem of finance arrangement, Limited mobility, Family responsibility, Lack of education, Scarcity of raw materials, Lack of self-confidence, Absence of proper support and Domination by male.

Das Gupta, Ashok (2013), studied about the Indigenous knowledge and Women Entrepreneurs among Rajbanshi’s and found that Rajbanshi men in countryside of North Bengal performs their work on mutual understanding among the close relatives or neighbours. Women actively participate into sowing and harvesting. Rajbansgi women are involved in quality maintaining and storing of good quality seeds and food processing. Rajbansgi women are also good with poultry and goat rearing. They are mostly associated with domestic works, Handicrafts, Kitchen garden, Agriculture and food preservation techniques. They also make rice cakes. There is scope of microfinance in terms of Self Help Group or simple Women entrepreneurship development among Rajbanshi women in these areas.

C. Viswanatha Reddy & A. Rangampet, Tirupati (2012), Studied the Problems and Prospects of Women Entrepreneurship In India - An Investigative Study in Chittoor District of Andhra Pradesh’. They identified some reasons that made women entrepreneurs in Chittoor starts their business. In their study, they analyzed the socio-economic conditions, educational and family backgrounds of the women entrepreneurs in that area.

G. Palaniappan, C. S. Ramanigopal & A. Mani (2012), Studied – ‘A Study on Problem and Prospects of Women Entrepreneurs With Special Reference To Erode District. They find out some of the major constraints faced by Indian women entrepreneurs, which includes lack of confidence in their strength, socio-cultural barriers, market-oriented risk and lack of awareness about financial assistance.

Robita Sorokhaibam and Guloulung Thaimei (2012), studied about Entrepreneurship development and employment in northeast India, they cover the three states of Assam, Manipur and Meghalaya in the northeast India and found that number of enterprises and the number of employment varies from one state to another. Assam has the largest among the states. The average number of persons employed per annum per enterprise during 2000-2006 lies between 5.61 to 5.66.

Seemaprakalpa and Manju Arora (2012), studied about Achievement motivation of Women Entrepreneur. They found that women as an entrepreneur are taking up various enterprises according to their knowledge and skills. They found that achievement motivation has been judged based on three categories: Low, Moderate and High. Women entrepreneurs possessing low attributes are those who were not so much involved, attentive but just survivor to their enterprise. Moderate women entrepreneurs were those doing substantial enterprise and introduce new ideas in their enterprise. Women entrepreneurs possessing high attributes were those who were up to date to introduce new ideas in their enterprise and place emphasis on innovation rather than totally on profit or loss.

Meenu Goyal & Jai Prakash (2011), studied on – ‘Women Entrepreneurship in India-Problems and Prospects’ and evaluated the factors responsible for encouraging women to become entrepreneurs. They also studied the impact of assistances by the government on women entrepreneurs and other policies, programmes and about support agencies in promoting women’s entrepreneurship. They found out some of the problems, which hinders to success women business are patriarchal-male dominated social order, lack of self-confidence, old and outdated social outlook to stop women from entering in the field of entrepreneurship. They suggested that continuous attempt to inspire, encourage, motivate and cooperate women entrepreneurs is necessary to develop women entrepreneurship in India.

**OBJECTIVE OF STUDY**

- To study the present scenario of women entrepreneurs in the North East India (NEI).
- To explore the main motivational factors for women entrepreneurship development in NEI.
- To find out the main problems and challenges of Women Entrepreneurs in NEI.
- To give suggestions for women entrepreneurship development in NE India.
Women from NEI region have realised the potential resources of the region and have initiated various entrepreneurial activities in order to tap the natural wealth of the region. Handlooms and Handicrafts have been playing an important role in the development of women entrepreneurship in the region. Consortium of Women Entrepreneurs of India (CWEI) a registered civil society and a voluntary organisation that works for the economic empowerment of women in the country, has also focused on the developmental activities in NEI region.

Table-1: Number of Women Enterprises in NEI Region (2001-02) (In Lakhs)

<table>
<thead>
<tr>
<th>S. No.</th>
<th>State</th>
<th>Total Enterprises</th>
<th>Number of Women Enterprises</th>
<th>Number of Enterprises Manage by Women</th>
<th>Number of Female Employees in the MSE Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Assam</td>
<td>194379</td>
<td>11757 (6.05%)</td>
<td>11189 (5.76%)</td>
<td>26065</td>
</tr>
<tr>
<td>2</td>
<td>Arunachal P.</td>
<td>1252</td>
<td>150 (11.98%)</td>
<td>131 (10.46%)</td>
<td>446</td>
</tr>
<tr>
<td>3</td>
<td>Manipur</td>
<td>47999</td>
<td>10745 (22.39%)</td>
<td>9168 (19.10%)</td>
<td>23338</td>
</tr>
<tr>
<td>4</td>
<td>Meghalaya</td>
<td>22520</td>
<td>3580 (15.90%)</td>
<td>3658 (16.24%)</td>
<td>8803</td>
</tr>
<tr>
<td>5</td>
<td>Mizoram</td>
<td>11116</td>
<td>3700 (33.29%)</td>
<td>3076 (27.67%)</td>
<td>6829</td>
</tr>
<tr>
<td>6</td>
<td>Nagaland</td>
<td>13861</td>
<td>179 (1.29%)</td>
<td>207 (1.49%)</td>
<td>3211</td>
</tr>
<tr>
<td>7</td>
<td>Sikkim</td>
<td>368</td>
<td>98 (26.63%)</td>
<td>30 (8.15%)</td>
<td>221</td>
</tr>
<tr>
<td>8</td>
<td>Tripura</td>
<td>24352</td>
<td>863 (3.54%)</td>
<td>631 (2.59%)</td>
<td>7619</td>
</tr>
<tr>
<td>9</td>
<td>NER-Total</td>
<td>315847</td>
<td>31071 (9.84%)</td>
<td>28090 (8.89%)</td>
<td>76527</td>
</tr>
<tr>
<td>10</td>
<td>All India</td>
<td>10521190</td>
<td>1063721(10.11%)</td>
<td>991541 (9.42%)</td>
<td>3317496</td>
</tr>
</tbody>
</table>

**Sources:** Third Census of Small Scale Industries 2001-02.

Motivational Factors Which Leads Women Entrepreneurship Development in NE India

The researcher studied about success stories of 20 women entrepreneurs and found that there are some motivational factors, which inspires them in successfully implementing their enterprises. One of the motivational aspects of women entrepreneurs is the getting good support from their family members and they possessed adequate skill and strong motivation and run their units.

Another motivational factor is earning more money and to be financially independent: Some Women entrepreneurs have the desire to become independent to prove oneself status, utilization of one’s skill and knowledge.

Job satisfaction is another aspect of Women Entrepreneurship development: Success depends on one’s ability to prove the best by putting more efforts to succeed. Though women have the traits of being an entrepreneur such as achievement-oriented, responsible, moderate risk factor, success-oriented, energetic, forward looking, organized, still the number of women entering the entrepreneurship is very low. The turnout of women entrepreneurs is minimum because a women is given lower status in the society. Though women are considered as weaker gender physically, mentally they are more capable and alert in managing things. Through age’s women have been managing houses and small finances in their best possible way. Women are easily accessible to management techniques and they adopt them quickly with utmost sincerity and honesty. The researcher studied about success stories of 20 women entrepreneurs and found that most of there are various motivational factors, which inspired them to start their enterprises.

The following are some of the motivating factors for success in entrepreneurial ventures, or successful women entrepreneurs:

- High need for achievement;
- Earning more money;
- Better status in the society;
- Utilization of own skills;
- From the success stories of entrepreneurs;
- Contribution to employment;
- High personnel efficiency and to prove oneself;
- Knowledge from her previous occupancy as an employee;
- Training programmes undergone in DICs, SISIs; etc.
Problems and Challenges for Women Entrepreneurship Development in NE India

The researcher studied about success stories of 20 women entrepreneurs and found that there are some problems and challenges which hinder them in successfully implementing their enterprises. One of the important problems which most of the working women including the entrepreneurs face is the long working hours and the absence from the home. Indian women entrepreneurs are facing some major constraints like:

- Lack of confidence in their strength and competence.
- Socio-cultural barriers.
- Market-oriented risks, risk taking.
- Motivational factors.
- Knowledge in Business Administration.
- Awareness about the financial assistance.
- Exposed to the training programs.
- Identifying the available resources.

CONCLUSION AND SUGGESTIONS

Development of Women Entrepreneurship will empower women and economically increases their economic strength as well as position in society. Women-entrepreneurs have been making a considerable impact in most of the segments of the economy. Right efforts from all areas are required in the development of women entrepreneurs and their greater participation in the entrepreneurial activities. Entrepreneurship basically implies being in control of one's life and activities and women entrepreneurs need to be given confidence, independence, and mobility to come out of their paradoxes.

The following measures are suggested to empower the women entrepreneurship development in NEI:

There should be a continuous attempt to inspire, encourage, motivate and co-operate women entrepreneurs.

An Awareness programme should be conducted on a mass scale with the intention of creating awareness among women about the various areas to conduct business.

Attempts should be there to enhance the standards of education of women in general as well making effective provisions for their training, practical experience and personality development programmes, to improvise their over-all personality standards.

Organize training programmes to develop professional competencies in managerial, leadership, marketing, financial, production process, profit planning, maintaining books of accounts and other skills. This will encourage women to undertake business.

Vocational training to be extended to women community that enables them to understand the production process and production management.

Skill development to be done in women's polytechnics and industrial training institutes. Skills are put to work in training-cum-production workshops.

International, National, Local trade fairs, Industrial exhibitions, seminars and conferences should be organized to help women to facilitate interaction with other women entrepreneurs.

Women in business should be offered soft loans & subsides for encouraging them into industrial activities. The financial institutions should provide more working capital assistance both for small scale venture and large scale ventures.

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ABSTRACT

The theory, research, and practice of Human Resource Management (HRM) has evolved considerably over the past century, and experienced a major transformation in form and function primarily within the past two decades. Driven by a number of significant internal and external environmental forces, HRM has progressed from a largely maintenance function, with little if any bottom line impact, to what many scholars and practitioners today regard as the source of sustained competitive advantage for organizations operating in a global economy. In this 25th anniversary Yearly Review issue, we conduct a less comprehensive and more focused review of the field of HRM. In doing so, we attempt to articulate some key concepts and issues that can be productively integrated with HRM to provide some interesting and important directions for future work, and consider ways to bridge the gap between the science and practice of HRM. The findings highlight that the terms HRM and HRD have evolved along with globalization and rapid technological advances. Due to these changes in the environment, new terms are seen to be necessary to describe new ideas, concepts and philosophies of HRM and HRD. Currently, and in the near future, new terms will emerged to describe the philosophy of HRM and HRD. This paper suggests a need for practitioners to understand the various terms describing HRM and HRD before it is used in organizations rather than to use new terms to describe old ideas or functions of HRM and HRD. The term HRM and HRD has been used by scholars, academics and practitioners. However, confusion arises on the terms or labels for HRM and HRD and its position in management function. The purpose of this paper is to examine the evolving terms in human resource management (HRM) and human resource development (HRD). Based on a review of the literature, this paper draws the concepts surrounding the terms in human resource management and development.

KEYWORDS

Management Development, Human Resource Management, Organizational Effectiveness, Human Resource Development etc.

INTRODUCTION

Human resources are an organization's greatest assets because without them, everyday business functions such as managing cash flow, making business transactions, communicating through all forms of media, and dealing with customers could not be completed. Human resources and the potential they possess are key drivers for an organization’s success. With globalization and technological advances, today's organizations are continuously changing. Thus, organizational change affects not only the business but also its employees. In order to maximize organizational effectiveness, human potentials, individuals' capabilities, time, and talents must be managed and developed. Hence, the practice of human resource management (HRM) and human resource development (HRD) works to ensure that employees are able to meet the organization's goals.

Globally, scholars, academics and practitioners have used the term HRM and HRD. However, confusion arises on the terms or labels for HRM, HRD, and its position in management function. The term for HRM has been understood as the only word to represent and explain the management and development of human resources from the point of recruitment to compensation and rewards through to career management and development to the point of retirement. Hence, it is pertinent to examine the terms that evolved around the management and development of human resources in organizations. In order to achieve this objective, it is important to examine the difference in terms for HRM and HRD, the history or starting point for HRM and HRD, their relationships and the up-coming terms used to refer human resource management and development.

WHAT IS HRM & HRD?

In order to examine the terms differentials for HRM and HRD, first, it is pertinent to examine and understand the definitions for HRM and HRD. Scholars from a short and simple definition to a lengthy and comprehensive description have proposed many definitions for HRM. In short, HRM is best understood as the “process of managing human talents to achieve organization’s objective”. The process of managing human talents is said to include the process of recruitment and selection, compensation and benefits, labor and industrial relations and the management of employees’ safety and health in organizations.

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On the other end, researchers and writers have proposed numerous definitions for HRD. These definitions varied from the perspectives of an individual researcher or theorists to definitions of HRD by country. In addition, theorists have even tried to define HRD from a global and international perspective. Indeed, many definitions have been suggested; even before the emergence of HRD in 1970s through today. A definition by Nadler and Nadler in 1970s described HRD as “a series of organized activities conducted within a specified time and designed to produce behavioral change” through training activities. The latest definition by Desimone, Werner & Harris (2002) for HRD was defined as “a set of systematic and planned activities designed by an organization to provide its members with the opportunities to learn necessary skills to meet current and future job demands”. These systematic and planned activities are said to include training and development, career planning and development, performance appraisals and management and change management for organizational development. In the context of professionals, this activity is termed as continuing professional education and development. To all intents and purposes, the continuing professional education and development activities are the same as in training and development but it is labeled differently directed to professionals’ education and development.

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<th>Table 1: Comparison of HRM and HRD</th>
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<td><strong>Definition:</strong></td>
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<td>HRM is a process of managing human talents to achieve organization’s objective”</td>
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<td>1. Recruitment and selection,</td>
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<td>2. Performance Appraisals Management,</td>
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<td>3. Labor and Industrial relations,</td>
<td>3. Career planning and development,</td>
</tr>
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<td>4. Safety &amp; Health management.</td>
<td>4. Change Management</td>
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**Sources:** Authors Compilation

Academicians and practitioners have been debating as to whether terms such as HRD and HRM describe new concepts or are merely new terms for existing concepts (Armstrong, 2000; Legge, 2005). However, Sambrook (2001) claimed that neither the debates nor the phrases or terms are new. Hence, the notion of debating on these terms as old concepts for new terms is nothing new. Having seen the difference in the terms for HRM and HRD, it is also important to examine the history or emergence of HRM and HRD.

**HISTORY AND EMERGENCE OF HRM & HRD**

The history of HRM is said to have started in England in the early 1800s during the craftsmen and apprenticeship era and further developed with the arrival of the industrial revolution in the late 1800s. In the 19th century, Frederick W. Taylor suggested that a combination of scientific management and industrial psychology of workers should be introduced. In this case, it was proposed that workers should be managed from not only the job and its efficiencies but also the psychology and maximum well-being of the workers. Moreover, with the drastic changes in technology, the growth of organizations, the rise of unions and government concern and interventions resulted in the development of personnel departments in the 1920s. At this point, personnel administrators were called ‘welfare secretaries’ (Ivancevich, 2007).

Some scholars argued that HRM is said to have started from the term ‘Personnel Management’ (PM). The term ‘PM’ emerges after the World War in 1945 as an approach by personnel practitioners to separate and distinguish themselves from other managerial functions and making the personnel function into a professional managerial function. Traditionally, the function of PM is claimed to ‘hire and fire’ personnel in organizations other than salary payments and training. However, there were many criticisms and concerns of ambiguity expressed about the purpose and role of PM to HRM (Tyson, 1985) in that management planned HRM activities, and did not just respond reactively to different circumstances and situations, but in some cases, to demands of trade unions. In part to reflect these, none outlines approaches to the management of employees in the mid 1980s. Therefore, the term HRM gradually tended to replace the term PM (Lloyd and Rawlinson, 1992). However, writers argued that the term HRM has no appreciable difference from PM as they are both concerned with the function of obtaining, organizing, and motivating human resources required by organizations. At the same time, writers are defining the terms HRM and PM in many
different ways (Beer and Spector, 1985). The rebranding for the term PM to HRM was argued as due to the evolvement and changes in the world of management and therefore a new term would seem appropriate to take new ideas, concepts and philosophies of human resources (Noon, 1992, Armstrong, 2000). Indeed, some writers commented that there are ‘little differences’ between PM and HRM and it has been criticized as pouring ‘old wine into new bottle’ with a different label (Legge, 2005). Whether HRM was considered different to personnel management – there is a continued debate on the meaning and practice of HRM as opposed to that of PM (Marchington & Wilkinson, 2002; Legge, 2005).

RELATIONSHIP OF HRM AND HRD

Traditionally, some writers suggested that HRD is a component of HRM in which HRD supports the HRM function in employees’ training and development and the notion of training and development fitting in or integrated with HRM as in the ‘HRM wheel’ (Guest, 1987) as seen in Figure 1 below. All the four components of HRD, namely; training and development, performance appraisals and management, career planning and development as well as change management components was advocated as positioned under the ‘umbrella’ or function of HRM along with other components such as recruitment and selection, compensation and benefits, employee and industrial relations as well as safety & health.

Figure 1: HRM Wheel

![HRM Wheel Diagram](image_url)

**Sources:** Authors Compilation

Figure 2: Parallel Pathways of HRM and HRD (Developed from McGoldrick & Stewart, 1996)

![Parallel Pathways Diagram](image_url)

**Sources:** Authors Compilation
However, due to the role ambiguity and responsibilities of the HRM function, HRD has been repositioned to describe its function in supplementing HRM rather than supporting. Thus, a parallel pathway also known as the parallel nexus of HRM and HRD was introduced. McGoldrick & Stewart (1996) posited that HRM and HRD are parallel pathways of HRM and HRD because of their similarity and emphasis on the elements of corporate strategy. The parallel pathway as suggested by McGoldrick and Stewart (1996) is usefully understood by Figure 2. HRM has the function of recruitment, selection, motivation and rewards.

**HUMAN RESOURCE DEVELOPMENT**

The origin of HRD was suggested to have started in the USA during the advent of the Industrial Revolution in 1800s. However, some writers argued that the roots of HRD emerged in 1913 when Ford Motor started training its workers to produce mass production in the assembly line. However, a significant historical event was suggested during the outbreak of World War Two in the 1940s as it was during this period that workers were trained to produce warships, machinery, and other military equipment’s and armaments (Desimone, Werner and Harris, 2002). Unlike Desimone et al (2002), Blake (1995) argued that HRD could have started a century later, in the early 1930s and its roots emerged from the concept of organization development (OD). On the other hand, Stead and Lee (1996) contested that the historical starting point of HRD was during the 1950s and 1960s when theories on employees’ developmental process was popularized and published by organizational psychologists such as Argyris (1957), McGregor (1960), Likert (1961) and Herzberg (1959). Hence, Stead and Lee (1996) believed that the development of human resources in an organization far encompasses merely ‘training’ but also motivation and development as suggested by organizational psychologists (Blake, 1995). This was supported by other writers, for instance, Desimone et al (2002) said that during 1960s and 1970s, professional trainers realized that their role extended far beyond classroom training and they were also begun to be required to coach and counsel employees. Realizing, this extended role, Nadler introduced the term HRD in 1970s and it was placed under the big structure of human resources with the function of selection and development of employees under the term HRD (Blake, 1995). Subsequently, in early 1980s, the American Society approved the term HRD for Training and Development (ASTD) because they believed that training and development competencies expanded to include interpersonal skills such as coaching, group process facilitation and problem solving. In addition, by then, organizations realized that human resources are important assets and emphasis was placed in investing in training and education for performance improvement to increase productivity and business success (Desimone et al, 2000).

In the UK, Harrison (2000) argued that the historical development of HRD is more fragmented compared to the US. The history of HRD in UK was suggested to have started during World War 2 in which ‘training’ was the symbiotic term. Similarly, to the USA, during this period, training was the term because workers were trained in the production and manufacturing sector as well as becoming soldiers. The emergence of HRD began in early 1980s when the manufacturing industry was hit by a recession and a strategy was required to overcome the crises especially in multinational companies. Companies began to realize that human resource is an important asset and started developing their employees particularly to improve their performance and develop or enhance their skills to increase productivity. Since then, HRD is considered as an important business strategy and processes (Harrison, 2000) but writers such as Garavan, Costine and Heraty (1995) argued viewpoints of HRD as a strategy for business success.

**ORGANIZATIONAL CONCEPTS OF HRD**

Livingstone and Raykov (2005) quoting some studies analyzed that with the current expansion of the global economy and the fast-changing evolution of technology and innovation, organizations are facing an ongoing need for employee learning and development. As knowledge increasingly becomes a key factor for productivity, it has also become a currency for competitive success. Understanding factors that contribute to organizational learning and the transfer of knowledge to the workplace environment are essential to human resource development (HRD). The culture and environment of an organization can influence the types and numbers of learning-related

*a) Organizational Narrow Concepts of HRD*

Fisher (2005) declared HRD as one of the more moral management functions, which is intended to help people to learn and develop.

David Weir a professor of Intercultural Management in France is of the view that HRD uses training and development to identify, assure, and help to develop the key competencies that enable individuals to perform current or future jobs with planned individual learning accomplished through training, on-the-job learning, coaching or other means. HRD uses organization development as a focus for assuring healthy inter- and intra-unit relationships and helping groups to initiate and manage change by facilitating individuals and groups to effectively impact on organization as a system. Haslinda-b (2009) Located the HRD by its functions and expressed that the function of HRD is to provide learning, education and training to the human resources selected and recruited.
b) Organizational Broader Concepts of HRD

Gulcin (2006) is of the opinion that HRD encompasses the broad set of activities that improve the performance of the individual and teams. Schmidt and Kunzmann (2006) revealed in ‘holistic view on human resource development’ that HRD must be understood in a broad sense, incorporating formal training, self-directed learning, informal and collaborative learning activities.

Egan et al (2004) expressed with reference to (Kuchinke, 1996) that HRD has extended beyond a narrow concentration on training to include organizational and systems-level issues that influence the development of broad skill sets, abilities, and knowledge associated with learning in technical, social, and interpersonal areas.

Metcalfe & Rees (2005) expressed by extracting from many studies that management and organizational writers have noted, the field of HRD has expanded beyond training and development to include a strong connection to corporate strategy, individual responsibility for learning, extension into team learning, incorporation of career development, an emphasis on internal consultancy, organizational learning and knowledge management and the nurturing of the intellectual capital of an enterprise.

Swanson and Holton (n.d.) expressed that HRD is a process of developing and unleashing expertise for improving individual, team, work process, and organizational system performance. HRD efforts typically take place under the additional banners of “training and development” and “organization development” as well as numerous other titles. Two major realms of practice take place within HRD. One is organization development (OD); the other is training and development (T&D). OD focuses at the organization level and connects with individuals, while T&D focuses on individuals and connects with the organization.

According to Schmidt and Kunzmann (2006), HRD must be understood in a broad sense, incorporating formal training, self-directed learning, informal and collaborative learning activities. The ontology should avoid an overly bias towards one of these forms, although it is clear that formal training is much better understood than informal and collaborative learning activities, which is still subject of major research activities.

Kumar (2005) expressed that HRD is not only training for operational skills but also includes behavioral skills as it ultimately aims to create an enabling culture wherein the capabilities are “acquired, sharpened and used”.

PURPOSE, BENEFITS AND IMPORTANCE OF HRD

Haslinda-a (2009) expressed that behind the theoretical debates concerning the nature of HRD, there is a set argument pertaining to purpose of HRD. The purposes of HRD are said to influence the nature and extent of HRD activities being implemented. The purposes of HRD are centered on learning and performance perspectives, both benefiting the individual and the interests of shareholders. In a wider perspective, the purposes center on economic benefits, social benefits and the ethics of HRD. These points indirectly suggest that a reconciliation of the purposes of HRD centrally focus on training, development and learning within organizations for individual development to achieve business strategies and for the development of organizational competence.

HUMAN CAPITAL MANAGEMENT AND DEVELOPMENT

The present and current scenario has seen the use of human capital management (HCM) and human capital development (HCD) by scholars and practitioners alike. What is human capital management and development? Simply stated, human capital means people. Is that not similar as human resources, workers or employees in organizations? The phrase “people or human resources are our greatest asset” are often heard. The term ‘human capital’ originated in 1954 from economic theories when the notion of capital investments was discussed not only in material capital but also on human capital (Schultz, 1971; Becker, 1964). Subsequently, Jacob Mincer discussed on investing in human capital and personal income distribution in 1958 and followed by Becker’s book entitled Human Capital, published in 1964, which became a standard of reference for many years. However, the term ‘human capital’ was rarely used in organizations and by professional practitioners due to its negative undertones and its association with economics. Nevertheless, the term ‘human capital’ emerged again and used popularly to describe human resources in organization since 2003 (Scholz, 2007). Scholars suggested that the idea of human capital is people whose assets are of value and can be enhanced through investment. Indeed, there has been many definitions given to describe the concept of ‘human capital’ but scholars argued that there is nothing new or different beyond the repertoire of knowledge, competency, attitude and behavior embedded in an individual (Youndt et al, 2004; Rastogi, 2000). Hence, human capital management can be defined as the process of acquiring, developing, deploying and the retention of the collective knowledge, skills and abilities of an organization’s employees by implementing processes and systems that match employee talent to the organization’s overall business goals. Whilst, human capital development is the process of developing and retaining the existing knowledge, skills, abilities and competencies of employees.

There are, however, two key principles that are central to the human capital idea. First, people are assets whose value can be enhanced through investment. As with any investment, the goal is to maximize value while managing risk. As the value of people
increases, so does the performance capacity of the organization, and therefore its value to clients and other stakeholders (Youndt et al., 2004). Second, an organization’s human capital policies must be aligned to support the organization’s “shared vision” that is, the mission, vision for the future, core values, goals and objectives, and strategies by which the organization has defined its direction and its expectations for itself and its people. All human capital policies and practices should be designed, implemented, and assessed by the standard of how well they help the organization pursue its shared vision (Wan, 2007; Youndt et al, 2004; Rastogi, 2000).

At most, government agencies, the largest share of operating costs is devoted to managing and developing its workforce. For this reason, employees traditionally have been viewed through the budgetary lens, and therefore they have often been seen as costs to be cut rather than as assets to be valued. However, high performance organizations in both the private and public sectors recognize that an organization’s people largely determine its capacity to perform. These organizations understand that the value of the organization is dependent on the value of its people. Enhancing the value of employees is a win-win goal for employers and employees alike. The more an organization recognizes the intrinsic value of each employee; the more it recognizes that this value can be enhanced with nurturing and investment; the more it recognizes that employees vary in their talents and motivations, and that a variety of incentive strategies and working arrangements can be created to enhance each employee’s contributions to organizational performance, the more likely the organization will be to appreciate the variety of employee needs and circumstances and to act in ways that will make sense in both business and human terms (Lee, 2005; Kulvisalechana, 2006).

CONCLUSION

The terms for human resource management and development has indeed evolved through the centuries. The term ‘human resource management’ has evolved from personnel management in the early 1900s and through to the current use of the term ‘human capital management’ popularly used by many large firms. Similarly goes to the term ‘human resource development’- most practitioners understood the term ‘training’ as similar to HRD and the term ‘training’ is being popularly used to label departments and seen as synonymous to HRD. However, in the next decade or in very near future, it would not be surprising for us to see or hear new terms to represent HRM. Could it be ‘intellectual capital management and development? Alternatively, could it be expertise elite management and development? As such, the field of human resource management and development will require new terms to describe its evolution and to take in new concepts, ideas and philosophies surrounding HRM and HRD.

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WOMEN EMPOWERMENT THROUGH ENTREPRENEURSHIP:
A STUDY OF SELF EMPLOYED WOMEN

Dr. Anurodh Godha24 Monika Talreja25

ABSTRACT

The role of women in the society can be improved significantly if they are able to gain financial independence. As they are regarded as better half of the society. Those women who are self-employed feel a sense of self-reliant and independent. There is a strong need to bring a change in the status and attitude of women in the society.

The present study aims to understand the importance of entrepreneurship in the life of women and their empowerment and the enhancement in their income, expenditure and saving pattern. For this, a sample of 60 women has been selected from Hadoti region. Data have been collected through both primary and secondary source.

KEYWORDS

Entrepreneurship, Independence, Women Empowerment etc.

INTRODUCTION

The concept of ‘empowerment of women which gained importance during the closing year of the Third Development Decade of the United Nations is a major landmark for the development of women in the history. The concept depicts a noteworthy change in the theory and practice of mainstream development practitioners, which have started advocating the self-reliance of individual and increasing her entrepreneurial capacity. The emphasis of the mainstream development theorist on individualistic values and limiting the state provision of welfare actually lead to development of empowerment approach (Jo Rowlands (1997).

The word empowerment is often used for the women. Frequently the term has been used alternatively for women welfare, upliftment in the status of women, its increasing participation in the society etc. However, empowerment is not limited to this; rather it is much bigger and wider concept that needs to be studied in depth. Empowerment can be simply defined as the demonstration of redistribution of power amongst men and women that target the patriarchal ideology and male dominance in the society. It is a process not an event, followed by the obliteration of gender-based discriminating policies and raising the participation of women in decision making process are the few aspects of women empowerment.

Empowerment is a process through which the women redefine their lives and making it better by overcoming all the challenges and hurdles of life. It enables them to realize and understand their potential in all spheres and make them utilized in a more appropriate manner. Today the role of women has crossed the boundaries of four walls of house; they are adopting business as their career options and sharing equal responsibilities with men. They are taking keen interest in income generating activities, self-employment and entrepreneurship.

Proportion of women in the labour force has also increased because of this. Thus, Entrepreneurship serves to be an important tool for the empowerment of women. Income generation through employment activities is a feasible solution for empowering women. As we, all know Economic Independence is the need of the changing scenario. Therefore, empowering women through education, mobilization, participatory approach can increase their decision-making capacity thus making them independent and self-reliant.

DEFINING CONCEPT OF WOMEN EMPOWERMENT

A woman is said to be empowered when she has the ability to accomplish something and prosper economically and is in a position to take her own decision and act upon them. In order to accomplish something women require skills and resources to compete in the markets, as well as equal and fair chance to assess economic institution. In order to have the power and agency to benefit from economic activity, for his they should have the confidence and ability to make decisions, apply them and control resources and profits.

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Women in India have always worked but their work has been valued or appreciated, rather they have always been undervalued or criticized. An uneducated woman in an unskilled job earns around Rs 85 a day (US$ 1.58), less than half of the male counterpart. Societal and Cultural barriers, chains still prevent women from opening and setting up their own business without the male relative.

The Government recent pledge to start women bank is a welcome and major step taken for women, through the provision of credit and subsidies, to encourage women to start small and medium size business units. A vital impetus needs to be sustained. Banks and other financial service providers should provide more credit by crossing the limit of micro credit level. At present micro credit level is the only option left with women for setting and expanding their business.

**REVIEW OF LITERATURE**

In the year 1983, Surti and Sarupriya through their paper, “Psychological factors effecting women entrepreneurs: some findings,” investigated the psychological factors affecting women entrepreneurs in India. Results indicated that unmarried women experienced less stress and less self-role distance than married women.

In the year 1985, Huntley through the paper “Women entrepreneurs and career choice” used a case study approach to explore the life events and experiences that had influenced women to choose entrepreneurship as a career alternative. Most ventured into entrepreneurship because of a desire to be independent and to be in control of their lives.

In the year 1987, Dubashi Vinzye Medha through the paper “Women Entrepreneurs in India – A Socio Economic study of Delhi” studying the women entrepreneurs of India has reported that women lacked confidence to study their own ventures: social pressure restricting freedom of movement and financial organizations not encouraging the women entrepreneurs have the reasons for women’s unwillingness to come forward to take up entrepreneurship.

In the year 1994, Ajit Kanitkar through his paper “Entrepreneurs and Micro Enterprises in Rural India “has studied entrepreneurs and micro enterprises in rural areas by selecting 86 entrepreneurs who belonged to 22 villages of Bihar in northern India, West Bengal in East India and, Uttar Pradesh, Madhya Pradesh from central India and found that 88 per cent of the business entrepreneurs were not from families with business background and 48 percent had parents who belonged to the farming group.

In the year 1998, K Shanthi and K Seethalakshmi through their paper “Economic Empowerment – through Self-Employment” emphasized the need for fostering self-employment for women through „collective endeavor“ in forming groups especially the poorer women They have highlighted the difference between the better-off and the down- trodden women by comparing better opportunity for better - off women to venture into business when compared to poorer women as they have not possessed the basic credit worthiness to obtain loans.

In the year 2000, Hemlatha H. M. through her paper “Empowerment of Women-A Perspective”, explained that Empowerment is a process focused on the capacity building of women to initiate, sustain and own the development by the women. In this process women are enable to have access, participate and control decision of various aspects / activities of welfare as well as development programmes. The author also described the issues in the process of women’s empowerment and the multi-dimensional approaches for the women’s empowerment. Those are helpful in the enhancement of economic, political, social and psychological capabilities of the women for the sustainable development.

In the year 2004, Sumitra Kumari through her paper “Dynamics of Women Empowerment” shared that women empowerment is much broader and most discussable issue and it is many-folded process, which anticipate women to realize their full potential and lead to economic independence, which is the first aim or necessity of change. She further stated that after becoming independent her decision making power improves. The women empowerment is also essential for the sustainable development of the society. In the case of women equality, social justice, and freedom play an important role to achieve such sustainability.

In the year 2006, Surti and Sarupriya through their paper “Psychological factors effecting women entrepreneurs: some findings,” investigated the psychological factors affecting women entrepreneurs in India. Results indicated that unmarried women experienced less stress and less self-role distance than married women.

In the year 2007, Vijyalakshmi through the paper “Women Entrepreneurs in India: Problems and Policy Measures “analyzed the factors that encourage women to become entrepreneurs. She also examine cross-country comparison between U.S.A., and India and found the increasing percentage of self-employed women in U.S.A., but the development of women entrepreneurs is expected low in our country. She identified the problems faced by women entrepreneurs and the steps to promote women entrepreneurs in India. She concluded that by enabling women to become entrepreneurs and participate fully and more effectively in wider range of economic activities, it is possible not only to improve their position in society but also to make greater progress toward overall economic and social development objectives, improved distribution of income, reduction in poverty and reduction of unemployment.

In the year 2010, Nayak Sekhar Sudhansu and Panigrahy Lochan Rajib and Sahu Anil Kumar through the paper “Role of Women Entrepreneurs for the Sustainable Development of Orissa” made an empirical study in southern districts of Orissa viz. Ganjam,
Gajapati, Koraput, Malkangiri, Nawarangapur, Rayagada, Boudh and Kandhamal. The scope of the study was made limited only to the entrepreneurs who have taken loan under the self-employment schemes of the Government i.e. PMRY. The study has covered a period of 11 years from 1993-94 to 2003-04 is taken into consideration. The study was based on primary as well as secondary data. 1200 samples have been taken by using random sampling method selecting 150 samples from each district by questionnaire. The study revealed that the Government has taken special care for the sustainable development of women entrepreneurs under PMRY scheme in comparison to men entrepreneurs

RESEARCH QUESTIONS

- How does the income and employment pattern affect the economic condition of women entrepreneurs?
- How entrepreneurship does affect the living condition of women entrepreneur?

NEED OF STUDY

Nowadays Entrepreneurship plays a pivot role in the empowerment of women. Since women constitute half of the total population of the country, their social empowerment is very essential for the economic growth of the country. Encouraging Empowerment through Self-Employment or Entrepreneurship seems to be a new phenomenon in the changing scenario.

The traditional ideology of women as a homemaker is gradually fading in the recent past. They have started proving themselves in the field of entrepreneurship as many women have opted for self-employment and are running their business successfully. Therefore, the present study aims to study the income and employment pattern of these women along with their demographic profile. Further, this study will prove to be an important addition in the existing literature based on the studies of women.

OBJECTIVES OF STUDY

- To study the improvement in living condition of women through entrepreneurship.
- To examine the income and employment pattern of women entrepreneurs.
- To suggest suitable measures for the empowerment of women through self-employment or entrepreneurship.

HYPOTHESIS

H₀₁: There is no significant relationship that exists between the income before employment and after employment.
H₀₂: There is no significant relationship that exists between the expenditure before employment and after employment.
H₀₃: There is no significant relationship that exists between the savings before employment and after employment.

RESEARCH METHODOLOGY

The women entrepreneurs has been selected from Hadoti Region of Rajasthan and includes women who have been running their own business like beauty parlour, tailoring, food processing, vegetable/ grocery shops, toy making etc. Questionnaire will be used to collect primary data. Secondary data will be collected through books, journals, websites, libraries etc. The sample size for the study will be 60 entrepreneurs.

ANALYSIS AND INTERPRETATION

The data collected from the field level survey are analyzed and discussed below:

<table>
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<tr>
<th>Age</th>
<th>Number of Respondents</th>
<th>Percentage</th>
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<td>21.7%</td>
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<tr>
<td>30-40</td>
<td>16</td>
<td>26.7%</td>
</tr>
<tr>
<td>40-50</td>
<td>27</td>
<td>45%</td>
</tr>
<tr>
<td>50 and Above</td>
<td>4</td>
<td>6.7%</td>
</tr>
</tbody>
</table>

Sources: Primary Data

In the table, it has been found and observed that most of the women started their business units at the age range between 30-40 years. As age depicts the true picture of experience, innovation, foresight, hard work, focus to succeed along with positive attitude and willingness to take risk.
Table-2: Educational Qualification

<table>
<thead>
<tr>
<th>Education</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to HS Level</td>
<td>33</td>
<td>55.0%</td>
</tr>
<tr>
<td>Any Diploma / Degree</td>
<td>20</td>
<td>33.33%</td>
</tr>
<tr>
<td>Any Other</td>
<td>7</td>
<td>11.7%</td>
</tr>
</tbody>
</table>

Sources: Primary Data

In the table-2, the analysis revealed that most of the sample respondents are educated. As education is the best option for man resourcefulness. Since they have qualification, they can get other jobs as well. However, they prefer to choose entrepreneurship as a career option. This reflects the changing attitude of women towards entrepreneurship.

Table-3: Marital Status

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>32</td>
<td>53.3%</td>
</tr>
<tr>
<td>Single</td>
<td>23</td>
<td>38.3%</td>
</tr>
<tr>
<td>Widow/Separated</td>
<td>5</td>
<td>8.3%</td>
</tr>
</tbody>
</table>

Sources: Primary Data

In the given table-3 above, the data shows that most of the women started business after marriage because an individual responsibilities increases after marriage. They had to fulfill the basic needs of the family such a food, clothing and shelter etc. They may even opt for entrepreneurship to improve their standard of living.

Table-4: Nature of Self-Employment

<table>
<thead>
<tr>
<th>Business Profile</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vegetable Vendor</td>
<td>11</td>
<td>18.3%</td>
</tr>
<tr>
<td>Petty Shop</td>
<td>5</td>
<td>8.3%</td>
</tr>
<tr>
<td>Tailoring</td>
<td>19</td>
<td>31.7%</td>
</tr>
<tr>
<td>Beauty Parlour</td>
<td>21</td>
<td>35.0%</td>
</tr>
<tr>
<td>Pickle, Masala Products</td>
<td>3</td>
<td>5.0%</td>
</tr>
<tr>
<td>Snacks Preparation</td>
<td>1</td>
<td>1.7%</td>
</tr>
</tbody>
</table>

Sources: Primary Data

In the table-4, it has been observed that out of 60 respondents 35.0% of the respondents are involved in beauty parlour 31.7% in tailoring, 18.3% in vegetable business, 8.3% in petty shops, 5.0% in pan masala products and remaining 1% in snacks preparation.

Table-5: Previous Experience

<table>
<thead>
<tr>
<th>Previous Experience</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>19</td>
<td>31.7%</td>
</tr>
<tr>
<td>No</td>
<td>41</td>
<td>68.3%</td>
</tr>
</tbody>
</table>

Sources: Primary Data

In the table-5, it has been observed that only 31.7% of the women respondents possess business experience prior to setting up their own business whereas 68.3% of the women respondents do not have any business experience. This will significantly have an impact on the earning and profitability of the business in the initial years.

Table-6: Previous Experience

<table>
<thead>
<tr>
<th>Skill Oriented Training</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES</td>
<td>14</td>
<td>23.3%</td>
</tr>
<tr>
<td>NO</td>
<td>46</td>
<td>76.7%</td>
</tr>
</tbody>
</table>

Sources: Primary Data

In the Table-6 that only 23.3% of the sample respondents received skill oriented training whereas 76.7% of the respondents does not received any such training.
Table-7: Amount Invested

<table>
<thead>
<tr>
<th>Amount Invested</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than Rs. 2500</td>
<td>7</td>
<td>11.7%</td>
</tr>
<tr>
<td>Rs. 2500-5000</td>
<td>16</td>
<td>26.7%</td>
</tr>
<tr>
<td>Rs. 5000-7500</td>
<td>22</td>
<td>36.7%</td>
</tr>
<tr>
<td>Rs. 7500 and Above</td>
<td>15</td>
<td>25%</td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

In the table-7, it has been shown that 11.7% of the respondents invest less than or up to Rs. 2500, 26.7% of the respondents invest between Rs. 2500-7500, 36.7% of the respondents invest between Rs. 5000-7500 and 25% of the respondents have invested more than Rs. 7500 as the initial amount.

Table-8: Number of Hours Devoted

<table>
<thead>
<tr>
<th>Number of Hours</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 4</td>
<td>7</td>
<td>11.7%</td>
</tr>
<tr>
<td>4-6</td>
<td>38</td>
<td>63.3%</td>
</tr>
<tr>
<td>More than 6</td>
<td>15</td>
<td>25%</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td></td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

In the given table-8, it has been observed that 11.7% of the women spent less than 4 hours in managing business, 63.3% of the women spent around 4-6 hours while 25% of the women spent more than 6 hours in their business may be because their business units is close to their home or they manage their business from home only.

Table-9: Economic Empowerment Change in Monthly Family Income

<table>
<thead>
<tr>
<th>Monthly Income</th>
<th>Before Self- Employment</th>
<th>After Self-Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of Respondents</td>
<td>Percentage</td>
</tr>
<tr>
<td>Less than Rs. 2000</td>
<td>29</td>
<td>48.3%</td>
</tr>
<tr>
<td>Rs. 2000-3000</td>
<td>19</td>
<td>31.7%</td>
</tr>
<tr>
<td>Rs. 3000-4000</td>
<td>7</td>
<td>11.6%</td>
</tr>
<tr>
<td>Rs. 4000-5000</td>
<td>2</td>
<td>3.3%</td>
</tr>
<tr>
<td>Rs. 5000 and Above</td>
<td>3</td>
<td>5.0%</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td></td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

In the given table-9, the analysis shows that 48.3% of the sample respondent’s fall below Rs. 2000 before entering into any business activity or self-employment but it has increased after establishing their business or taking up any business activity. Since Income constitutes an important element that enable a people to live a happy life. It further determines the spending and saving pattern of any person.

H0: There is no significant relationship exists between the income before employment and after employment.

Table-10

<table>
<thead>
<tr>
<th>Statistics</th>
<th>DF</th>
<th>Value</th>
<th>Probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi- Square</td>
<td>4</td>
<td>19.2118</td>
<td>0.0007</td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

The chi square test reveals that there is significant relationship between the income before employment and income after employment. Hence, the null hypothesis is being rejected.
Table-11: Change in Monthly Family Expenditure

<table>
<thead>
<tr>
<th>Monthly Expenditure</th>
<th>Before Self-Employment</th>
<th>After Self-Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of Respondents</td>
<td>Percentage</td>
</tr>
<tr>
<td>Less than Rs. 1500</td>
<td>16</td>
<td>26.7%</td>
</tr>
<tr>
<td>Rs. 1500-2000</td>
<td>11</td>
<td>18.3%</td>
</tr>
<tr>
<td>Rs. 2000-2500</td>
<td>17</td>
<td>28.3%</td>
</tr>
<tr>
<td>Rs. 2500-3000</td>
<td>9</td>
<td>15.0%</td>
</tr>
<tr>
<td>Rs. 3000 and Above</td>
<td>7</td>
<td>11.7%</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td></td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

In the given table-11, the analysis show that 26.7% of the sample respondents fall below Rs. 1500 before getting employed but their expanding capacity increases as they opted for the entrepreneurship and they can fulfill all the basic needs of their family such as food, clothing and shelter.

H0: There is no significant relationship exists between the expenditure before employment and after employment.

Table-12

<table>
<thead>
<tr>
<th>Statistics</th>
<th>DF</th>
<th>Value</th>
<th>Probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-Square</td>
<td>4</td>
<td>12.8410</td>
<td>0.0121</td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

The chi square test reveals that there is significant relationship between the expenditure before employment and income after employment. Hence, the null hypothesis is being rejected.

Table-13: Change in Savings

<table>
<thead>
<tr>
<th>Savings</th>
<th>Before Self-Employment</th>
<th>After Self-Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of Respondents</td>
<td>Percentage</td>
</tr>
<tr>
<td>Less than Rs. 500</td>
<td>10</td>
<td>16.7%</td>
</tr>
<tr>
<td>Rs. 500-1000</td>
<td>30</td>
<td>50.0%</td>
</tr>
<tr>
<td>Rs. 1000-1500</td>
<td>11</td>
<td>18.3%</td>
</tr>
<tr>
<td>Rs. 1500-2000</td>
<td>5</td>
<td>8.3%</td>
</tr>
<tr>
<td>Rs. 2000 and Above</td>
<td>4</td>
<td>6.7%</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td></td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

In the given table-13, the analysis observed that 16.7% of the respondent could save less than Rs. 500, 50% of the respondent save between Rs. 500-1000, 18.3% of them save between Rs. 1000-1500, 8.3% between Rs. 1500-2000 and 6.7% saves more than Rs. 2000, but their income on an average savings shows a significant increase afterwards.

H0: There is no significant relationship exists between the savings before employment and after employment.

Table-14

<table>
<thead>
<tr>
<th>Statistics</th>
<th>DF</th>
<th>Value</th>
<th>Probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-Square</td>
<td>4</td>
<td>13.7316</td>
<td>0.0082</td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

The chi square test reveals that there is significant relationship between the savings before employment and income after employment. Hence, the null hypothesis is being rejected.
Table 15: Social Empowerment

<table>
<thead>
<tr>
<th>Social Empowerment</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SA</td>
</tr>
<tr>
<td>Image of Prestige and Status</td>
<td>36 (24.0%)</td>
</tr>
<tr>
<td>Sense of Determination</td>
<td>25 (41.7%)</td>
</tr>
<tr>
<td>Power of Decision Making</td>
<td>30 (50.0%)</td>
</tr>
<tr>
<td>Independent Work</td>
<td>27 (45.0)</td>
</tr>
<tr>
<td>Self Confidence and Self-Reliance</td>
<td>22 (36.7%)</td>
</tr>
</tbody>
</table>

Sources: Primary Data

SUGGESTIONS

The following suggestions are being given for the empowerment of women:

- Women should be encouraged to become self-independent by making them available the loan facilities at cheaper cost.
- Several training programmes for self-employment should be organized for them along with constant monitoring and follow up sessions.
- Awareness camp should be organized for women to make them aware about the loan and other schemes of government and other skill oriented training programmes.
- The family should help the women in business to share their responsibilities and enable them to focus on other important areas.
- The Government should provide a platform to women for marketing their products.

CONCLUSION

The present paper concludes that women have a bright future through entrepreneurship. They are not bounded by marital status, age etc. Women do not require any professional qualification or degree to set up a business venture. Anyone who is capable of reading and writing can start her business. Even minimum expenditure is needed to start a business and further raises as the earning capacity of an individual increases. The fact is very clear from the above findings that women have a good scope to be empowered and develop. They only have to take up the challenges of the present economic system. Women can only empower when they have been provided with sufficient opportunities. Developing entrepreneurship among women will be the right approach for empowerment of women.

REFERENCES


Socio-Economic Development Through Grama Panchayath

Dr. Parameshwara

ABSTRACT

The village Panchayath is the basic local government unit in rural India. Though Panchayath have been in existence for a long period of time, the present system clearly marks off from the past in respect of powers, functions and financial resources. Panchayats have now a major role as instruments of rural reconstruction and development. They have been given wider powers and financial resources not only because they are institutions of political participation but institutions of social and economic development.

Panchayat Raj institutions are backbone of the government. They play very prominent role in implementing the schemes that are introduced by government for the socio economic development of the people, but in contrary the purpose of them are not given importance. Primary motive of the elected representative of the grama Panchayath are to see that every schemes that the government introduces for the socio economic development of the people should reach the under privileged section of the society but this purpose is not fulfilled by the elected representatives. The controlling body of the grama Panchayath should monitor the functions of grama Panchayath and people should elect dedicated and good candidate as their representative so that next five years all the developmental schemes that government provides can be fully implemented.

KEYWORDS

Panchayath, Socio-economic, Government, Constitution, Rural Development etc.

INTRODUCTION

The village Panchayath is the basic local government unit in rural India. Though Panchayath have been in existence for a long period of time, the present system clearly marks off from the past in respect of powers, functions and financial resources. Panchayaths have now a major role as instruments of rural reconstruction and development. They have been given wider powers and financial resources not only because they are institutions of political participation but institutions of social and economic development. Sometimes, it becomes the joint responsibility of the centre state and local governments to perform certain important functions. It becomes necessary to combine national conception with local execution for implementing certain programmes. Thus every Panchayats has its contribution not only to the development of the particular area under its jurisdiction but also to the whole nation. There is a growing need of making use of local interest, local knowledge and local participation for the administration of every nation. "There are some functions which can be best performed by local authorities only. Such functions need local attention and adaptation to circumstances. They cannot be standardised on a state or national level". Hence the consolidation and reorganisation of local bodies has been felt at all times. Scientific consolidation and reorganisation of local bodies calls for not only the provision of more efficient structure for them but also providing them with sufficient finance to discharge their duties efficiently. The 73rd Constitutional Amendment Act 1992 is a big step forward in this direction. Accordingly, more powers and functions have been assigned to Panchayath. The devolution of functions to Panchayath cannot be considered in isolation of finance required to perform these functions. Increasing functions imply increasing need for resource. The local government should have the freedom of selecting and implementing their own programmes. For which they should have the freedom to raise funds independently. "Upon adequate revenue provision depends upon the ability of local authorities to discharge any responsibilities; upon some sources of revenue being local, depends on the prudence and independence of local authorities; upon predictability of revenue depends on their ability to plan for the future; upon the equity of their local tax system, depends on much popular support".

REVIEW OF LITERATURE

Bhargava. B. S., and Venkitakrislman (1997) in their study “Panchayath Raj Movement: An Analysis of its Phases” gives wider dimension for the concept of participation. Peoples’ participation at local level tends to be confined to receiving benefits by those for whom they are meant or stipulated and in other stages the participatory thrust in the conscious act of restructuring the society is either absent or nominal. They observed that a major shift in the strategies has been occurred around 1970, in view of the fact that benefits or gains of development had not reached the weaker sections, but cornered by the well-off sections of rural community. The efforts for proper institution building and to change the “value system” had been the common strategies, thus
apparently resulted in the experiment of new form of local self-governance with a democratic power mechanism and development mechanism.

Sundaram. K. V. (1997) community participation takes three forms such as mobilisation, mediation and empowerment. In the first instant mobilisation is seen as facilitator or a desired plan output. The concept, mediation refers to the role of peoples’ representatives or institutions that should act as the mediators between the government and the people. The government and people are involved in the task of planning and implementation and the action should be done through a dialectical process. The concept “empowerment” impregnates a wider meaning that people have to capacitate and their institutions built up and is strengthened and this is considered to be the highest form of participation. Empowerment imbues the Communities’ autonomy to decide the goals, plans, programmes and projects affecting their development. Autonomy of mobilising and controlling their own resources urges the former.

Chadh. K. M. (1996) observed that rural poverty is inextricably linked up with rural productivity and unemployment including under employment. The study asserted that participation of rural poor can be guaranteed by way of active co-operative institutions. Cooperation’s aim at promoting self-reliance, self-help and self-governance among members, implying equitable sharing of gains and losses. Co-operative institutions empower the weaker sections of society and help them to allocate their meagre resources to avoid being exploited by outsiders.

Robert Klitgaard (1997) in his paper “Unanticipated Consequences” in Anti-poverty programmes "Argues about the fact “why so many well intentioned efforts to reduce poverty results in unanticipated outcomes?” The most important typology evolved is concerned with information and incentive, and how they affect the institutions through which anti-poverty efforts are implemented. The study found various reasons for the unanticipated negative consequences, such as dependence on a wrong model and therefore a failure, the tendency to overlook statistical phenomena or incentive effects, and most important of all, the insufficient attention to the economics of the institutions that implement anti-poverty programmes. Much attention needs to be given to the ‘institutional l0 adjustment’, so that the markets and government institutions through which anti-poverty programmes are implemented have the information and incentives to make them work.

Gaiha (1996) points to the wrong targeting of the Employment Guarantee Scheme (EGS). He found that there was a marked deterioration in it over the period 1979-89 reflected in not just a larger concentration of the more affluent among the EGS participants, but also their much larger gains from participating in this scheme. A large segment of the poor depended heavily on EGS as an additional source of income, with significant welfare gains during 1979-84. Apart from this, a large subset, especially of relatively low income participants also withdrew from EGS when overall economic conditions improved.

Hemalata Rao and Devendra Babu (1994) studied the involvement of rural poor, focusing on scheduled castes and scheduled tribes, in the socio-economic empowerment programmes. The study based in Karnataka found that the mode of selection of beneficiaries was more or less without any proper basis. Though the guidelines of the schemes specified certain procedures to be followed in the selection of beneficiaries, many such procedures were not followed strictly. Major concentration of the selected beneficiaries was in the productive age (18 to 65) but as the age group went up the number of beneficiaries declined. The study revealed the inadequacy of technical supervision and guidance needed for the effective implementation of schemes. Due to the lack of follow-up actions of schemes rampant misuse of funds took place. Thus the schemes intended to alleviate poverty did not attain the target.

Yogendra Nath Das (1994), states that the history of rural development in India started with the launching of Community Development Programmes in October 1952. The objective was to bring all-round socio-economic development of the villages with the cooperation and participation of the rural people. To enhance participation of local people in the decision-making process, Panchayath Raj System was introduced in 1961 and a three-tier system of Gram Panchayath, Block Samitis and Zila Parishad was established. But this programme failed in increasing the agricultural production, in removing illiteracy and unemployment, in improving health and hygiene condition because of the fact that it gave much attention on basic amenities than on economic development, and people did not participate equally, adequately, mostly officers were not rural-oriented. Firstly, the scheme was financed by the Central Government later on in 1966 responsibility shifted to the State Governments so it was isolated.

Chathukulam J. et al (2002) in their study on Participation of rural poor in rural development programmes and social welfare schemes made a case study in a selected village Panchayath to examine (i) the process of identification of the rural poor for selecting beneficiaries of various development and welfare schemes; (ii) whether the assistance received have had sustainable impact on the levels of living of the beneficiaries; and (iii) the administrative and organisational efficiency of the local level institutions for programme implementation. The study came out with the following findings: (i) the poor in the Panchayath were identified based on the below poverty line list prepared by Block Panchayath; (ii) most of the beneficiaries belonged to very low income categories; (iii) IRDP which constituted the major scheme of development at the micro level and 34 per cent of the beneficiaries of which was poor, has helped some of the beneficiaries to move upwards to above the poverty line; (iv) in more
than 75 per cent of the cases, repayment was prompt, particularly so, in the case of women beneficiaries; (v) credit-absorption capacity was higher in the case of artisanal schemes and relatively low for cottage industry schemes; (vi) the rural poor do not participate actively in decision-making in the Grama Sabha; and (vii) the role of contractors continues to be strong in the implementation of Panchayath level projects.

G. Gopikuttan (1990) has attempted to examine this issue in three Panchayath in Pathanamthitta district. The specific objectives of his study are to examine (i) the nature of housing demand for different groups of the rural poor and the mismatch between supply (in terms of public provision) and demand; (ii) whether the public provision has helped to achieve the desired goals; (iii) the extent to which ongoing housing schemes make use of the capabilities of the rural poor, locally available resources, and cost-effective technologies; (iv) the share of gross investment in public scheme houses as a proportion of gross residential construction in selected Panchayath; (v) the changes in rural housing quality taking place over the time; and (vi) the scope for integrating the public housing schemes with the ongoing local level planning process.

Gopinathan Nair (2004) attempted to examine (i) the making of the Plan, its size and dimensions, programme contents and programme quality; (ii) the actual implementation of the Plans and related issues such as selection of beneficiaries, utilisation of funds, and generation of additional income; and (iii) assessment of the role of party politics in Panchayath level planning, and the extent of public participation.

Seema. (2001) The Integrated Child Development Scheme is a scheme of the Government of India implemented through the State Governments to meet the health, nutritional, and educational needs of the poor, poor infants, and pre-school children, and women in their child-bearing years. The scheme seeks to meet these basic objectives by delivering an appropriate combination of basic services namely, supplementary nutrition and health education, immunisation, health check-up, referral services, and non-formal pre-school education.

Srikumar Chattopadhyay (1999) and his team have attempted to make an assessment of the PRM methodology with the objectives of (i) assessing the technical and organisational aspects of PRM; (ii) comparing the action plans of Panchayath covered by PRM with those not covered by PRM; (iii) studying how PRM is being translated into planning at the Panchayath level; and (iv) analysing the scope of integrating PRM with other activities of the Panchayath.

B. Ramesh. (2004) in his project located at Kalady grama Panchayath in Ernakulam district, has attempted to utilise participatory research methods for data collection with the objective of (i) preparing a master plan for the Panchayath, and (ii) getting the involvement of the Panchayath in Plan implementation in a limited way. The project has completed resource-mapping, socio-economic analysis, and sector-specific studies and on that basis a draft master plan for the Panchayath has been prepared. Attempts have also been made to develop low-cost techniques for the large-scale application of tissue culture in ornamental and medicinal plants and technologically upgradation of handicrafts. Unlike in Nenmeni Panchayath, in Kalady the attitude of political parties towards the project has been discouraging. There has been instability in the administration of the Panchayath because of the shift of political power from LDF to UDF. Because of this, the inputs supplied by the project could not be utilised in the planning, as the entire planning process in the Panchayath is at a very low key.

R. P. Nair (2004) aims at examining the potentials and feasibilities for mobilisation of resources by Panchayath with the following objectives (i) to estimate the fiscal potential of village Panchayath; (ii) to compare the fiscal potential with actual efforts made during the past few years; and (iii) to identify the constraints faced by the village Panchayath in resource mobilisation. To achieve the above objectives, information is gathered primarily at three levels viz. Panchayath, units engaged in non-agricultural activities, and households. Separate questionnaires have been designed for each unit of study taking into account the data requirements for improving the resource base of the Panchayath.

Balitiwala (1997) has observed “Empowerment is a process which exchange existing power relation by addressing itself to three dimensions material, human and intellectual resources. It is a process which must challenge and change ideology, the set of ideas, attitudes, beliefs and practice in which gender bias or social bias like caste, class, regionalism and communalism are embedded.”

Sharada Muraleedharan (2003) has noted that decentralized planning offers democracy in place of domination, empowerment in place of submission, environment and community in place of profit, and in place of passivity. The reality is that the women’s movement is weak, in its capacity to obstruct unsatisfactory policy outcomes. Various reports present contrasting pictures about women’s participation in decentralization process. Government efforts to participate more marginalized groups and weaker sections have been a tremendous success in rural areas, whereas it seems that it has suffered a slight set back in the case of urban women, as there has been a retreat of urban women from the arena of development activities.

Majumdar and Bhawar Singh (1997) attempt a critical study of conceptual and historical evolution of the Panchayath raj institutions in India. They shed light on various phases of theoretical developments and practical implementation of the system of
Panchayath raj in Indian societies. In their views, Panchayath raj institutions are to be remodelled in such a way that to integrate them with remunerative organizations operating in the rural areas so that their functional efficiency can be enhanced.

Joshi (2000) discusses the role of Panchayath raj institutions in the alleviation of rural poverty. The study infers that the functionaries at the grass root level have inadequate knowledge of the rules and procedures of various transactions and that physical capacity to undertake development plan are very poor.

Acharya et al (2002) examine the issues of second generation Panchayath and traces out some of the problems of PRIs like bureaucratic and institutional barriers, lack of cooperation from the departments in the devolution of functions and powers, reluctance among the departments to transfer their schemes, growing tendency among the centre and state to introduce programmes to be implemented by parallel organizations’, etc.

Sudhakar (2002) discusses the role of new Panchayath in the rural development. In his view the new Panchayath system will enable the public to discharge their functions in a responsible manner and thereby it enhances the effectiveness of the developmental programmes. He concludes that the Panchayath raj system encourages local initiatives, local technologies, local skills and local entrepreneurial abilities.

Vyasulu (2003) explains that the process of democratic decentralization enables to bridge the gap between decision making centres and centres of action. It also increases the effectiveness of democratic system and the implementation of rural development programmes. From the literature review it can be inferred that the most of the studies are macro in nature focusing on evolution, growth and the significance of Panchayath raj institutions. Hence a micro study on role of grama Panchayath in village development is of much significance

OBJECTIVES

The study undertaken with the following objectives:

- To study the provisions of Panchayath raj Act (amendment).
- To study contribution of Grama Panchayath in women empowerment.
- To study the responsibility of Panchayath representatives in socio economic development.
- To study the role of Panchayath raj institution in socio economic development of Konaje Grama Panchayath.
- To study the opinion of the residents of konaje Grama Panchayath regarding role of Panchayath in socio economic development.

SCOPE OF STUDY

Panchayath raj system has to play an important role in rural development in India planed document of both central and state government and various committees have emphasised importance of Panchayath. 5 years plans emphasised Panchayath has responsible for village development keeping transformation of social and economic life of rural area has its role of development. Study titled “a study on socio economic development through Grama Panchayath” has been made in konaje village. A study covers 75 families of konaje village. The study has been made based on opinion representatives of konaje Grama Panchayath and resident families of konaje Grama Panchayath regarding the role of Panchayath in socio economic development of Grama Panchayath.

METHODOLOGY USED

This data is collected through the primary and secondary source of information, where primary data is collected through the questionnaires. Questionnaires were distributed among 75 selected families of konaje gram Panchayath and secondary source of information is collected through various books, journals, magazines, publications, newspapers and internet.

FINDINGS

- Awareness about the function and responsibility among people is neutral.
- The person who is not attending the Grama Sabha is more than who is attending Grama Sabha. This is because majority general public not aware the Grama Sabha meeting.
- The level of elected representative visiting the area / ward is neutral i.e., neither they visit regularly nor they not.
- Elected representative neutrally engage them self towards village development. And it is also clear that representative not take much interest towards village development.
Most of the people do not want to take part in any of the groups undertaken by Grama Panchayath. Due to unawareness of such groups.

Grama Panchayath involvement in undertaking special activity to improve a lifestyle, child labour, physically challenged etc., is neutral.

General public is not much interested in taking participation to become the member of Grama Panchayath administration. Because of the family pressure and personal problem.

Grama Panchayath transparency in implementing of development program is neutral.

Grama Panchayath communication level is neutral regarding government schemes. People are not much aware of government schemes.

Grama Panchayath involvement in social growth of the people is very low.

The effectiveness of implementation of social security scheme by Grama Panchayath is poor.

All people are prominent in paying tax to the Grama Panchayath.

The effectiveness in solving the problem of village by Grama Panchayath is below average.

Communication level of agenda and proceeding of Grama Panchayath which is held in meeting is poor.

Importance which is given by the Grama Panchayath towards women empowerment is neutral.

Benefit provided by the Grama Panchayath is neutral. General public are not getting the actual benefits from the Panchayath.

Importance for economic development given the Grama Panchayath is not good.

People do not take much interest in taking participation in all development activity conducted by Grama Panchayath.

SUGGESTIONS

- Representatives of ward or gram Panchayath should take an initiative to inform the general public about the meetings which is going to be held through sending a letter or through messaging.
- Representatives of grama Panchayath should visit the area at least twice in the month so that they will come to know the problems of the village people.
- Gram Panchayath should take initiative to improve the lifestyle of citizen, physically challenged people by providing benefits to them.
- Transparency level of implementing development program should be much better.
- Gram Panchayath should help the people by giving the more information about the government schemes and implementing those schemes and should provide benefits of government schemes to the general public.
- Gram Panchayath should take initiative in solving the social problem like construction of road, water problem etc.
- Since general public regular in paying all the taxes to the gram Panchayath and this income should be properly utilised by gram Panchayath in solving the village problem.
- Gram Panchayath should take some special initiatives in women empowerment program. Which will help the beneficiary such program.
- Gram Panchayath should communicate with the general public so that gram Panchayath should aware about the problems of generally public.
- Whatever decision taken in gram Panchayath meeting it should be published through messages or through post so that general public will come to the decision which is taken in the meeting.
- There is biased political interference in Panchayath activities it is to be controlled.

CONCLUSION

Panchayath raj institutions are backbone of the government. They play very prominent role in implementing the schemes that are introduced by government for the socio economic development of the people, but in contrary the purpose of them are not given importance. It may be due to lot of reasons. Primary motive of the elected representative of the grama Panchayath are to see that every schemes that the government introduces for the socio economic development of the people should reach the under privileged section of the society but this purpose is not fulfilled by the elected representatives. The controlling body of the grama Panchayath should monitor the functions of grama Panchayath and people should elect dedicated and good candidate as their representative so that next five years all the developmental schemes that government provides can be fully implemented.

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SAANSAD ADARSH GRAM YOJANA (SAANJHI):
AN UNINTENTIONAL POLICY MOVE BY GOVERNMENT OF INDIA

Dr. Amit Juneja

ABSTRACT

Rural areas are the key component of Indian economy and this is the reason that Indian is known to be a rural economy. The real BHARAT lives in rural areas and this is the reason that for the development of Indian Economy, first it is necessary to develop the rural areas. For this basic purpose, Saansad Adrash Gram Yojana was initiated by the Government of India in which every MP out of his parliamentary constituency select one gram panchayat in the initial stages and try for its overall development.

This research paper is an initiative to know the real implementation of this plan and progress of this plan after almost three years of its implementation. The research paper concludes that though very effective in its formation, the policy lacks proper implementation. The MPs of both Lok Sabha and Rajya Sabha are not seemed to be interested in taking part in this scheme and they see it from the rate of adoption of various gram panchayats, which is almost 1%, which proves the ineffective implementation of this scheme.

KEYWORDS

Adarsh Gram, Lok Sabha, MPs, Rajya Sabha etc.

INTRODUCTION

Dualism is a common term these days in which two type of economies are running in a single country, parallelly. Dualism is of two types; one is technical dualism in which two types of techniques i.e. one is fully orthodox and other one is fully modern are being used by the citizens of the country and second is social dualism in which two types of society i.e. one is fully traditional and other one is fully modern co-exist in the country. Both these types of dualisms are found in India.

India is a country with major segment of its population residing in rural areas and a very small segment lives in the urban areas and till now most of the concentration of our governments is to develop this already developed urban area while paying no attention to the underdeveloped rural areas. But it should be kept in mind that India would not be able to achieve its developmental goals until and unless this rural sector is developed. So, there is a dire need to develop this sector of the economy and the present government is trying the same for eliminating the regional imbalances between rural and the urban economy and Saansad Adrash Gram Yojana (SAANJHI) is one of the initiative taken by the present government in this direction which was launched by our Honourable Prime Minister on October 11, 2014 with the objective to develop three Adarsh Grams by March 2019, of which one would be achieved by 2016. Thereafter, five such Adarsh Grams (one per year) will be selected and developed by 2024.

This scheme is an initiative towards the overall development of the rural sector in which the MPs will adopt a village of their choice and try to develop all the major segments of this village like agriculture, health, education, sanitation, environment, livelihoods, etc. Far beyond mere infrastructure development, SAANJHI aims at instilling certain values, such as people’s participation, Antyodaya, gender equality, dignity of women, social justice, spirit of community service, cleanliness, eco-friendliness, maintaining ecological balance, peace and harmony, mutual cooperation, self-reliance, local self-government, transparency and accountability in public life, etc. in the villages and their people so that they get transformed into models for others.

By the introduction of this scheme, the central government with the help of the state government wants to develop backward rural areas with the active participation of the community, so that they can also know about their rights and duties towards their environment and the area in which they are living. The goal of Saansad Adrash Gram Yojana (SAGY) is to translate this comprehensive and organic vision of Mahatma Gandhi into reality, keeping in view the present context.

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OBJECTIVES

The main objectives of SAGY are:

- To trigger processes which lead to holistic development of the identified Gram Panchayats.
- To substantially improve the standard of living and quality of life of all sections of the population through:
  - Improved basic amenities,
  - Higher productivity,
  - Enhanced human development,
  - Better livelihood opportunities,
  - Reduced disparities,
  - Access to rights and entitlements,
  - Wider social mobilization,
  - Enriched social capital.
- To generate models of local level development and effective local governance which can motivate and inspire neighbouring Gram Panchayats to learn and adapt.
- To nurture the identified Adarsh Grams as schools of local development to train other Gram Panchayats.

ACTIVITIES IN AN ADARSH GRAM

According to this scheme, An Adarsh Gram will be developed by the collective efforts of the government and the civil society. Naturally, the elements of an Adarsh Gram would be context specific. However, it is still possible to broadly identify the important activities. They would include the following strategies basically divided into four segments as in the picture given below:

Figure-1

Sources: Authors Compilation

A. Personal Development

- Inculcating hygienic behaviour and practices,
- Fostering healthy habits including daily exercise and games,
- Reducing risk behaviour- alcoholism, smoking, substance abuse, etc.

B. Human Development

- Universal access to basic health facilities consisting of health cards, medical examination,
- Total immunization,
Balancing the sex-ratio,
100% institutional delivery,
Improving nutrition status for all, with special focus on children, adolescent girls, pregnant women, and lactating mothers,
Strong focus on the special needs of Persons with Disability (PWD), especially children and women,
Universal access to education facilities up to Class X and retention,
Conversion of schools into ‘smart schools’. Smart schools will have IT enabled classrooms, e-libraries; web based teaching and will make all students e-literate required for providing quality education,
Adult literacy,
E-literacy,
Village libraries including e-libraries.

C. Social Development

Activities for promotion of voluntarism like Bharat Nirman Volunteers,
Building the capacity of the people to fully participate and contribute to local development,
Activities for honouring village elders, local role models especially women, freedom fighters and martyrs,
Activities for violence and crime free villages such as:
  - Setting up Citizen Committees,
  - Sensitization, especially of youth,
Village sports and folk arts festivals,
Having a village song to instil a sense of pride among the people,
Celebrating ‘Village Day’ viii. Proactive steps for inclusion and integration of socially excluded groups, especially Scheduled Castes and Scheduled Tribes.

D. Economic Development

Promoting diversified agricultural and allied livelihoods, including livestock and horticulture, through:
  - Organic farming,
  - Soil health cards,
  - Crop intensification such as SRI,
  - Setting up of seed banks,
  - Collection and value addition to Non-Timber Forest Produce, Livestock development including Gobar Bank, cattle hostel,
  - Livestock development including Gobar Bank, cattle hostel,
  - Micro-irrigation h. Agro-service centres.
Rural industrialization like:
  - Post-harvest technology applications,
  - Micro-enterprises,
  - Dairy development and processing,
  - Food processing,
  - Traditional Industries.
Skill Development of all eligible youth for self-employment and placement
Village Tourism including eco-tourism.

E. Environmental Development

Activities for a clean and green village consisting of:
  - Providing toilets in each household and in all public institutions and ensuring their proper use,
  - Appropriate solid and liquid waste management.
Roadside plantations,
Tree plantation in accordance with local preferences in homesteads, schools and public institutions – including green walkways,
Social forestry,
Watershed management especially renovation and revival of traditional water bodies,
Rainwater harvesting- rooftop as well as others,
Reducing local pollution of air, water and land.
F. Basic Amenities and Services

- Pucca houses for all houseless poor / poor living in kutcha houses,
- Drinking water, preferably treated piped water with household taps,
- Internal all weather roads with covered drains,
- All weather road connectivity to the main road-network,
- Electricity connection to all households and street-lights including from alternative sources of energy, especially solar,
- Pucca infrastructure for public institutions - Anganwadis, schools, health institutions, Gram Panchayat Office and libraries,
- Civic infrastructure including community halls, buildings for SHG federations, playgrounds and burial grounds / crematoria,
- Village markets,
- Infrastructure for PDS outlets,
- Micro mini banks / post offices / ATMs,
- Broadband connectivity and Common Service Centres,
- Telecom connectivity,
- CCTVs in public places.

G. Social Security

- Pensions for all eligible families- old age, disability and widow,
- Insurance schemes like Aam Aadmi Bima Yojana,
- Health insurance- RSBY,
- PDS- universal access to all eligible households.

H. Good Governance

- Strengthening of local democracy through strong and accountable Gram Panchayats and active Gram Sabhas,
- E-Governance resulting in better service delivery,
- Provision of UIDAI cards to all,
- Ensuring regular and punctual attendance of government and panchayat staff,
- Time bound service delivery in line with Department’s Citizens Charter,
- Holding of Mahila Gram Sabha before every Gram Sabha,
- Holding of a Gram Sabha at least 4 times a year,
- Holding of Bal Sabha every quarter,
- Proactive disclosure of all information pertaining to the implementation of the programme in the public domain and through wall-writing, notice boards in the local language. This should necessarily include the list of beneficiaries, item-wise budgets and expenditure,
- Gram Panchayat acting as an information facilitation centre.
- Timely redressal of grievances filed by people.

STRATEGY

An effective strategy is needed to convert an ordinary village into an Adarsh village. The possible strategies for this purpose will be:

- Entry point activities to energize and mobilize the community towards positive common action.
- Participatory planning exercise for identifying peoples’ needs and priorities in an integrated manner.
- Converging resources from Central Sector and Centrally Sponsored Schemes and also other State schemes to the extent possible.
- Repairing and renovating existing infrastructure to the extent possible.
- Strengthening the Gram Panchayats and peoples’ institutions within them.
- Promoting transparency and accountability.
IDENTIFICATION OF ADARSH GRAM

A Gram Panchayat would be the basic unit. It will have a population of 3000-5000 in plain areas and 1000-3000 in hilly, tribal and difficult areas. In districts where this unit size is not available, Gram Panchayats approximating the desirable population size may be chosen. The MP would be free to identify a suitable Gram Panchayat for being developed as Adarsh Gram, other than his / her own village or that of his / her spouse.

The MP will identify one Gram Panchayat to be taken up immediately, and two others to be taken up a little later. Lok Sabha MP has to choose a Gram Panchayat from within his / her constituency and Rajya Sabha MP a Gram Panchayat from the rural area of a district of his / her choice in the State from which he / she is elected. Nominated MPs may choose a Gram Panchayat from the rural area of any district in the country. In the case of urban constituencies, (where there are no Gram Panchayats), the MP will identify a Gram Panchayat from a nearby rural constituency.

The Gram Panchayats once selected by members of Parliament would be continued as such under SAGY irrespective of whether activities have already been initiated in the gram panchayat under SAGY or not. The newly elected MPs will have the option to select the gram panchayat of their choice and two more subsequently by 2019. Primarily, the goal is to develop three Adarsh Grams by March 2019, of which one would be achieved by 2016. Thereafter, five such Adarsh Grams (one per year) will be selected and developed by 2024.

CHOOSING AN ADARSH GRAM

Choosing a village for adoption As per the latest Census, there are more than 640,000 villages in India, and more than 2.5 lakh Gram Panchayats (GPs). In other words, every Lok Sabha constituency has more than 450 such Panchayats on an average. Among these, choosing one (or 2-3) GP for the purpose of adoption is also an important decision to be made. According to the latest guidelines, the MP may choose any Gram Panchayat with the following characteristics:

- **Strong Panchayats in Terms of Finances, Functions and Functionaries:** The village Panchayat will have a pivotal role to play in any village development project. The financial and functional strength of a Panchayat will be extremely useful in preparing village plans, mobilizing community opinion in favour of a particular initiative, and implementing the initiative in a transparent and time-bound manner.

- **Proximity to an Urban Centre:** Choosing a village close to an urban center might facilitate access to physical and financial resources, and help in establishing better connectivity between the village and the urban town. Such a village could also become an extension of the urban center, and have facilities, which could virtually be at par with the urban center. This would be very similar to the “Rurban” approach announced in the latest Union Budget, which aims to provide city-like facilities in rural areas close to existing cities.

- **Potential for Piloting New Technologies:** Since technology would be at the core of the model village concept, the village must offer avenues for experimenting with such technology. Some examples of such technologies could be the use of solar power for irrigation and domestic lighting, and agricultural innovations based on soil suitability and climate.

- **Diverse Population Groups:** The real success of such an initiative can be demonstrated if the lives of large and diverse sections of the population can be positively impacted by it. Rather than focusing on any particular religious or caste group, the model village must aim towards the uplift of all sections of the population in the village. However, it is important that special attention be paid to vulnerable groups such as young children, women and the BPL population.

PLANNING

A separate village development plan would be prepared for every identified Gram Panchayat with special focus on enabling every poor household to come out of poverty. This planning will not include only the government machinery, but also the active participation of all the members of that gram panchayat for whom this plan is being made, so that they can identify the selected areas of their interest and thus a suitable plan especially designed only for their betterment can be made and its effective implementation can be ensured.

JUSTIFICATION OF STUDY

A welfare government is intended to make much type of plans and policies for the upliftment of the standard of living of the citizens of the country and this scheme is also such an initiative. But mere planning part of any scheme is only the necessary condition of any scheme, but implementation is the sufficient condition for achieving the desired objectives. This research paper is
an attempt to find out up to what extent this scheme is successful in achieving its goal because it is now almost three years that this scheme has been started and now it is the time that this scheme should show some concrete results.

OBJECTIVES

This research papers handles the following objectives:

i. To evaluate the performance of SAGY in terms of Gram Panchayats Selected for Adarsh Gram.
ii. To evaluate the performance of SAGY in the second phase of the scheme.

FOCUS AREA

The present paper focuses on the study and evaluation of selected parameters related to the Saansad Adarsh Gram Yojana.

RESEARCH METHODOLOGY

Research Design: A descriptive research design was used for the present study. The study had been conducted about the performance evaluation of Saansad Adarsh Gram Yojana on various selected parameters.

Sample Design: The sample for the present study will consist of all the gram panchayats selected for making Adarsh Gram under this scheme.

Time: The time for the study was taken as 2014-17 i.e. from the date of implementation of this scheme to till date in order to know and evaluate the progress of this scheme in order to help the Indian rural sector

Sampling Plan: In carrying out a data firstly selected the factors and then study the performance of each factor with respect to various gram panchayats selected under this scheme.

Data Collection Work: Secondary data had been used in present study. The required data had been collected from the web site of Saansad Adarsh Gram Yojana, from various research papers published on this scheme and from other internet sources.

Parameters of the Study: In the present study, the analysis of the performance of this scheme is done with reference to the following parameters:

- Performance of SAGY in terms of Gram Panchayats Selected for Adarsh Gram.
- Performance of SAGY in the second phase of the scheme.

FINDINGS AND DISCUSSION

The major findings of this research and the analysis of data is shown the following tables:

### Table-1: Performance of SAGY in terms of Gram Panchayats Selected for Adarsh Gram

<table>
<thead>
<tr>
<th>S. No.</th>
<th>State / UT</th>
<th>Total No. of G.P.</th>
<th>G. P. Selected for SAGY</th>
<th>% of Selection</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>A &amp; N Islands</td>
<td>69</td>
<td>1</td>
<td>1.45</td>
</tr>
<tr>
<td>2</td>
<td>Andhra Pradesh</td>
<td>21808</td>
<td>15</td>
<td>0.07</td>
</tr>
<tr>
<td>3</td>
<td>Arunachal Pradesh</td>
<td>1779</td>
<td>1</td>
<td>0.06</td>
</tr>
<tr>
<td>4</td>
<td>Assam</td>
<td>2196</td>
<td>15</td>
<td>0.68</td>
</tr>
<tr>
<td>5</td>
<td>Bihar</td>
<td>8463</td>
<td>47</td>
<td>0.56</td>
</tr>
<tr>
<td>6</td>
<td>Chandigarh</td>
<td>17</td>
<td>N.A.</td>
<td>-</td>
</tr>
<tr>
<td>7</td>
<td>Chhattisgarh</td>
<td>9734</td>
<td>N.A.</td>
<td>-</td>
</tr>
<tr>
<td>8</td>
<td>D &amp; N Haveli</td>
<td>11</td>
<td>1</td>
<td>9.09</td>
</tr>
<tr>
<td>9</td>
<td>Daman &amp; Diu</td>
<td>14</td>
<td>N.A.</td>
<td>-</td>
</tr>
<tr>
<td>10</td>
<td>Goa</td>
<td>189</td>
<td>3</td>
<td>1.59</td>
</tr>
<tr>
<td>11</td>
<td>Gujarat</td>
<td>13735</td>
<td>36</td>
<td>0.26</td>
</tr>
<tr>
<td>12</td>
<td>Haryana</td>
<td>6155</td>
<td>13</td>
<td>0.21</td>
</tr>
<tr>
<td>13</td>
<td>Himachal Pradesh</td>
<td>3243</td>
<td>5</td>
<td>0.002</td>
</tr>
<tr>
<td>14</td>
<td>Jammu &amp; Kashmir</td>
<td>4128</td>
<td>3</td>
<td>0.07</td>
</tr>
<tr>
<td>15</td>
<td>Jharkhand</td>
<td>4423</td>
<td>4</td>
<td>0.09</td>
</tr>
</tbody>
</table>
If we look at the above table, we find that in almost all the states and UTs the progress of this scheme is very disappointing. In almost all the states and UTs, its rate of acceptance is nearly 1% of less which proves the careless attitude of our MPs towards their parliamentary constituency and the needs of the people. There are many cases in which a MP selected a gram panchayat for making it Adarsh gram, but did not provide any facility for its development. In this way, if the scheme works, there is no possibility that this scheme can achieve its targets. So, our MPs really have to be very serious about the implementation of this scheme, otherwise it will merely become a scheme on papers without implementation.

**Table-2: Performance of SAGY in the Second Phase of Implementation of the Scheme**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>State</th>
<th>Constituency Name</th>
<th>Name of the MP</th>
<th>Block / Sub-District</th>
<th>GP</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>AP</td>
<td>Visakhapatnam</td>
<td>Dr. Hari Babu Kambhampati</td>
<td>Anandapuram</td>
<td>Palavalasa</td>
</tr>
<tr>
<td>2</td>
<td>AP</td>
<td>Araku</td>
<td>Smt. Geetha Kothapalli</td>
<td>Ananthagiri</td>
<td>Ananthagiri</td>
</tr>
<tr>
<td>3</td>
<td>AP</td>
<td>Bapatla</td>
<td>Shri Srim Malyadri</td>
<td>Karlapalem</td>
<td>Perali</td>
</tr>
<tr>
<td>4</td>
<td>AP</td>
<td>Vizianagaram</td>
<td>Shri Ashok Gajapati Raju Pusapati</td>
<td>Badangi</td>
<td>Mugada</td>
</tr>
<tr>
<td>5</td>
<td>AP</td>
<td>Anakapalli</td>
<td>Shri Muthamsetti Srinivasa Rao (Avnthi)</td>
<td>Kasimkota</td>
<td>Tallapalem</td>
</tr>
<tr>
<td>6</td>
<td>AP</td>
<td>Kadapa</td>
<td>Shri Y. S. Avinash Reddy Praduttur</td>
<td>Dorsanipalli</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>AP</td>
<td>Tirupati</td>
<td>Sh. Var Prasadarao Velagapalli</td>
<td>Venkatachalam</td>
<td>Kanupur Bit-I</td>
</tr>
<tr>
<td>8</td>
<td>BH</td>
<td>Sasaram</td>
<td>Shri Chhedi Paswan</td>
<td>Chainpur</td>
<td>Hata</td>
</tr>
<tr>
<td>9</td>
<td>BH</td>
<td>Hajipur</td>
<td>Shri Ram Vilas Paswan</td>
<td>Mahnar</td>
<td>Alipur Hatta</td>
</tr>
<tr>
<td>10</td>
<td>BH</td>
<td>Vaishali</td>
<td>Shri Rama Kishore Singh</td>
<td>Goraul</td>
<td>Kanhauli Vihanparsi</td>
</tr>
<tr>
<td>11</td>
<td>HP</td>
<td>Hamipur</td>
<td>Shri Anurag Singh Thakur</td>
<td>Hamipur</td>
<td>Anu</td>
</tr>
<tr>
<td>12</td>
<td>JK</td>
<td>Srinagar</td>
<td>Sh. Tariq Hameed Karra</td>
<td>LAR</td>
<td>Manigam B</td>
</tr>
<tr>
<td>13</td>
<td>JK</td>
<td>Udhampur</td>
<td>Captain Jiendra Singh</td>
<td>Doda</td>
<td>Khellani</td>
</tr>
<tr>
<td>14</td>
<td>JH</td>
<td>Godda</td>
<td>Sh. Nishikant Dubey</td>
<td>Karon</td>
<td>Dindakoli</td>
</tr>
<tr>
<td>15</td>
<td>KN</td>
<td>Chamrajganagar</td>
<td>Shri Rangaswamy Dhruvanarayana</td>
<td>Heggadavankote</td>
<td>B.Matake</td>
</tr>
<tr>
<td>16</td>
<td>KN</td>
<td>Kolar</td>
<td>Shri K.H. Muniyappa</td>
<td>Bangarapet</td>
<td>Ramasagara</td>
</tr>
<tr>
<td>17</td>
<td>KN</td>
<td>Davanagere</td>
<td>Shri Gowdar Mallikarjunappa Siddeshwara</td>
<td>Channagiri</td>
<td>Mallapura</td>
</tr>
<tr>
<td>18</td>
<td>MP</td>
<td>Videsha</td>
<td>Smt. Sushma Swaraj</td>
<td>Gairatganj</td>
<td>Hardaut</td>
</tr>
<tr>
<td>19</td>
<td>MP</td>
<td>Videsha</td>
<td>Smt. Sushma Swaraj</td>
<td>Rehti</td>
<td>Bayan</td>
</tr>
<tr>
<td>20</td>
<td>MH</td>
<td>Amravati</td>
<td>Shri Anandrao Vithoba Adsul</td>
<td>Dharuni</td>
<td>Kalamkhar</td>
</tr>
<tr>
<td>21</td>
<td>OR</td>
<td>Balasore</td>
<td>Shri Rabindra Kumar Jena</td>
<td>Baleshwar Sadar</td>
<td>Srijag</td>
</tr>
<tr>
<td>22</td>
<td>OR</td>
<td>Nabarangpur</td>
<td>Shri Balabhadra Majhi</td>
<td>Umarkote</td>
<td>Bhamini</td>
</tr>
<tr>
<td>23</td>
<td>OR</td>
<td>Kendrapara</td>
<td>Shri Bajajant &amp; Quot;</td>
<td>Pattamundai</td>
<td>Singanag</td>
</tr>
<tr>
<td>24</td>
<td>OR</td>
<td>Kandhamal</td>
<td>Smt. Pratyusha Rajeshwari Singh Belaghar</td>
<td>Belaghar</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>RJ</td>
<td>Sikar</td>
<td>Shri Sumedhanand Saraswati</td>
<td>Danta Ramgarh</td>
<td>Abhayapura</td>
</tr>
</tbody>
</table>

Sources: www.saanjhi.gov.in
It is clear that only 40 MP’s so far adopted ideal villages in the second phase. Even after the 31st January deadline to adopt the villages, only 33 Lok Sabha MP’s and 7 Rajya Sabha MP’s have adopted villages to be developed as model villages (Adarsh Grams). In the first phase as well, only 499 out of 543 MP’s in Lok Sabha and 199 out of 252 MP’s in Rajya Sabha adopted villages. 44 Lok Sabha members and 53 Rajya Sabha members are yet to take up the villages to be developed as the Adarsh grams.

Under the Saansad Adarsh Gram Yojana, each of the 750 Lok Sabha and Rajya Sabha MPs are supposed to choose at least one village in their constituencies and ensure that funding from all schemes are converged there, in an effort to make it a model village by 2016. The MP’s are supposed to adopt and develop two more villages by 2019. But as far as seen from the progress of this scheme, these objectives are still a far away and are not supposed to achieve within time.

CONCLUSION

In the conclusion, we can say that though this scheme is a good initiative taken by the government. But the insensitive behaviour of the MPs is making this scheme an ineffective one as our MPs are not so serious about the development of their constituencies. There are no flaws in the policy formation rather the flaws are in its implementation. So, the prime minister has to fix accountability of each and every MP in order to make this scheme effective and beneficial for the people. Only then it can become a good scheme for the benefit of the major section of the society.

IMPLICATIONS

The current study is mainly concerned with the performance evaluation of the SAGY Scheme launched by the government of India. As the study reflects the achievement and flaws in this scheme, so provides important analysis to predict the future of this scheme. The study will be helpful to the academicians and researchers for further study in this respect.

FUTURE AREAS OF RESEARCH

- Comparative performance evaluation of this scheme w.r.t MPs of Lok Sabha and Rajya Sabha can be done.
- Comparative performance evaluation of this scheme w.r.t. MPs of ruling party and opposition party can be done.

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A STUDY OF RELATIONSHIP BETWEEN EX PAT SATISFACTION IN INTERNATIONAL ASSIGNMENTS AND EX PAT EXPERIENCE FACTORS WITH SPECIAL REFERENCE TO INDIAN IT PROFESSIONALS WORKING IN THE UNITED STATES

Dr. Simple Verma28 Dr. Simranjeet Kaur Sandhar29

ABSTRACT

The number of software professionals sent on shore sites to the USA by Indian software companies is increasing per year. Ex pat failure cost is a financial dent to the organization. The paper aims to study the relationship between Ex pat Satisfaction in International Assignments and Ex pat experience factors with special reference to Indian IT Professionals Working in the US in order to suggest changes to decrease the failure ratio.

KEYWORDS

Information Technology Industry, Expat Satisfaction, Experience Factors etc.

INTRODUCTION

The information technology industry in India has been one of the most promising industries in the last couple of decades. The huge job opportunity as well as the lucrative pay it has offered to the youth of the country has made it one of the most sought after career option in the country. The large number of engineering colleges, which have opened in the last decade, add greatly to the talented pool of information technology professionals in the country. The talented Indian professionals are in great demand even in the on–shore sites majorly in the USA, Europe and other parts of the world largely due to their technical capabilities which are available at comparatively cheaper rates.

The significant contribution the sector has made to Indian economy’s growth is depicted in the figure below:

Figure-1

According to Nasscom, the number of professionals who join the information technology industry in the year 2015 are 2,30,000. The other trends of the industry are depicted in the figure below.

Sources: Authors Compilation

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The industry trends are as follows:

- 2,30,000 people to be added in the year 2015,
- 34 percent women employees,
- 50% people from Non-tier I locations,
- Indirect employment to ten million people,
- 170K foreign nationals employed.

This is one major industry in India in which the human resource trends have been followed in sync with the western world because of duality of nations involved sometimes in the career of professionals. The human resource field is now slowly getting popular in India largely due to the legal norms. The key human resource terms such as job satisfaction, retention, turnover and turnover intention are key indicators of the professional lives of the information technology professionals.

According to an article in www.migrationpolicy.org, Indian citizens are the top recipients of temporary high-skilled worker H-1B visas, accounting for 70 percent of the 316,000 H-1B petitions (initial and continuing employment) approved by U.S. Citizenship and Immigration Services (USCIS) in fiscal year (FY) 2014.
In the context of Global Human Resource Management, sending the employees on overseas assignment has become a complex and difficult task due to the involvement of families, cross culture and relocation issues.

**LITERATURE REVIEW**

According to Wikipedia “Job satisfaction or employee satisfaction has been defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Others believe it is not as simplistic as this definition suggests and instead that multidimensional psychological responses to one's job are involved. Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job affective job satisfaction. Or cognitions about the job cognitive job satisfaction.”

“The factors which are related to job satisfaction are also applicable to the professionals of the Information technology Industry like compensation, benefits, flexibility, a good boss and nice co-workers, the opportunity to learn and enhance their skill, recognition and growth opportunities. There is a need to understand job satisfaction in the information technology industry as it is related to productivity”. (Ghazzawi, I. 2008).

Various job satisfaction theories already are available in the academics along with the hygiene factors, which lead to job satisfactions such as Maslow’s Vroom’s Expectancy theory, two factor theory, affect model etc.

According to Wikipedia, “An expatriate (often shortened to expat) is a person temporarily or permanently residing in a country other than that of their citizenship. The word comes from the Latin terms ex ("out of") and patria ("country, fatherland"). In common usage, the term is often used in the context of professionals or skilled workers sent abroad by their companies.

Controversy sometimes arises over why some people, particularly Westerners, are called expatriates while others are termed immigrant:

**Expat satisfaction:** (Crowley-Henry, 2007). found that going on expat assignments are considered prestigious by employees. There are lot of factors, which motivates employees to take such assignments, but factors including quality of life, work life balance and family stability decides the future of such assignments.

Naumann (1993) found that it is not only an individual but also the company policies, which decides the success and failure of such assignments.

Moulik 2012 identified five factors, which had relationship with Expat Job satisfaction viz.

- Pre assignment Preparedness.
- Acculturation and Adjustment.
- Job Considerations & Career Growth.
- Repatriation.
- Family Issues.

**OBJECTIVES OF STUDY**

The paper aims to find out relationship Expat Satisfaction in International Assignments and Expat experience factors with special reference to Indian IT Professionals Working in the US and suggest managerial implications as Expat failure is a grave cost to the companies involved in overseas assignments.

**RESEARCH METHODOLOGY**

**Research Design:** The study uses quantitative survey method but the qualitative information was also analyzed.

**Population & Sampling:** The primary data was collected form 50 Information Technology professionals from Indore who had gone on overseas assignment to the USA.

**Tools for Statistical Analysis:** The statistical tools used were Karl Persons’ Correlation and Multiple Linear Regression. The data was also analyzed using the mean values.
Instrument: The questionnaire was a tested one, which had three parts. The first part was demographic information, the second part contained questions related to Job Satisfaction and the third part covered questions on the five parameters of satisfaction. It was adapted from the study conducted (Sujoya Ray Moulik). The Cronbach alpha value for the items for the questionnaire was greater than 0.7, which makes it a reliable instrument. The respondent rated their level of agreement with each item on a five-point Likert scale (interval scale) ranging from 1 (Strongly disagree), 2 (Disagree), 3 (Neither agree or disagree), 4 (Agree), 5 (Strongly Agree). The SPSS 16 and MS-excel were used for processing, editing and coding the data collected. All the ethical considerations of the research were followed during the research. The respondents were informed that the research is being carried out for academic requirement and their identities will be kept confidential at all cost.

The following hypothesis was formulated for the research based on the review of literature.

H01: There is no relationship between Ex Pat satisfaction and Pre assignment Preparedness.
H02: There is no relationship between Ex Pat satisfaction and Acculturation and Adjustment.
H03: There is no relationship between Ex Pat satisfaction and Job Considerations & Career Growth.
H04: There is no relationship between Ex Pat satisfaction and Repatriation Concerns.
H05: There is no relationship between Ex Pat satisfaction and Pre assignment Preparedness.
H06: There is no relationship between Ex Pat satisfaction and Family Issues.

DATA ANALYSIS

The results of the data analysis are presented in the tables below:

Table-1: Descriptive Statistics

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>N</th>
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<tbody>
<tr>
<td>ES</td>
<td>3.8600</td>
<td>1.16660</td>
<td>50</td>
</tr>
<tr>
<td>PAP</td>
<td>2.9533</td>
<td>.97127</td>
<td>50</td>
</tr>
<tr>
<td>AA</td>
<td>2.6700</td>
<td>.88991</td>
<td>50</td>
</tr>
<tr>
<td>JCCG</td>
<td>3.5400</td>
<td>.39348</td>
<td>50</td>
</tr>
<tr>
<td>RC</td>
<td>3.6100</td>
<td>1.07043</td>
<td>50</td>
</tr>
<tr>
<td>FI</td>
<td>3.3133</td>
<td>.65434</td>
<td>50</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-2: Correlations

<table>
<thead>
<tr>
<th></th>
<th>ES</th>
<th>PAP</th>
<th>AA</th>
<th>JCCG</th>
<th>RC</th>
<th>FI</th>
</tr>
</thead>
<tbody>
<tr>
<td>ES</td>
<td>1</td>
<td>.721**</td>
<td>.790**</td>
<td>.571**</td>
<td>.811**</td>
<td>.712**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>50</td>
<td>50</td>
<td>50</td>
<td>50</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>PAP</td>
<td>.721**</td>
<td>1</td>
<td>.505***</td>
<td>.815**</td>
<td>.558**</td>
<td>.758**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
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<td>.000</td>
</tr>
<tr>
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<td>50</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>AA</td>
<td>.790**</td>
<td>.505***</td>
<td>1</td>
<td>.480**</td>
<td>.585**</td>
<td>.491**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
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<tr>
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<td>50</td>
<td>50</td>
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<tr>
<td>JCCG</td>
<td>.571**</td>
<td>.815**</td>
<td>.480**</td>
<td>1</td>
<td>.442**</td>
<td>.580**</td>
</tr>
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<td>.000</td>
<td>.000</td>
<td>.001</td>
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<td>.000</td>
</tr>
<tr>
<td>N</td>
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<td>50</td>
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</tr>
<tr>
<td>RC</td>
<td>.811**</td>
<td>.558**</td>
<td>.585**</td>
<td>.442**</td>
<td>1</td>
<td>.499**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
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<tr>
<td>N</td>
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<td>50</td>
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</tr>
<tr>
<td>FI</td>
<td>.712**</td>
<td>.758**</td>
<td>.491**</td>
<td>.580**</td>
<td>.499**</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>50</td>
<td>50</td>
<td>50</td>
<td>50</td>
<td>50</td>
<td>50</td>
</tr>
</tbody>
</table>

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

Sources: Authors Compilation
Table-3: Variables Entered/Removed\(^a\)

<table>
<thead>
<tr>
<th>Model</th>
<th>Variables Entered</th>
<th>Variables Removed</th>
<th>Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>FL, AA, JCCG, RC, PAP(^b)</td>
<td>.</td>
<td>Enter</td>
</tr>
</tbody>
</table>

Note: a. Dependent Variable: ES  
b. All requested variables entered.

Sources: Authors Compilation

Table-4: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.940(^a)</td>
<td>.884</td>
<td>.870</td>
<td>.42008</td>
</tr>
</tbody>
</table>

Note: a. Predictors: (Constant), FI, AA, JCCG, RC, PAP

Sources: Authors Compilation

From the above summary table, the \(r\) between each independent variable (and dependent variables (satisfaction Factors) is 0.940. This shows a highly correlation among the independent variables and dependent variable. The \(r\) square reveals that 88.4 % of the variation in the dependent variable can be justified by these independent variables.

Table-5: ANOVA\(^a\)

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>d.f.</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>5</td>
<td>11.784</td>
<td>66.779</td>
<td>.000(^b)</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>44</td>
<td>.176</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>49</td>
<td>.176</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: a. Dependent Variable: ES  
b. Predictors: (Constant), FI, AA, JCCG, RC, PAP

Sources: Authors Compilation

The F statistics of 66.779 is large, indicating the regression model has more explained variance than error variance. The model is a good relationship descriptor between those variables.

Table-6: Coefficients\(^a\)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant) -.146</td>
<td>.786</td>
<td>-.185</td>
<td>.854</td>
</tr>
<tr>
<td></td>
<td>PAP .257</td>
<td>.138</td>
<td>.214</td>
<td>1.858</td>
</tr>
<tr>
<td></td>
<td>AA .508</td>
<td>.089</td>
<td>.387</td>
<td>5.727</td>
</tr>
<tr>
<td></td>
<td>JCCG -.263</td>
<td>.269</td>
<td>-.089</td>
<td>-979</td>
</tr>
<tr>
<td></td>
<td>RC .433</td>
<td>.075</td>
<td>.398</td>
<td>5.777</td>
</tr>
<tr>
<td></td>
<td>FI .380</td>
<td>.145</td>
<td>.213</td>
<td>2.626</td>
</tr>
</tbody>
</table>

Note: a. Dependent Variable: ES

Sources: Authors Compilation

Based on the above results the entire null hypothesis are not accepted.

CONCLUSION AND MANAGERIAL IMPLICATIONS OF STUDY

The study shows a positive relationship between satisfaction levels of expat on international assignments with the experience factors. The organization sending the people on deputation in foreign countries should keep these factors in mind in order to prevent ex pat failures. There should be a separate cell even in small and mid-level software companies handling these sensitive issues. Special care should be taken in counseling their family members about the short and long-term benefits of these assignments. The relocation or repatriation security should be provided in order to make such assignments successful. The career and growth related need of employees should not be ignored in this tenure of foreign deputation. Special Cross Cultural training should be imparted to employees on such assignments to deter the effect of these differences on their assignments.
LIMITATIONS & SCOPE FOR FURTHER RESEARCH

The study is based on survey method of research and that too based out of Indore so the limitations of that would apply to the results. The research can be carried out in a broader geographic zone and in another industry.

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Job satisfaction
Entrepreneurs, Entrepreneurship, Entrepreneurial Skills etc.

INTRODUCTION

Entrepreneurship has developed as the most compelling economic strength the world has ever experienced Kuratko, D. F. (2005). The entrepreneurial curiosity has assimilated its rigorous level almost everywhere in the world. These days, the world has a big concern to entrepreneurship. A country with a lot of entrepreneurs has a potential to develop rapidly and will become prosperous (McClelland, 1961). The developed economies deliberate it as an energizing socioeconomic mediator, a way to handle unemployment hitches, a prospective compound for technological advancement, creation and innovation which leads to the economic development of the nation. All through the sphere, curiosity in entrepreneurship as a career choice is rising, while curiosity in outmoded professional employment in giant business is slowly declining (Kolvereid, 1996). The entrepreneur’s performance as facilitators of economic activity for the whole economy is well accepted (Bygrave and Minniti, 2000). Most of the developing countries, it is seen as an instrument of economic progress, job formation and societal modification. Mohar, Y., Singh, M. S., and Kamal, K. K. (2007).

McClelland (1961), Say (1963) has outlined that an entrepreneur is one who brings together the factors of production, provisions of continuing management as well as risk bearing. Schumpeter (1950) has stated that an entrepreneur is the representative who delivers an economic headship that changes the preliminary statuses of the economy and causes this sporadic self-motivated change. Hence, by nature, he is neither a technician nor a financier, but he is deliberated as an innovator. The individual who want to become an entrepreneur may also more likely to have an idea for a business, product, or technology (Couetil, 2012). One of entrepreneurial characteristics is propensity to risk. (Kuip dan Verheul, 2003).

After Narendra Modi assumed office as the Prime Minister of India, the Prime Minister has created recognizing the entrepreneurs’ importance in the country’s growth, an entire new ministry called the Ministry of Skill Development & Entrepreneurship. This would be the first time a dedicated ministry has been created. Our then late Honorable President Dr. Abdul Kalam also gave more emphasis on molding the mindset to start new business enterprise and to become entrepreneur by providing more jobs for other people (Samuel Thavaraj, 2014). Entrepreneurship is gaining cumulative reverence from the scholars as a field of research as well as practical application throughout the world as a means to realize wealth creation and personal fulfillment (Ma and Tan, 2006). Entrepreneurship is viewed as the ability in an individual to innovate, to accept risks to anticipate the prospects of the venture, self-confidence and proficiency to meet unpredicted conditions.

30Assistant Professor, Department of Rural Industries and Management, Gandhigram Rural Institute – Deemed University, Tamil Nadu, India, samuelthavarajharvey1969@gmail.com
OBJECTIVE OF STUDY

The primary objective of the study is to examine the impact of determinants of entrepreneurial skills among the entrepreneurs on the attitude towards entrepreneurship index.

METHODOLOGY USED

The study is confined to the entrepreneurs of micro enterprises engaged in manufacturing (investment does not exceed twenty-five lakh rupees - investment in plant & machinery) for more than 5 years in Dindigul district. Based on the above criteria 76 entrepreneurs of micro enterprises were randomly selected for the study.

IMPACT OF DETERMINANTS OF ENTREPRENEURIAL SKILLS ON ATTITUDE TOWARDS ENTREPRENEURSHIP INDEX (AEI)

Multiple Regression Analysis

Regression is the determination of statistical relationship between two or more variables. In simple regression, two variables are used. One variable (independent) is the cause of the behavior of another one (dependent). When there are more than two independent variables, the analysis concerning relationship is known as multiple correlations and the equation describing such relationship is called the multiple regression equation.

Regression analysis is concerned with the derivation of an appropriate mathematical expression, which is derived for finding values of a dependent variable based on independent variable. It is thus designed to examine the relationship of a variable $Y$ to a set of other variables $X_1, X_2, X_3, \ldots \ldots \ldots \ldots X_n$, the most commonly used linear equation in $Y=b_1 X_1 + b_2 X_2 + \ldots \ldots \ldots + b_n X_n + b_0$

Here $Y$ is the dependent variable, which is to be found. $X_1, X_2 \ldots \ldots \ldots \ldots X_n$ are the known variables with which predictions are to be made and $b_1, b_2, \ldots \ldots \ldots b_n$ are coefficient of the variables.

In this study, the dependent variable is Attitude towards Entrepreneurship Index (AEI); independent variables are: Psychological Skills, Managerial Skills, Creative skills and Technical Skills and the analysis are discussed as follows:

Dependent Variable: Attitude towards Entrepreneurship Index (Y)

Independent Variables: 1. Psychological Skills ($X_1$)  
2. Managerial Skills ($X_2$)  
3. Creative skills ($X_3$)  
4. Technical Skills ($X_4$)

<table>
<thead>
<tr>
<th>Table-1: Variables in Multiple Regression Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variables</td>
</tr>
<tr>
<td>Constant</td>
</tr>
<tr>
<td>Psychological Skills</td>
</tr>
<tr>
<td>Managerial Skills</td>
</tr>
<tr>
<td>Creative Skills</td>
</tr>
<tr>
<td>Technical Skills</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Note: **Denotes significant at 1% level

Table-1 shows that the multiple correlation coefficient is 0.821 and it measures the degree of relationship between the actual values and the predicted values of the attitude towards entrepreneurship index. Because the predicted values are obtained as linear combination of Psychological Skills, Managerial Skills, Creative skills and Technical Skills, the coefficient value of 0.821 indicates that the relationship between attitude towards entrepreneurship index and determinants of entrepreneurial skills is quite strong and positive.
The Coefficient of Determination R-square measures the goodness-of-fit of the estimated Sample Regression Plane (SRP) in terms of the proportion of the variation in the dependent variables explained by the fitted sample regression equation. Thus the value of R-square is 0.630 simply means that about 63 per cent of the variation in attitude towards entrepreneurship index is explained by the estimated SRP that uses determinants of entrepreneurial skills factors as the independent variables and R square value is significant at 1 percent level.

The multiple regression equation is:

\[ Y = 3.737 + 0.342 X_1 + 0.621 X_2 + 0.534 X_3 + 0.245 X_4 \]

Here the coefficient of \( X_1 \) is 0.342 represents the partial effect of Psychological Skills on attitude towards entrepreneurship index, holding the other variables as constant. The estimated positive sign implies that such effect is positive that attitude towards entrepreneurship index score would increase by 0.342 for every unit increase in Psychological Skills and this coefficient value is significant at 1% level.

The coefficient of \( X_2 \) is 0.621, which represents the Managerial Skills on attitude towards entrepreneurship index, holding the other variables as constant. The estimated positive sign implies that such effect is positive that attitude towards entrepreneurship index score would increase by 0.621 for every unit increase in Managerial Skills and this coefficient value is significant at 1% level.

The coefficient of \( X_3 \) is 0.534, which represents the partial effect of Creative Skills on attitude towards entrepreneurship index, holding the other variables as constant. The estimated positive sign implies that such effect is positive that attitude towards entrepreneurship index score would increase by 0.534 for every unit increase in Creative Skills and this coefficient value is significant at 1% level.

The coefficient of \( X_4 \) is 0.245, which represents the partial effect of Technical Skills on attitude towards entrepreneurship index, holding the other variables as constant. The estimated positive sign implies that such effect is positive that attitude towards entrepreneurship index score would increase by 0.245 for every unit increase in Technical Skills and this coefficient value is significant at 1% level.

Based on standardized coefficient value, \( X_2 \) (Managerial skill) is the most important factor to improve attitude towards entrepreneurship followed by \( X_3 \) (Creative Skills), \( X_4 \) (Technical skills) and \( X_1 \) (Psychological Skills).

**FINDINGS & CONCLUSION**

It is clear that the managerial skills which includes planning, organizing, staffing, directing and controlling plays an important role in influencing the attitude towards entrepreneurship among the entrepreneurs. From the above study, we can conclude that if an individual were having a high level of managerial skills, he/she would have a positive inclination towards starting an enterprise. Such individual should be identified as potential entrepreneur by the government and they should be given more preference in start-up entrepreneur or make in India schemes. These would stimulate individuals to become successful entrepreneurs and job creators other than job hunters.

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‘A LITTLE SUPPORT LEADS TO A GREAT SUCCESS’ A STUDY OF TIBETAN WOMEN ENTREPRENEURS SETTLED IN KARNATAKA

Reena Francis 31 Dr. C. Sumangala 32 Dr. Christina Kanthraj 33

ABSTRACT

Growth and development of any society is faster and healthier when there is equal and full contribution by both male and female population, who shares equal responsibility towards the development society and in turn the national development. Having no gender bias, women should be encouraged to take part in all matters especially, to own an enterprise which will not only strengthen her financially, but will also contribute for the economic development of the community, provides employment not only for herself but also for others, by generating job opportunities, by creating a supply chain link which will enhance the standard of living of all stakeholders. For women Enterprises like Micro, Small and Medium Enterprises are found to be very suitable, as she has to strike a balance between her families responsibilities as well get involved even in business affairs. It is found that women are motivated and influenced to start an enterprise mainly because of internal factors, external factors, societal support, institutional supports and non-institutional supports, which depends on circumstances.

Tibetan women entrepreneurs are mainly influenced by internal factors, which include both push and pull factors. For the success of entrepreneurial activities it is very necessary to have good support from her family members and also support from external agencies such as financial institutions, marketing facilities and support from suppliers, providing sales outlets and make facilities to move globally.

This research focuses mainly on family and institutional supports extended to Tibetan women entrepreneurs who are carrying out entrepreneurial activities in five settlements in Karnataka.

KEYWORDS

Gender Bias, Enterprise, Internal and External Factors, Institutional and Non-Institutional Support, Tibetan Women Entrepreneur etc.

INTRODUCTION

Mother India is able to provide shelter for any one from any nook and corner of the world no matter for what reason the migrants come, under what circumstances they come all are given due respect and the Government of India is always in the forefront to welcome refugees no matter to which country they belong to. This paper is focused on the Tibetan refugees who have managed to rebuild their lives in a completely alien environment with more than 1,20,000 refugees who are happy for achieving self-reliance even though they had to begin their new life from the scratch way back in 1959. Various studies has pointed out that are two types of migrants:

- Migrants who move voluntarily from one country to another for economic reasons.
- Migrants who are forced to migrate from one country to another owing to political reasons.

Tibetans fall under the second category that is considered as involuntary migrants who fled their country because of the forced occupation of Chinese in 1959.

The Tibetan migrants had no knowledge of business, yet started making few articles, goods, carpets weaving, sweater knitting and trading, rearing animals both for domestic and commercial purpose, started agriculture as their main source of living, which brought them up and are living a very decent life today. In their struggle from nothing to everything, the women flock had played a major role in discharging her duties by multitasking, who took the lead in entrepreneurial activities. Few research studies have proved that women venture into business mainly because of internal or external factors, institutional or non-institutional supports, social and external supports extended to them, which drive them out to the world of business and competition.

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Among the Tibetan women, it was found that they were driven by the internal and external factors, as their situation made them do so. The internal factors include both push and pull factors, which are quite common even among the other population of both developed and developing nations. Some of the common pull factors that forced Tibetan women into entrepreneurial activities were economic reasons i.e., for survival, to be employed, sudden death of the earning member of the family, separation from family members when they completely relocated from Tibet and got settled in Karnataka, even there were few who wanted to improve their standard of living by making extra bugs out of multiple entrepreneurial activities. This is the uniqueness of Tibetan women entrepreneurs who are able to create market not only for their own refugee community but also are able to attract customers worldwide for the unique Tibetan products which they manufacture and trade, even without any commercial recognition such as trademarks, manufacturer’s identity, patent rights reserved etc.

Apart from pull factors, there are a number of push factors too such as desire to be creative and innovative, to have good social status, not to be an employee but to be an employer of her choice, to earn better profit and to be politically strong. The external factors and institutional supports though were not the main reasons yet some did get motivated because of the free land provided for cultivation, which in India no other refugee groups were provided with, by the Government of India, hence, many Tibetan women took up agriculture as their main source of earnings.

The monetary aid from foreign sponsors was yet another reason, which pulled women out from the four walls of her house and to deal with imported products by running Novelty shops in their settlements. There were no much support from both private and nationalized banks initially because of security reasons but, off late even the banks are a great motivation for the Tibetan women flock to be an entrepreneur. It is very true that Tibetan women are inspired to take up entrepreneurial activities mainly because of the support extended by her family, friends, relatives and the Tibetan community at large, which is categorized as Non-institutional factors.

This study proves that Tibetan women have made their life better, having a good standard of living, have become economically strong who no more wait for the foreign sponsors for their living, which was all possible by being successful in entrepreneurial activities. The secret of their success is their hard work, dedication for the job they undertake, support and respect that the women have got from the Tibetan community and the support, timely help, encouragement and acceptance from the local Indians have made all the difference. In total, the study shows that for the women to be successful in business venture was possible only if she is completely supported by all the stakeholders at every stage of her struggle in the business cycle.

Among the refugee groups settled in India, Tibetans are the most successful groups who set a very good example for the rest of the world that women are equally competent in running an enterprise and are able to bring a major change in their social status of Tibetan community.

“There is no chance for the welfare of the world unless the condition of Women is improved”

Swami Vivekananda

LITERATURE REVIEW

Shobhit Seth (2015) has carried out a study on Why Entrepreneurs are important for the Economy- has come out with an opinion that, Entrepreneurs create new things, does some new innovation; provide job for others thus improves the standard of living of the people associated to such enterprise. Hence, entrepreneurs are frequently thought of as national assets to be cultivated, motivated and remunerated to the greatest possible extent.

Shweta Belwal et al. (2014) identify and discuss the characteristics, motivations and obstacles that women entrepreneurs face at the beginning of an enterprise. This study was conducted on Oman women entrepreneurs of Al – Dhahira Region that identified the major characteristics of women entrepreneurs that inspired them to start an enterprise with an urge to balance the work and family life, to look for a stable job, to discover a market niche. The study also focused on the regional imbalance both locally and globally.

Vijayakumar A. et al. (2013) had made a study on Women Entrepreneurs in India- Emerging Issues and Challenges, which Indian women in general are facing. The author has made a mentioned of the influence and growth of industrialization, globalization and social legislation, which led the women towards entrepreneurial activities, which brought a major change in the economic development of the nation.

Vijayakumar T, et al. (2013), conducted a study on Women Entrepreneurship in India- Role of Women in Small and Medium Enterprise, which has taken a shift in the approach from women welfare to women development and empowerment from the Fifth Five Year Plan (1974-79) onwards. The various Industrial policies in favor of women, with the active participation of the training
institutes have contributed for a major change. Since then the situation of women is much better as the women’s participating in the field of entrepreneurship is increasing.

Sylvie Colette (2011) opines that entrepreneurs are very much needed because they are the ones who thinks out of the box, plans for a new product and motivates others to be very creative thinkers; they start new things and provide employment for others. They contribute for the improvement of the economy by being active and productive citizens, by paying tax and by creating demand for advancement in technology to face the competition.

Deepak Walokar (2001) authored a book titled Women Entrepreneurs in which the journey of women into the world of enterprise is narrated. During the British Colonial rule, women were not considered as an important partner in the socio-economic development of the nation and women themselves began to believe in their own inferiority. The social reformers of the 19th Century took-up the cause of women and the Sarvodaya movement in the 20th century contributed significantly towards the emancipation of women. After this women formally ventured into a new field of activity by becoming entrepreneurs.

OBJECTIVES OF STUDY

The objective of the paper is to study the need to encourage Tibetan women entrepreneurs in their entrepreneurial activities by extending support from the members of the household (children and husband) also external / Institutional support.

RESEARCH DESIGN AND METHODOLOGY

Having adopted random sampling technique 200 Tibetan Women Entrepreneurs were interviewed for this study. Both primary and secondary sources of data were considered to undertake this study. Personal interview was conducted by using structured questionnaire for the primary data collection from all the respondents of five Tibetan settlements of Karnataka, in India. SPSS software and Microsoft Excel was used for the quantitative analysis.

FINDINGS AND DISCUSSIONS

Need to Encourage Women Entrepreneur’s Especially Tibetan Refugees

For the socio-economic development of any nation, there is a need for equal participation of both the genders having no bias. Few research studies have proved that there is lot of gender discrimination, which is causing lot of hindrance in the field of entrepreneurship. According to Ejaz Ghani, et al., “a clear pattern of gender segmentation in both manufacturing and services, where, for instance, about 90% of employees in female-owned business in unorganized manufacturing are females”. It is also to be noted that if the male owned business employ only male staff then the situation will be very bad because the women who intend to work and make a living may not find an appropriate job if she has to wait for a female employer to provide employment.

Ghani and others (2014) noted, “97% of working men are employed in male-owned enterprises”. Thus, it is very true that women have to take equal responsibility in the socio-economic development of the nation. Hence, more and more number of women needs to be encouraged to come forward to be entrepreneurs to balance the gender based employment. Few studies on Tibetan women entrepreneurs have proved that Tibetan women are hard workers who are able to carry out more than one enterprise during a particular year without any compromise in discharging her family responsibility of taking care of aged parents, husband, children, and other dependents playing the role of a mother, wife, daughter, sister, and daughter-in-law.

Support Extended by Children

It is very true that for the success of any business the support extended by all those who are part of the enterprise is found to be very important, without which especially the success for a women becomes difficult. Though the Tibetan women are independent in taking business decision, still she needs support from her family members particularly husband and children. Tibetans initially had a large family with many children believing that children are God’s gift and they were ready to have any number of children, which would add to her responsibility even at the cost of her health. This helped the Tibetan community in Karnataka to grow which has strengthened the Tibetan population.

It was found that initially Tibetans had not giving much importance for education as the struggle in an alien country was for their survival, but without much delay they realized the importance of education and the Tibetan leaders and the Tibetan Women Association took necessary steps and encouraged the children to go to schools by educating the illiterate parents regarding the importance of education. Now among the Tibetans it is found that the literacy rate has increased which is a very good sign of progress.
Table-1: Support Extended by Children for the Entrepreneurial Growth

<table>
<thead>
<tr>
<th></th>
<th>0-25</th>
<th>25-50</th>
<th>50-75</th>
<th>75-100</th>
<th>Not Applicable</th>
<th>Total</th>
<th>X²</th>
<th>p-Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td>98</td>
<td>46</td>
<td>26</td>
<td>20</td>
<td>10</td>
<td>200</td>
<td>122.400</td>
<td>.000</td>
</tr>
<tr>
<td>%</td>
<td>49</td>
<td>23</td>
<td>13</td>
<td>10</td>
<td>5</td>
<td>100</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-1 show that the support extended by children towards their mother’s enterprise was found to be significant having a p-value, which was less than 0.05. Analysis of data shows that support from children was found to be highest in the scale with a range of 0-25%, which is not a good sign. It shows a least support in the scale of 75-100% with a frequency of 20. The researcher observed that it was the mother who was discouraging her children from getting involved in entrepreneurial activities; she believes that educated children can contribute much better to their community than being in MSME (Micro, Small and Medium Enterprises).

Chart-1: Type of Support Extended by Children

The type of support extended by children as shown in chart-1 was in the form of moral, financial, intellectual and manpower. The analysis show that majority of them are not showing any interest in the business owned by their mother which shows the maximum rating in the scale of 0-25%. More than financial, intellectual and manpower, it is the moral support, which is found to be the highest. The p-value related to support from children is significant with less than 0.05.

Table-2: Support from Children – a Comparison of all the Five Settlements

<table>
<thead>
<tr>
<th>Settlement</th>
<th>Number of Respondents</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Standard Error</th>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bylakuppe Old Settlement</td>
<td>70</td>
<td>10.0429</td>
<td>4.31188</td>
<td>.51537</td>
<td>4.00</td>
<td>20.00</td>
</tr>
<tr>
<td>Gurupura</td>
<td>30</td>
<td>9.5000</td>
<td>4.31317</td>
<td>.78747</td>
<td>4.00</td>
<td>19.00</td>
</tr>
<tr>
<td>Kollegal</td>
<td>30</td>
<td>9.4000</td>
<td>4.13230</td>
<td>.75445</td>
<td>4.00</td>
<td>20.00</td>
</tr>
<tr>
<td>Mundgod</td>
<td>40</td>
<td>9.5250</td>
<td>4.10120</td>
<td>.64846</td>
<td>4.00</td>
<td>20.00</td>
</tr>
<tr>
<td>Bylakuppe New Settlement</td>
<td>30</td>
<td>9.7000</td>
<td>4.16181</td>
<td>.75984</td>
<td>4.00</td>
<td>20.00</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>9.7100</td>
<td>4.18731</td>
<td>.29609</td>
<td>4.00</td>
<td>20.00</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

A comparative study as per table-2 shows that the highest mean value of 10.04 was found in Bylakuppe old settlement, the next highest mean value of 9.7 was found in Bylakuppe new settlement whereas the least mean value was found in Kollegal settlement with 9.4. Bylakuppe old settlement being the first Tibetan settlement, which came into existence in Karnataka with the highest population.

Support and Co-operation Extended by Husband

A married woman expects her husband to support her in the day-to-day business affairs, as she has to even discharge her duties at home. The survey result shown in Table 3 reveals the overall support from husband towards the enterprise owned by the women was very appreciable with a frequency of 67 in the scale of 75-100% and the p-value being .000.
Table 3: Support from Husband

<table>
<thead>
<tr>
<th>Variable</th>
<th>0-25</th>
<th>25-50</th>
<th>50-75</th>
<th>75-100</th>
<th>Not Applicable</th>
<th>Total</th>
<th>$X^2$</th>
<th>p-Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Husband</td>
<td>F</td>
<td>27</td>
<td>42</td>
<td>32</td>
<td>67</td>
<td>200</td>
<td>25.750</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>13.5</td>
<td>21.0</td>
<td>16.0</td>
<td>33.5</td>
<td>100</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table 4: Different types of Support Extended by Husband

<table>
<thead>
<tr>
<th>Variable</th>
<th>Not Applicable</th>
<th>0-25</th>
<th>25-50</th>
<th>50-75</th>
<th>75-100</th>
<th>Total</th>
<th>$X^2$</th>
<th>p-Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Support</td>
<td>F</td>
<td>32</td>
<td>65</td>
<td>32</td>
<td>25</td>
<td>46</td>
<td>200</td>
<td>25.350</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>16</td>
<td>32.5</td>
<td>16</td>
<td>12.5</td>
<td>23</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Manpower Support</td>
<td>F</td>
<td>32</td>
<td>61</td>
<td>37</td>
<td>28</td>
<td>42</td>
<td>200</td>
<td>16.550</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>16</td>
<td>30.5</td>
<td>18.5</td>
<td>14</td>
<td>21</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Business Decision Making</td>
<td>F</td>
<td>32</td>
<td>67</td>
<td>33</td>
<td>27</td>
<td>41</td>
<td>200</td>
<td>25.300</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>16</td>
<td>33.5</td>
<td>16.5</td>
<td>13.5</td>
<td>20.5</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Moral support</td>
<td>F</td>
<td>32</td>
<td>55</td>
<td>37</td>
<td>31</td>
<td>45</td>
<td>200</td>
<td>10.100</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>16</td>
<td>27.5</td>
<td>18.5</td>
<td>15.5</td>
<td>22.5</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table 4 shows that the support from husband in the form of financial, manpower, business decision and moral support was found to be the highest in the range of 0-25% but the second highest was found in the scale between 75-100%, which means the support is appreciable when analyzed separately with each variable. The p-value was found to be significant with less than 0.05.

Table 5: Comparison of Five Settlements related to Support from Husband

<table>
<thead>
<tr>
<th>Settlement</th>
<th>Number of Respondents</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Standard Error</th>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bylakuppe Old Settlement</td>
<td>70</td>
<td>15.6143</td>
<td>.700578</td>
<td>.83735</td>
<td>5.00</td>
<td>25.00</td>
</tr>
<tr>
<td>Gurupura</td>
<td>30</td>
<td>14.0333</td>
<td>6.17829</td>
<td>1.12800</td>
<td>5.00</td>
<td>25.00</td>
</tr>
<tr>
<td>Kollegal</td>
<td>30</td>
<td>13.4000</td>
<td>6.28408</td>
<td>1.14731</td>
<td>5.00</td>
<td>25.00</td>
</tr>
<tr>
<td>Mundgod</td>
<td>40</td>
<td>14.7250</td>
<td>6.81998</td>
<td>1.07833</td>
<td>5.00</td>
<td>25.00</td>
</tr>
<tr>
<td>Bylakuppe New Settlement</td>
<td>30</td>
<td>15.4000</td>
<td>5.40498</td>
<td>.98681</td>
<td>5.00</td>
<td>25.00</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>14.8350</td>
<td>6.50997</td>
<td>.46032</td>
<td>5.00</td>
<td>25.00</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

The table 5 shows a comparison between the Tibetan settlements with regard to the support extended by husband in the women’s entrepreneurial activities. The highest mean value of 15.61 was recorded in case of Bylakuppe old settlement and the least was found in Kollegal with a mean value of 13.40. The studies show that more number of women were away from their home in case of Kollegal settlements. Hence, the women are more independent when compared to other settlements where women entrepreneurs are having their business place in their respective settlements and occasionally they go out of the settlement for business, hence, they get maximum support from her husband.

Support Extended by Other External Sources

Table 6 shows the support from external bodies such as Government, NGO and the co-operative societies for the better performance of the women owned business. It shows that there was less support that the Tibetan women entrepreneurs got from the external agencies in particular for her entrepreneurial progress.

Table 6: Support from Various Sources

<table>
<thead>
<tr>
<th>Variable</th>
<th>0-25</th>
<th>25-50</th>
<th>50-75</th>
<th>75-100</th>
<th>Total</th>
<th>$X^2$</th>
<th>p-Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government</td>
<td>F</td>
<td>151</td>
<td>37</td>
<td>8</td>
<td>4</td>
<td>200</td>
<td>285.000</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>75.5</td>
<td>18.5</td>
<td>4</td>
<td>2</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>NGO</td>
<td>F</td>
<td>185</td>
<td>8</td>
<td>3</td>
<td>4</td>
<td>200</td>
<td>486.280</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>92.5</td>
<td>4</td>
<td>1.5</td>
<td>2</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Co-operative societies</td>
<td>F</td>
<td>135</td>
<td>49</td>
<td>12</td>
<td>4</td>
<td>200</td>
<td>215.720</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>67.5</td>
<td>24.5</td>
<td>6</td>
<td>2</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Table-7: Various Kind of Support provided by Government and other Organizations

<table>
<thead>
<tr>
<th>Variable</th>
<th>0-25</th>
<th>25-50</th>
<th>50-75</th>
<th>75-100</th>
<th>Total</th>
<th>X²</th>
<th>p-Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial / Training</td>
<td>F</td>
<td>104</td>
<td>56</td>
<td>23</td>
<td>17</td>
<td>200</td>
<td>95.400</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>52</td>
<td>28</td>
<td>11.5</td>
<td>8.5</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Subsidies</td>
<td>F</td>
<td>163</td>
<td>25</td>
<td>8</td>
<td>4</td>
<td>200</td>
<td>345.480</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>81.5</td>
<td>12.5</td>
<td>4</td>
<td>2</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Tax Holiday</td>
<td>F</td>
<td>161</td>
<td>25</td>
<td>8</td>
<td>6</td>
<td>200</td>
<td>332.920</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>80.5</td>
<td>12.5</td>
<td>4</td>
<td>3</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Free Land</td>
<td>F</td>
<td>112</td>
<td>53</td>
<td>17</td>
<td>18</td>
<td>200</td>
<td>119.320</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>56</td>
<td>26.5</td>
<td>8.5</td>
<td>9</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-7 shows that various kinds of supports provided by the Government in the form of financial aid and entrepreneurial training were not found to be supportive. Karnataka Government has provided free land for cultivation and the women who own these lands were thankful for the same. However, other benefits such as subsidies and tax holidays were not provided to the Tibetan women in general except in few cases.

The comparative study of all the five settlements shows that the support extended by external agencies with a highest Mean value of 15.57 in case of Mundgod and the least Mean of 13.97 in case of Bylakuppe Old Settlement as the population in this settlement was comparatively large and the facilities provided was not sufficient to satisfy them.

SUGGESTIONS

- More number of women’s participation in entrepreneurial activities is required among Indian’s as found in Tibetan community.
- Family support to women entrepreneurs is very much needed for the success of their business.
- Gender based ownership should not cause any hindrance in employment opportunities.
- External supports from - the Government, NGO and the Co-operative societies need to be enhanced and a complete revamp of the system for a new and better one need to be thought of so that both the existing entrepreneurs and entrepreneurial aspirants should feel more comfortable availing those benefits.
- Among the five Tibetan settlements situated in Karnataka, not all the settlements are getting equal attention for their community development; hence, there is a need to provide all necessary attention for an inclusive growth of Tibetans in Karnataka.

CONCLUSION

There is no doubt that the need for women to be equal partners in entrepreneurial activities is very much needed to have a healthy development of any nation, even though the number of players may not be the same and the size of business need not be as big as male owned businesses, yet more number of women’s participation in business can bring major changes in every family which contributes for the socio-economic development of a nation.

The Tibetan women entrepreneurs who are already active players in business need a lot of support from the government, NGO, and the Co-operative societies in the form of providing land for setting up of new business, financial aid in the form of loan with low rates of interest, subsidies, technological support, counseling and training before starting an enterprise and even after launching a business. The Tibetan women entrepreneurs are able to attract more number of tourists to Karnataka with their active participation in business and because of the large Buddhist monastery situated in all the five Tibetan settlements, which contributes to revenue for the Government. Therefore, in turn a little concern and support can bring in a change among the Tibetan community and the State of Karnataka.

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A SURVEY BASED ON THE MINDSET OF THE YOUTH OF INDIA REGARDING ENTREPRENEURSHIP AND IT’S VARIOUS FACETS: A MULTICULTURAL STUDY

Shakuntala Sen34 Dr. M. K. Sanyal35

ABSTRACT

The significance of entrepreneurship cannot be overemphasized. It increases people’s standards of living through the formation of new firms which generate value for themselves and their clients by identifying and selling new and more valuable products and services. Entrepreneurship increases business expansion, technological progress, and prosperity creation (Lumpkin & Dess, 1996). With this change comes the need for an individual to assess their ability to enter the industry. This survey attempts to measure personal self-esteem, individual entrepreneurial orientation and entrepreneurial intentions along with several socio-psychological/cultural parameters of 460 undergraduate students of Engineering and Management in India, specifically from West Bengal and neighbouring states. The items for scale are based on the entrepreneurial orientation dimensions from Lumpkin & Dess and individual entrepreneurial orientation from Bolton and Lane, as well as the self-esteem dimensions from Heatherton and Polivy. This report may act as a foundation to encourage educational initiatives that have been considered as an essential tool in boosting the supply of potential and nascent entrepreneurs in India.

KEYWORDS

Youth Entrepreneurship, Entrepreneurship Education, Management Education, Student Attitude, Opinions on Entrepreneurship, Entrepreneurial Intention, Entrepreneurial Orientation, Multicultural etc.

INTRODUCTION

As a major instrument of economic growth, entrepreneurship accounts for the new business development. The amount of study on entrepreneurship has grown significantly over the past two decades, with the recognition of new ventures as foremost contributors to job creation and economic expansion (Amit et al., 1995). This awareness is reflected in a rising number of researchers, an increasing number of discussions and journals in the field, and the establishment of many entrepreneurship research centres (Landström, Frank & Veciana, 1997; Ireland et al., 2005). The study of individual differences attempts to recognize those individuals who could become entrepreneurs. Individual differences consist of psychological traits (e.g., need for achievement, risk-taking ability) and non-psychological traits (e.g., education level). Both psychological and non-psychological qualities have been used in attempts to differentiate entrepreneurs from non-entrepreneurs (e.g. Brockhaus, 1982. (Wu, 2009)) Entrepreneurship has been considered as one of the most important factors in the development of a country. Global, around 12 per cent of adult people is involved in entrepreneurial activities. Entrepreneurship seems to be a feasible mode of contribution to economic development in a country like India, which is still facing the challenges of poverty - a person may have potential to be entrepreneur but not make any change into entrepreneurship till the time they have such intentions (Mohammad Ismail et al., 2009). Birds (1988) said that entrepreneurial intention refers to individuals’ states of mind that intended at creating new venture, developing new business concept or creating new value inside existing firms.

THE SURVEY

The major parameters surveyed in this report are Entrepreneurial Orientation, Entrepreneurial Intention and various socio-demographic, cultural facets of the sample. Individual differences in Self Esteem, Performance, Social and Appearance were also measured in a Likert Scale. Convenience Sampling was used.

Demographic Profile of the Sample: A total of 460 students were interviewed from in and around West Bengal, out of them 286 were male and 174 were female. The percentage of male were 62.2 and female were 37.8. Out of this 286 males, 144 belonged to urban area and rest 142 belonged to semi urban area. Similarly, out of the 174 female 83 belonged to urban area and 91 belonged to semi urban area. The sample consisted of college students whose ages were between 16 to 25 and they were divided into two groups i.e., Engineering and Non-Engineering students. Out of the 460 respondent’s 227 respondents were from urban area and 233 were from semi urban area. Out of the 460 respondents, 1 respondent was from Assam, 1 from Bhutan, 28 from Bihar, 1 from

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Germany, 2 from Chhattisgarh, 23 from Jharkhand, 1 from Maharashtra, 1 from Nagaland, 2 from Orissa, 3 from Punjab, 2 from Rajasthan, 1 from Tripura, 5 from Uttar Pradesh and rest 389 from West Bengal. About 84.6% of total respondents were from West Bengal, 6.1% from Bihar, 5% from Jharkhand and rest 4.3% respondents were from Bhutan, Assam, Chhattisgarh, Maharashtra, Nagaland, Orissa, Punjab, Germany, Tripura, and Uttar Pradesh. Out of the 460 respondents 227 respondents were from urban area and 233 were from semi urban areas. Out of the entire sample population, 55% of total respondents, i.e., 253 students were from Engineering (Technical) Stream, 76 students, i.e., 16.5% of total respondents were from Management Stream and 116 students, i.e., 25.2% were from other departments. There were 156 engineering students from urban area and 97 engineering students were from semi urban area, 58 management students were from urban area and 18 management student were from semi urban area, 116 students who were in other department 8 of them were from urban area and rest 108 were from semi urban area.

Table-1: Department Urban Cross tabulation

<table>
<thead>
<tr>
<th>Department</th>
<th>Urban</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Not Ticked</td>
<td>Ticked</td>
</tr>
<tr>
<td>Engineering</td>
<td>97</td>
<td>156</td>
</tr>
<tr>
<td>Management</td>
<td>18</td>
<td>58</td>
</tr>
<tr>
<td>Others</td>
<td>108</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>223</td>
<td>222</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-2: Department Semi Urban Cross Tabulation

<table>
<thead>
<tr>
<th>Department</th>
<th>Semi Urban</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Not Ticked</td>
<td>Ticked</td>
</tr>
<tr>
<td>Engineering</td>
<td>156</td>
<td>97</td>
</tr>
<tr>
<td>Management</td>
<td>58</td>
<td>18</td>
</tr>
<tr>
<td>Others</td>
<td>8</td>
<td>108</td>
</tr>
<tr>
<td>Total</td>
<td>222</td>
<td>223</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

The respondents were divided into two group based on their education stream. 349 students were from engineering department and 141 students were from other departments. In engineering department 17.4% students were from IT department, 16.1% students were from EE department, 6.5% were from CSE department. And in Other department 10% students were from BBA department, 5.4% from BCA department, 8.3% were from BA department, 6.5% from B.Com department and 8.3% from B.Sc. department.

Table-3: Respondent’s Stream Engineering & Management

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>141</td>
<td>30.7</td>
<td>30.7</td>
<td>30.7</td>
</tr>
<tr>
<td>BBA</td>
<td>46</td>
<td>10.0</td>
<td>10.0</td>
<td>40.7</td>
</tr>
<tr>
<td>BCA</td>
<td>25</td>
<td>5.4</td>
<td>5.4</td>
<td>46.1</td>
</tr>
<tr>
<td>CIVIL</td>
<td>23</td>
<td>5.0</td>
<td>5.0</td>
<td>51.1</td>
</tr>
<tr>
<td>CSE</td>
<td>30</td>
<td>6.5</td>
<td>6.5</td>
<td>57.6</td>
</tr>
<tr>
<td>EC</td>
<td>2</td>
<td>.4</td>
<td>.4</td>
<td>58.0</td>
</tr>
<tr>
<td>ECE</td>
<td>23</td>
<td>5.0</td>
<td>5.0</td>
<td>63.0</td>
</tr>
<tr>
<td>EE</td>
<td>74</td>
<td>16.1</td>
<td>16.1</td>
<td>79.1</td>
</tr>
<tr>
<td>EIE</td>
<td>2</td>
<td>.4</td>
<td>.4</td>
<td>79.6</td>
</tr>
<tr>
<td>ICE</td>
<td>2</td>
<td>.4</td>
<td>.4</td>
<td>80.0</td>
</tr>
<tr>
<td>IT</td>
<td>80</td>
<td>17.4</td>
<td>17.4</td>
<td>97.4</td>
</tr>
<tr>
<td>MBA</td>
<td>6</td>
<td>1.3</td>
<td>1.3</td>
<td>98.7</td>
</tr>
<tr>
<td>MECL</td>
<td>6</td>
<td>1.3</td>
<td>1.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>460</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Among the 460 respondents, 193 students were in first year, 153 were in second year, 102 were in third year and 12 students were in fourth year. Out of 193 first year students, 109 students were from semi urban area and 84 students were from urban area.
of 153 second year students, 86 students were from urban area and 67 students were from semi urban area. Out of 102 third year students, 54 students were from urban area and 48 students were from semi urban area. Out of 12 fourth year students, 3 students were from urban area and 9 students were from semi urban area.

Among the 460 respondents, 176 students had annual family income below 120000, 97 students had annual family income between 120001-180000, 93 students had annual family income between 180001-240000 and rest 94 students had annual family income above 240000. Percentage of students having annual family income below 120000 were 38.3, percentage of students having family income between 120001-180000 were 21.1, percentage of students having annual income between 180001-24000 were 20.2, and the percentage of students having annual family income more than 240001 were 20.3.

### Table-4: Respondent’s Annual Family Income

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 120000</td>
<td>38.3</td>
<td>38.3</td>
<td>38.3</td>
</tr>
<tr>
<td>120001-180000</td>
<td>21.1</td>
<td>21.1</td>
<td>59.3</td>
</tr>
<tr>
<td>180001-240000</td>
<td>20.2</td>
<td>20.2</td>
<td>79.6</td>
</tr>
<tr>
<td>240001 and Above</td>
<td>20.3</td>
<td>20.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

### Sources: Authors Compilation

Out of the population, 74 students out of 176, who had income below Rs. 120000 were from urban area and 102 students were from semi urban area. 47 students out of 97 respondents, who had annual family income between Rs. 120001-180000 were from urban area and 50 students were from semi urban area. Out of 93 students who had family income between Rs. 180001-24000 where 51 students were from urban area and 42 students were from semi urban area. A total of 55 students were from urban area and 39 were from semi urban area out of the 94 respondents who had annual family income more than Rs. 240001.

A total of 153 students i.e. 33.3% out of 460 respondents had come from business background, 142 students i.e. 30.9% of total respondents had come from a family working in private sector, 133 students i.e. 28.9% of total respondents had come from a family having govt. service. And rest 7% students had come from a family who are engaged with other occupation.

### Table-5: Respondent’s Family Background

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>33.3</td>
<td>33.3</td>
<td>33.3</td>
</tr>
<tr>
<td>Private Service</td>
<td>30.9</td>
<td>30.9</td>
<td>64.1</td>
</tr>
<tr>
<td>Government Service</td>
<td>28.9</td>
<td>28.9</td>
<td>93.0</td>
</tr>
<tr>
<td>Others</td>
<td>7.0</td>
<td>7.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

### Sources: Authors Compilation

About 77 students out of the total 153 respondents who belonged to business background were from urban area and 76 students were from semi urban area. 56 students out of 142 were from urban area and 86 were from semi urban area. 78 students out of total 133 who belonged to a family having govt. service were from urban area and 55 were from semi urban area. And the 32 students whose families belonged to other occupation, half of them were from urban area and other half of them were from semi urban area.

### Table-6: Family Background Urban Cross Tabulation

<table>
<thead>
<tr>
<th>Family Background</th>
<th>Not Ticked</th>
<th>Ticked</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>76</td>
<td>77</td>
<td>153</td>
</tr>
<tr>
<td>Private Service</td>
<td>86</td>
<td>56</td>
<td>142</td>
</tr>
<tr>
<td>Government Service</td>
<td>55</td>
<td>78</td>
<td>133</td>
</tr>
<tr>
<td>Others</td>
<td>16</td>
<td>16</td>
<td>32</td>
</tr>
<tr>
<td>Total</td>
<td>233</td>
<td>227</td>
<td>460</td>
</tr>
</tbody>
</table>

### Sources: Authors Compilation
Table-7: Family Background Semi Urban Cross Tabulation

<table>
<thead>
<tr>
<th>Family Background</th>
<th>Semi Urban</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Not Ticked</td>
<td>Ticked</td>
</tr>
<tr>
<td>Business</td>
<td>77</td>
<td>76</td>
</tr>
<tr>
<td>Private Service</td>
<td>56</td>
<td>86</td>
</tr>
<tr>
<td>Government Service</td>
<td>78</td>
<td>55</td>
</tr>
<tr>
<td>Others</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td>227</td>
<td>233</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

In this project to analyse the questionnaire survey we have used MS Word 2007, MS Excel 2007 and SPSS version 16.

Research Questions and the Corresponding Findings

The Research Questions are denoted by R (R1, R2, …, R13) and the corresponding Findings are denoted by F (F1, F2, …, F13).

They are as follows:

R1: What is the biggest threat of entrepreneurship in West Bengal?

F1: To find the answer of this question we had given 7 options to the respondents i.e. lack of capital, Govt. regulation, Social barrier, Lack of entrepreneurship education and others. 32.8% of respondents answered option 1, i.e., Lack of capital, 33.9% of respondents thought that Govt. Regulation is the biggest threat of entrepreneurship 12% of total respondents went with social barrier, 15% respondents answered lack of entrepreneurship education and 5.4% respondent ticked on others. Total 99.8% students answered this question and the rest 0.2% students did not answer. The table mentioned below defines the biggest threat of entrepreneurship in West Bengal as perceived by the respondents.

Table-8: Biggest Threat of Entrepreneurship in WB as Perceived by the Students

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>2</td>
<td>.4</td>
<td>.4</td>
</tr>
<tr>
<td>Lack of Capital</td>
<td>151</td>
<td>32.8</td>
<td>32.9</td>
</tr>
<tr>
<td>Government Regulation</td>
<td>156</td>
<td>33.9</td>
<td>34.0</td>
</tr>
<tr>
<td>Social Barrier</td>
<td>55</td>
<td>12.0</td>
<td>12.0</td>
</tr>
<tr>
<td>Lack of Entrepreneurship Education Awareness</td>
<td>69</td>
<td>15.0</td>
<td>15.0</td>
</tr>
<tr>
<td>Others</td>
<td>25</td>
<td>5.4</td>
<td>5.4</td>
</tr>
<tr>
<td>9</td>
<td>1</td>
<td>.2</td>
<td>.2</td>
</tr>
<tr>
<td>Total</td>
<td>459</td>
<td>99.8</td>
<td>100.0</td>
</tr>
<tr>
<td>Missing</td>
<td>System</td>
<td>.2</td>
<td>.2</td>
</tr>
<tr>
<td>Total</td>
<td>460</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

R2: What are the perceived qualities of an entrepreneur?

F2: To know the qualities of an entrepreneur we had given ten options to the respondents’ i.e., copes with failure, dependent, persistent, opportunities seeker, risk taker, fearless, unique and distinctive, creative, innovative and others. About 73.3% respondents choose scope with failure, 80.2% choose dependent, 81.7% choose persistent, 68.7% choose opportunity seeker, 45% choose risk taker, 57.2% choose fearless, 72.8% choose unique and distinctive, 58.9% choose creative, 58.9% choose innovative and major percentage of respondent i.e., 95% for an entrepreneur should have other qualities along with this qualities.

R3: What is the student opinion towards innovation?

F3: Innovativeness is an integral part of entrepreneurship. We had asked the student how innovative they are in terms of experiment, 29.1% respondents said that they are very experimental, 37% respondents said they are somewhat experimental, 17.2% respondent said they are average, 13.9% respondent said they are conservative and rest 2.8% respondent said they are extremely conservative when it comes to experiment. The following table defines the statement mentioned above.
R4: How long students stick with an idea before giving up?

F4: We had asked the students that how long do they stick with an idea before giving up, about 35% respondents said they stick with an idea for some days, 50.7% respondent said they stick for some months and rest 14.3% said they stick with an idea for some years before giving up. The above statements are described in the following table.

Table 9: Respondent’s Patience

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some Days</td>
<td>161</td>
<td>35.0</td>
<td>35.0</td>
</tr>
<tr>
<td>Some Months</td>
<td>233</td>
<td>50.7</td>
<td>85.7</td>
</tr>
<tr>
<td>Some Years</td>
<td>66</td>
<td>14.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>460</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

R5: What is the individual biggest fear of the students?

F5: We had given four options in front of the students to know their individual biggest fear, and 45.4% students said their biggest fear is failure, 18.3% students said being mediocre is their biggest fear, 28.9% students ticked for losing creativity and 7% students said they have other fear. We have attach the below table to support our finding.

Table 10: Respondent’s Biggest Fear

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Failure</td>
<td>209</td>
<td>45.4</td>
<td>45.4</td>
</tr>
<tr>
<td>Being Mediocre</td>
<td>84</td>
<td>18.3</td>
<td>63.7</td>
</tr>
<tr>
<td>Losing Creativity</td>
<td>133</td>
<td>28.9</td>
<td>92.6</td>
</tr>
<tr>
<td>Others</td>
<td>32</td>
<td>7.0</td>
<td>99.6</td>
</tr>
<tr>
<td>5</td>
<td>2</td>
<td>.4</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>460</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

R6: What is the student’s intention towards entrepreneurship?

F6: About 11.3% respondents had current intention to open business, 30.4% respondents had intention to open business in next three years and 58.3% respondents had intention to open business in undefined future.

Table 11: Respondent’s Entrepreneurial Intention

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Intention to Open Business</td>
<td>52</td>
<td>11.3</td>
<td>11.3</td>
</tr>
<tr>
<td>To Open Business during Next Three years</td>
<td>140</td>
<td>30.4</td>
<td>41.7</td>
</tr>
<tr>
<td>Will to open Business in Undefined Future</td>
<td>268</td>
<td>58.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>460</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

R7: What according to the students is the three most important barrier of youth entrepreneurship as perceived by the students?

F7: We wanted to know what according to the students are the three most important barriers of youth entrepreneurship and to get the answer we had given those six options i.e. problem with administration, lack of financing, lack of business support, lack of entrepreneur education, social and cultural condition and others. Among the 460 students 70.7% students thought administration problem is one of the most important barriers in entrepreneurship, 76.5% students thought lack of finance is the barrier, 49.8% students ticked on lack of business support, 38.5% students thought lack of entrepreneur education is one of the most important barriers in youth entrepreneurship and 14.1% students said that there are some other barriers for youth entrepreneurship.

R7.1: What are the first, second and third important barriers in administration regarding entrepreneurship as perceived by the students?
F7.1: We further wanted to know from the students who ticked on problem with administration as the important barrier in youth entrepreneurship, what are the first, second and third preferences in administration problem. As per the response of the samples in the first preference 17.6% students choose high administration cost, 13% students choose complex tax system, 16.7% students choose complicated legal system, 12% students choose lack of transparency in administration problem, 3.5% choose ineffective intellectual property protection rights, 5.4% students choose unfavourable bankruptcy laws and 3.5% choose ineffective competition laws.

In the second preference, 5% students choose high administration cost, 14.3% students choose complex tax system, 18.7% students choose complicated legal system, 13.3% students choose lack of transparency in administration problem, 10.9% choose ineffective intellectual property protection rights, 5.4% students choose unfavourable bankruptcy laws and 4.1% choose ineffective competition laws.

In the third preference, 9.1% students choose high administration cost, 7.2% students choose complex tax system, 13.5% students choose complicated legal system, 11.7% students choose lack of transparency in administration problem, 10.2% choose ineffective intellectual property protection rights, 9.8% students choose unfavourable bankruptcy laws and 10% choose ineffective competition laws.

R7.2: What are the first, second and third important barriers in financing regarding entrepreneurship as perceived by the students?

F7.2: In the first preference 22% students choose financial credibility to take out a loan, 14.1% students ticked on lack of knowledge on different financial possibilities, 19.6% choose lack of personal savings, 7.4% choose complicated credit process, 9.8% choose long waiting time for financial support, 3.3% choose lack of financial sources.

In the second preference 10.7% students choose financial credibility to take out a loan, 12.8% students ticked on lack of knowledge on different financial possibilities, 17% choose lack of personal savings, 16.1% choose complicated credit process, 13.5% choose long waiting time for financial support, 6.1% choose lack of financial sources.

In the third preference 13.9% students choose financial credibility to take out a loan, 11.5% students ticked on lack of knowledge on different financial possibilities, 13.5% choose lack of personal savings, 11.5% choose complicated credit process, 15.7% choose long waiting time for financial support, 9.8% choose lack of financial sources.

R7.3: What are the first, second and third important barriers in business support regarding entrepreneurship as perceived by the students?

F7.3: In the first preference, 11.1% students choose lack of knowledge on business support, 10% students choose lack of business connection, 8.5% choose lack of work place, 8% students choose lack of business training, 3.9% choose lack of advice agencies, 4.8% choose lack of mentor’s programmes, and 3.9% choose lack of forums.

In the second preference, 7.4% students choose lack of knowledge on business support, 9.1% students choose lack of business connection, 7.4% choose lack of work place, 11.1% students choose lack of business training, 4.6% choose lack of advice agencies, 5.9% students choose lack of mentor’s programmes, and 4.8% choose lack of forums.

In the third preference, 7.6% students choose lack of knowledge on business support, 7.8% students choose lack of business connection, 8.3% choose lack of work place, 8% students choose lack of business training, 4.8% choose lack of advice agencies, 7% students choose lack of mentor’s programmes, and 6.3% choose lack of forums.

R7.4: What are the first, second and third important barriers in entrepreneur education regarding entrepreneurship as perceived by the students?

F7.4: In the first preference, 13% students choose lack of practical business skill education, 7.2% students choose lack of information on different possibilities of start-up funds, 4.3% students ticked on lack of learning about business administration process, 6.7% students ticked on lack of working business support, 5.7% students choose creating a positive image in society, 3.3% choose lack of creation of entrepreneur attitude.

In the second preference, 4.6% students choose lack of practical business skill education, 12.2% students choose lack of information on different possibilities of start-up funds, 5.4% students ticked on lack of learning about business administration process, 8.9% students ticked on lack of working business support, 6.3% students choose creating a positive image in society, 2.8% students choose lack of creation of entrepreneur attitude.
In the third preference, 7.4% students choose lack of practical business skill education, 7% students choose lack of information on different possibilities of start-up funds, 6.3% students ticked on lack of learning about business administration process, 6.5% students ticked on lack of working business support, 6.1% students choose creating a positive image in society, 6.7% students choose lack of creation of entrepreneur attitude.

**R7.5: What are the first, second and third important barriers in social condition regarding entrepreneurship as perceived by the students?**

**F7.5:** In the first preference, 15.4% students choose fear of failure, 9.8% students choose lack of familiarly with business world, 10.9% students choose lack of experience, 7.4% students choose lack of skills, 3.5% students choose lack of family support, and 2.2% students choose no role model in family.

In the second preference, 6.1% students choose fear of failure, 8.7% students choose lack of familiarly with business world, 13.7% students choose lack of experience, 11.1% students choose lack of skills, 5.4% students choose lack of family support, and 3.9% students choose no role model in family.

In the third preference, 6.7% students choose fear of failure, 9.1% students choose lack of familiarly with business world, 10.4% students choose lack of experience, 8.7% students choose lack of skills, 9.6% students choose lack of family support, and 4.1% students choose no role model in family.

**R8: What is the risk taking ability of the students?**

**F8:** To know the risk taking ability of the students we had asked them to place rating on certain statements that would define their own self.

The first statement that was given was: *I like to take bold action by venturing into the unknown.*
18.7% students strongly disagreed to this statement, 20.9% students disagreed, 27.6% students ticked on average, 24.3% students agreed and rest 8.5% students strongly agreed to this statement.

The second statement given was: *I am willing to invest a lot of time and/or money on something that might yield a high return.*
8.9% students strongly disagreed to this statement, 20% students disagreed, 29.6% students ticked on average, 26.1% students agreed to this statement and rest 15.4% students strongly agreed to this statement.

The third statement given was: *I tend to act 'boldly' in situations where risk is involved.*
6.3% respondents strongly disagreed to this statement, 20.7% students disagreed, 32.8% students ticked on average, 26.5% students agreed and 13.7% students strongly agreed to this statements.

**R9: How innovative the students are?**

**F9:** To know the innovativeness of the students we had asked them to place rating on certain statements that would define their own self.

The first statement given was: *I often like to try new and unusual activities that are not typical but not necessarily risky.*
6.5% students strongly disagreed to this statement, 16.7% student disagreed, 29.8% student ticked on average, 34.3% students agreed and rest 12.6% students strongly agreed.

The second statement given was: *I tend to do things the same and not try different, unproven approaches.*
15.7% students strongly disagreed to this statement, 28.7% students disagreed to this statement, 26.5% students rated average, 22% students rated agree and 7% students strongly agreed.

The third statement was: *I prefer to try my own unique way when learning new things rather than doing it like everyone else does.*
5.9% students strongly disagreed to this statement, 11.3 students disagreed to this statement, 29.6% students rated average, 31.7% students rated agree and 21.5% students strongly agreed.

The fourth statement was: *I favour experimentation and original approaches to problem solving rather than using methods others generally use for solving problems.*
7.2% students strongly disagreed to this statement, 17.4% students disagreed to this statement, 26.5% students rated average, 33.3% students rated agree and 15.7% students strongly agreed.
R10: What do the students think in terms of proactiveness?

F10: To know the proactiveness of the students we had asked them to place rating on certain statements that would define their own self.

The first statement given was: I usually act in anticipation of future problems, needs or changes.  
The second statement given was: I tend to plan ahead on projects.  
7.2% students strongly disagreed to this statement, 12% students disagreed to this statement, 28.3% students rated average, 32.2% students rated agree and 20.4% students strongly agreed.

The third statement given was: I prefer to 'step up' and get things going on projects rather than sit and wait for someone else to do it.  
7.6% students strongly disagreed to this statement, 14.8% students disagreed to this statement, 21.3% students rated average, 31.3% students rated agree and 25% students strongly agreed.

R11: Are the students satisfied with their performances?

F11: To know whether the students are satisfied with their performance or not we had asked them to place rating on certain statements that would define their own self.

The first statement given was: I feel confident about my abilities.  
7.8% students strongly disagreed to this statement, 12.2% student disagreed, 22.4% students ticked on average, 30.4% students agreed and rest 27% students strongly agreed.

The second statement given was: I feel frustrated or rattled about my performance.  
19.6% students strongly disagreed to this statement, 27.4% student disagreed, 26.3% students ticked on average, 17.2% students agreed and rest 9.6% students strongly agreed.

The third statement given was: I feel that I am having trouble understanding things that I read.  
17.4% students strongly disagreed to this statement, 30% student disagreed, 27.6% students ticked on average, 15.7% students agreed and rest 9.3% students strongly agreed.

The fourth statement given was: I feel as smart as others.  
9.8% students strongly disagreed to this statement, 13% student disagreed, 31.5% students ticked on average, 29.3% students agreed and rest 16.3% students strongly agreed.

The fifth statement given was: I feel confident that I understand things.  
7.4% students strongly disagreed to this statement, 11.1% student disagreed, 28.9% students ticked on average, 33.7% students agreed and rest 18.9% students strongly agreed.

The sixth statement given was: I feel that I have less scholastic ability right now than others.  
13.9% students strongly disagreed to this statement, 20.9% student disagreed, 30.2% students ticked on average, 22.8% students agreed and rest 12% students strongly agreed.

The seventh statement given was: I feel like I’m not doing well.  
13% students strongly disagreed to this statement, 28.7% student disagreed, 30.7% students ticked on average, 18% students agreed and rest 8.7% students strongly agreed.

R12: Are the students satisfied with their appearances?

F12: To know whether the students are satisfied with their appearance or not we had asked them to place rating on certain statements that would define their own self.

The first statement given was: I feel satisfied with the way my body looks right now.  
8.5% students strongly disagreed to this statement, 15.4% student disagreed, 27.8% students ticked on average, 31.3% students agreed and rest 17% students strongly agreed.

The second statement given was: I feel that others respect and admire me.  
9.8% students strongly disagreed to this statement, 12.8% student disagreed, 30% students ticked on average, 33% students agreed and rest 14.1% students strongly agreed.
The third statement given was: I am dissatisfied with my weight. 18.9% students strongly disagreed to this statement, 22.8% student disagreed, 24.8% students ticked on average, 18.9% students agreed and rest 14.6% students strongly agreed.

The fourth statement given was: I feel good about myself. 7.4% students strongly disagreed to this statement, 13.5% student disagreed, 28.9% students ticked on average, 28.7% students agreed and rest 21.5% students strongly agreed.

The fifth statement given was: I am pleased with my appearance right now. 89% students strongly disagreed to this statement, 13.5% student disagreed, 28.7% students ticked on average, 30.4% students agreed and rest 18.5% students strongly agreed.

The sixth statement given was: I feel unattractive. 25.4% students strongly disagreed to this statement, 27.2% student disagreed, 26.1% students ticked on average, 12.8% students agreed and rest 8.5% students strongly agreed.

R13: Are the students concerned about the social impression they are making?

F13: To know whether the students are concerned about the social impression they are making or not we had asked them to place rating on certain statements that would define their own self.

The first statement given was: I am worried about whether I am regarded as a success or failure. 10.2% students strongly disagreed to this statement, 18% student disagreed, 34.3% students ticked on average, 27% students agreed and rest 10.2% students strongly agreed.

The second statement given was: I feel self-conscious. 12.2% students strongly disagreed to this statement, 16.3% student disagreed, 28.5% students ticked on average, 29.8% students agreed and rest 13% students strongly agreed.

The third statement given was: I feel displeased with myself. 23% students strongly disagreed to this statement, 27.8% student disagreed, 27.8% students ticked on average, 15.2% students agreed and rest 6.1% students strongly agreed.

The fourth statement given was: I am worried about what other people think of me. 20.4% students strongly disagreed to this statement, 20% student disagreed, 32.6% students ticked on average, 18.5% students agreed and rest 8.5% students strongly agreed.

The fifth statement given was: I feel inferior to others at this moment. 12.6% students strongly disagreed to this statement, 20.9% student disagreed, 36.7% students ticked on average, 21.1% students agreed and rest 8.7% students strongly agreed.

The sixth statement given was: I feel concerned about the impression I am making. 12.4% students strongly disagreed to this statement, 17% student disagreed, 32.4% students ticked on average, 28.5% students agreed and rest 9.8% students strongly agreed.

The seventh statement given was: I am worried about looking foolish. 12.4% students strongly disagreed to this statement, 17% student disagreed, 32.4% students ticked on average, 28.5% students agreed and rest 9.8% students strongly agreed.

CONCLUSION

This study was intended to know the various attributes & opinions related to entrepreneurship as perceived by college students in terms of their frequencies. The above findings show all the relevant data.

LIMITATIONS

Although this project was carefully prepared, still we are aware of its limitations. First of all the sample size could be increased given more time and budget. Second, we have conducted the survey using closed ended questions which may have a lesser validity rate compared to other question types. Third, the respondents may not be completely aware of their reasons for choosing an answer due to lack of interest.
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ROLE OF ‘DIGITAL WALLET’ AS BEST FUTURE PAYMENT SOLUTION

Ramesh G. K. 36

ABSTRACT

Digital India programme launched on 2nd July 2015 is a programme of India to transforms India into digital empowered society and knowledge economy. It is an ambitious programme projected at Rs. 113000 crores. Digital India consist of three core elements. These are (1) Digital Infrastructure, (2) Delivery of services digitally and (3) digital literacy. Digitalization helps state, central governments and union territories. The existing ongoing e-governance imitative would be revamped to align them with the principles of Digital India. Digitalization ensures that government services are available to all citizens electronically.

Digital India offers multiple benefits to India. The various benefits of Digital India programme are (1) creators of digital infrastructure and electronic manufacturing in Native India, (2) A digital empowerment of Native Indian people, (3) Delivery of all government services electrically (E-Governance). Digitalization program by 2020 makes India is a super power in the area of electronics and helps in decreasing crimes, helps getting things done easily.

Introduction of plastic money because of advent of information technology and digitalization might have lessened the carry of currency but brought some related problems like loss of cards, fraudulent usages and so on. Internet provided full freedom from physical possession and further added safe mobility of humans and identify themselves on easy access to their requirements of value from any corner of the globe. These access devices consist of personal computer, mobile phone, smart phone, personal digital assistance, games consoles and internet appliances. Therefore, digital wallet has made its appearance, which is found everywhere. They are free from the constraints of physical world, which is a necessary element for today’s environment.

KEYWORDS

Plastic Cards, Digitalization, Vendors, Cell Phone, Internet, Physical Objects etc.

INTRODUCTION

Digitalization in India is a programme to prepare India for a knowledge future. Digitalization was accorded as a program to transfer India into digital empowered society and knowledge economy. The digital India provides a great momentum and progress for e-governance and would promote inclusive growth, which the last man in the society is included for all socio economic programmes and helps to bring untouched, unassessed, and ignored to the modern stream.

The Prime Minister of India Sri Narendra Modi launched digital India on 2nd July 2015 with the main motto of connecting rural areas with high speed Internet network and improving digital literacy. With the emerging information technology and digitalization, the concept of value was transferred from physical objects like coins and or currency notes to plastic cards with the magnetic strip carrying unique personal information for identification. The plastic cards give value through a global network of automatic teller machine. However, plastic card could not fully provide safety and security. It attempted to reduce the risk but the risk of loss of card, fraudulent use etc. are always associated with plastic cards.

Significant Digital Wallet Players

Table-1

<table>
<thead>
<tr>
<th>Types of Digital Wallet Players</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile Platform</td>
<td>Google, Apple</td>
</tr>
<tr>
<td>Merchants / Retailers</td>
<td>Walmart, Target, Starbucks</td>
</tr>
<tr>
<td>Payment Provides</td>
<td>Visa, MasterCard, Discovery</td>
</tr>
<tr>
<td>Mobile Network Operations</td>
<td>Spint, Varzon, T-Mobile</td>
</tr>
<tr>
<td>Banks</td>
<td>US Bank, Bank of America</td>
</tr>
<tr>
<td>Software Startup</td>
<td>Squares, ISIS</td>
</tr>
</tbody>
</table>

Sources: Subodh Kesharwani et. al. (2016)

36Assistant Professor, Department of Commerce, Government First Grade College, Karnataka, India, gkramesh72@yahoo.com
Types of Digital Wallets

Wallets as of now may be classified into the broad function based categories:

Client Side Wallets

The user maintains the client side wallet him / her. Therefore may download and install a program and then enters his / her relevant payment and shipping information. All these types of transactions can be stored in personal computer.

Server side wallets

The company that support the digital wallet maintains the digital wallet unlike the previous. These are very much standardized when compare to the client side wallets.

OBJECTIVES

The objectives of the present study includes the following:

- To know the reasons behind using digital wallets.
- To know the popularly reasons of digital wallets.
- To know major issues regarding usage of digital wallet.
- To study the usage of different digital wallets and acceptance level of local vendors.

Hypotheses

- There are no reasons behind the use of a digital wallet.
- Popularity reasons exists in the study area for its use.
- Different modes of digital wallets are used.
- Digital wallets are not accepted.
- There are no major issues regarding the use of digital wallet.

Limitations

The study is confined only to the Bengaluru rural district. Financial and time constraints are particular and reminders through e-mail were sent requesting to provide data.

RESEARCH METHODOLOGY

Both primary and secondary data has used in this study which is confined only to Bengaluru rural district. 100 respondents mainly targeting and younger generation, retailers, wholesalers, were covered. These respondents were asked to fill an online questionnaire via e-mail. This data was collected to investigate about digital wallets in a formal way. Convenient sampling technique was used in identifying the prospective respondent. An attempt was made to cover all possible respondents from different field.

REVIEW OF LITERATURE

Subodh Keshawarni et. al. (2016) have stated that electronic wallet is going to be virtual reality of future transactions. Further, they have stated that building customer engagement and sustaining retention is the key to the success and popularity of digital wallet.

Chandini, BV et. al. (2016) are of the opinion that the digital India vision provides the intensified impetus for further momentum and progress for e-governance and promoter inclusive growth in the countries.

Anuska et al. (2016) expressed that announcement of digital India campaign has improved the performance of capital market.

SURVEY FINDINGS

Table-2 reveals the reasons behind using digital wallet. These reasons vary from new technology to incentives. Out of 100 respondents 60 strongly agreed over the stated reasons for using digital wallet, 31 agreed and 9 respondents stood as neutrals.
ANOVA quantitative metric fails to accept the null hypotheses and accepts the alternative. Therefore, it can be concluded have that there are reasons behind the use of a digital wallet.

Table-3 reveals information about popularity reasons of digital wallets. Table reveals that common reasons for the popularity of digital wallet has been supply and round the clock availability. Chi-square statistical tool accept the null hypotheses and it can be said that popularity reasons exists in the study area.

Table-4 highlights about use of different digital wallet and pay tm is the highest among the three.

Table-5 reveals data about acceptance by the local vendors. 65% and rest not accepting accept digital wallets.

Table-6 reveals data a major issues no grounding usage of digital wallets. These issues are measured and presented in the table. These are vary from awareness to complexity. Ranking of issues reveals that availability as rank one, awareness ranks 2, and availability of smart phone as third rank. The unavailability of smartphone may be one of the other major reasons, as some is not available.

**CONCLUSION**

The success of digital wallet usage much dependents upon building customer engagement and retention of loyal customers and these variables acts as drivers of popularizing digital wallets. Further, however, the major challenge lies in the acceptance of wallet payments by local merchants. In this study, an attempt is made to identify reasons behind use of digital wallets, popularity reasons of digital wallets, popular companies, acceptance by local vendors and major issues regarding usage of digital wallet. The future of digital wallets usage may be more when compare to present day.

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Retrieved from [http://makedigitalindia.co.in/](http://makedigitalindia.co.in/)


Appendix

Table-2: Reasons behind using Digital Wallet

<table>
<thead>
<tr>
<th>Reasons</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Technology</td>
<td>21</td>
<td>10</td>
<td>02</td>
<td>33</td>
</tr>
<tr>
<td>Security</td>
<td>12</td>
<td>06</td>
<td>03</td>
<td>21</td>
</tr>
<tr>
<td>Acceptance</td>
<td>09</td>
<td>07</td>
<td>01</td>
<td>17</td>
</tr>
<tr>
<td>Conveyance</td>
<td>10</td>
<td>06</td>
<td>01</td>
<td>17</td>
</tr>
<tr>
<td>Incentives</td>
<td>08</td>
<td>02</td>
<td>02</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>60</td>
<td>31</td>
<td>09</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Questionnaire
Note: SA - Strongly Agree, A - Agree, N - No

Hypotheses

H0: There are no reasons behind the use of a digital wallet
Reject

H1: There are reasons behind the use of a digital wallet
Accept

ANOVA Table

<table>
<thead>
<tr>
<th>Source of Variation</th>
<th>SS</th>
<th>d.f.</th>
<th>m.s.</th>
<th>F-ratio</th>
<th>5% F-limit (From F-table)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between the Sample</td>
<td>261.7335</td>
<td>(3-1)=2</td>
<td>261.7335/2=130.8666</td>
<td>130.8666/11.3=11.58</td>
<td>F (2, 12) = 3.88</td>
</tr>
<tr>
<td>Within the Sample</td>
<td>135.6</td>
<td>(15-3)=12</td>
<td>135.6/12=11.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>397.3335</td>
<td>(15-1)=14</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

ANOVA Analysis

The F calculated value being 11.58 higher than the TV = 3.88@5% level of significance with d.f. V1 = 2 and V2 = 12 fails to accept null hypotheses and hence the alternative is accepted. Therefore, it may be concluded that there are reasons behind purchase of digital wallet.
Table-3: Popularity Reasons of Digital Wallets

<table>
<thead>
<tr>
<th>Reasons</th>
<th>SA</th>
<th>A</th>
<th>LA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability</td>
<td>15</td>
<td>06</td>
<td>02</td>
<td>23</td>
</tr>
<tr>
<td>User friendly</td>
<td>12</td>
<td>05</td>
<td>01</td>
<td>18</td>
</tr>
<tr>
<td>Security</td>
<td>10</td>
<td>04</td>
<td>02</td>
<td>16</td>
</tr>
<tr>
<td>Accepted by merchants</td>
<td>08</td>
<td>07</td>
<td>03</td>
<td>18</td>
</tr>
<tr>
<td>Safety</td>
<td>15</td>
<td>08</td>
<td>02</td>
<td>25</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>30</td>
<td>10</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Questionnaire

Hypotheses

H₀: Popularity reasons exists of digital wallet present in the study area

Chi-square Table

Calculated value 5.5623, significant level 5%, d.f. (r-1) (c-1) = (5-1) (3-1) = 4 x 2 = 8, TV = 15.507

Decision

The calculated value being 5.5623 smaller than the TV = 15.507 @ 5% level of significance with d.f. = 8 accepts the null hypotheses. Therefore, it is concluded here that, popularity reasons exists for digital wallet in the study area.

Table-4: Use of Different Digital Wallets

<table>
<thead>
<tr>
<th>Modes of Digital Wallets</th>
<th>Respondents</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paytm</td>
<td>70</td>
<td>70</td>
</tr>
<tr>
<td>Free Charge</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Mobikwik</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Questionnaire

Table -5: Acceptance of Local Vendors

<table>
<thead>
<tr>
<th>Preferences</th>
<th>Respondents</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>65</td>
<td>65</td>
</tr>
<tr>
<td>No</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Questionnaire

Table-6: Major Issues regarding Usage of Digital Wallet

<table>
<thead>
<tr>
<th>Issues</th>
<th>Respondents</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness</td>
<td>31</td>
<td>02</td>
</tr>
<tr>
<td>Internet Connectivity</td>
<td>40</td>
<td>01</td>
</tr>
<tr>
<td>Availability on Smartphones</td>
<td>15</td>
<td>03</td>
</tr>
<tr>
<td>Limited acceptance</td>
<td>08</td>
<td>04</td>
</tr>
<tr>
<td>Complexity</td>
<td>06</td>
<td>05</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Questionnaire

*****
EXPLORING ATTITUDE DIFFERENCE TOWARD FEMALE MANAGER
AMONG THE EMPLOYEE OF DIFFERENT GENDERS
IN HAWASSA CITY OF SOUTHERN ETHIOPIA

Zerihun Ayalew

ABSTRACT

The main aim of this study was to explore attitude difference toward female manager among the employees of different genders in Hawassa city. Besides, it also attempted to see statistically significant difference between governmental and non-governmental organization employees' attitude toward female managers. To do this, a mixed approach was employed to collect and analyze data for the study. The data was collected from two groups of employees: women managers and employees from governmental and non-governmental organizations. Purposive and systematic random sampling methods were used. The main instruments of data collection were questionnaire and semi-structured interview. Descriptive statistics and independent t-test to determine governmental and NGO's employee attitude toward female manager. The finding of the study revealed that not significant for gender difference in the attitude toward female manager among the employees in attitude toward female manager. [t = 1.611, p > 0.05], but when comparing the mean scores of managers (X = 15.92) having favorable attitude toward female managers and male employee (X = 14.62). With regard to governmental and non-governmental organization employee attitude, it was found that there is no statistically significant difference among employee in their attitude toward female manager in both government and NGO's [t = 2.286, p > 0.05]. Based on the findings of the study, it was concluded that female employees were eager to work with female managers than male managers. Therefore, women should be supported to seek to top management positions with the intention of giving them with the possibilities.

KEYWORDS

Management, Gender, Female etc.

INTRODUCTION

Management is the process of designing and keeping surroundings where in individuals, employee gather in teams, obtain effective decision (Witham, 2004). In this case, it is a manner that a supervisor in distinct institution of labor through employee to attain the objectives of an organization. Likewise managerial positions as jobs held through people who accomplishes work through the pathway of other people, directs the work of an employee and evaluates the development of the Organization in the direction of meeting its goals (Heneman & Judge, 2009).

Today manager apply efficient management in different ways to achieve and stand the organization effective (Ivancevich, 2007). It has been confirmed that management style is combination of managerial behavior, attitude, characteristic, and skill based on individual and organizational values (Mosadeghrad, 2003). Likewise, Cordano et al., (2002) observed that attitude toward women manager found that no cultural differences in the acceptance of women as manager and only sex showed significant differences in acceptance of women manager.

The concept of „gender” is viewed in terms of societal identity of individuals. Social factors, which include behavior, social function, and role, decide if a person is what we recognize as, a person or a female (WHO, 2011).

Female, in other words, is expected to be homemaker, socialize and caretaker below the guidance and help of a man (Lindsey, 2005). In some societies, females are treated as the assets of their husbands. Moreover, they do not perform adequately in their career due to assumptions on women ambitions such as women having less desire and a lesser organization commitment due to family responsibility. These lead to female employees being under-represented in managerial jobs and they were incompetent to breakthrough to the top management positions.

The role of women is vital within the family, outside of the household, and in the improvement setting. However, women suffer from socio-cultural discrimination and feature fewer opportunities in comparison to men for personal growth, education, and employment and in control function. Heilman (2001) stated that women who vary from gender roles are perceived negatively in most societies and this need to be especially true for the ones keeping conservative attitudes in the direction of gender roles. Consequently, it is expected that those holding traditional attitudes toward gender roles can have negative attitudes in the direction of women in managerial roles. In addition, the activities of government and NGO's that are promoting the right of women and
women managerial position still experience discrimination from the subordinate. This idea guided the researcher to explore attitude difference toward female manager among the employee of different genders discharging their Organizational duties at the work place in Hawassa city, southern Ethiopia.

RESEARCH METHODOLOGY

Design of the Study

In this study, the research design is convergent designs. In these designs, researcher collects both quantititative and qualitative data simultaneously, analyze both data elements separately, and then mix the databases by merging the data (Creswell & Plano Clark, 2011). The purpose of selecting such kind of research design was to provide equal value for analyzing both quantititative and qualitative data to understand the problem. Therefore, this design also allow the researcher to describe the specific characteristics of female heads, assess positive and negative views of men and female employee and how they see female manager at the workplaces. It describes what actually exists within a situation such as current practices and situations of different aspects of the research. This study is concerned to explore attitude difference toward female managers among the employee of different genders In Hawassa City, Southern Ethiopia.

Population and Samples

The main purpose of this research was to explore attitude difference toward female managers among the employees of different genders In Hawassa City, Southern Ethiopia. Both probability and non-probability sampling technique were used. Probability sampling techniques was utilized to obtain the representative sample units for this research whereas non-probability sampling method is used here to develop the sample. Among the non-probability sampling methods, purposive sampling was used to draw the sample and Organization. For primary data, out of 26 regional governmental Organizations, 3 and 11 from non-governmental Organization in total six were taken by using purposive sampling technique since employee are supervised or managed by female head managers. The sample was drawn from the total population of employee in the sample Organization was 411. The sample size 78(30%) of male employee were taken by systematic random sampling method because it avoids biasness and helps to generalize data gained from sample employees avoiding an error which can arise from sampling based on the researcher judgment. However, all available women employee (152) and all women manager 33(6) were included in the study. Women manager and female employee were totally included in the study because their size in terms of number are very few compared to men counterparts, and since the study concerned about women issues. With respect to subordinates male employee 30 percent from male sex (male=78, female employee = 152 and women manger = 6). Finally, out of six managerial branches in regional level bureaus, total 236 employees were included in the sample.

DATA ANALYSIS AND DISCUSSION

In this chapter, the findings of the present study were analyzed and discussed in comparison with previous researches. This includes the following aspects: Attitude difference toward female manager among the employee of different genders in Hawassa city. Besides, it also attempted to determine statistically significant difference between governmental and non-governmental Organization employee attitude towards female managers were discussed.

Background Information of the Respondents

The socio-demographic data reveals that regarding the employees gender the majority were males 144 (64. 9.1%) and the females were only 78 (35.1%). In addition, Age of employees ranged from below 25-65 years with the majority were varied from 26-35 years 71 (32%) and the least were 56-65 years 19 (8.6%). The background education of the employees varied from below diploma to Master Degree, majority of the employees were graduates 140 (63.1%) and only 10 (4.5%) of the employees were diploma holders. Furthermore, most of the employees had 6-12 years 67 (30.2%) of experience in various organizations. Among 222 employees background of their marital status majority of employees were married 153 (68.9%), single were 49 (35.1%) and rest of the employees were widowed, separated and divorced were 8 (3.6%), 8 (3.6%) and 4 (1.6%) respectively.

Nature of Employees’ Attitude towards Female Manager in Hawassa City

The research question that addressed in this section is exploring nature of Employees’ Attitude towards female manager in Hawassa city. To assess the nature of employee attitude towards female manager, scale was adapted for gathering data. The initial scale, which consisted of 50 items were used for Hawassa city government and non-government organization officers attitude towards female manager. Therefore, the five point Likert scale was used to explore the respondents’ agreement level with the given statement and had the following five respondents: 1) Strongly disagree 2) Disagree 3) Neutral 4) Agree and 5) strongly agree. Negatively worded items were reverse coded before data analysis. Then, the level of employee attitude was classified as
favorable and less favorable attitude, respectively. Accordingly, level of employee attitude towards female manager presented below in table-1.

Table-1: Attitude Level toward Female Manager

<table>
<thead>
<tr>
<th>Attitude toward Female Manager</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Favorable</td>
<td>78</td>
<td>35.1</td>
</tr>
<tr>
<td>Less Favorable</td>
<td>144</td>
<td>64.9</td>
</tr>
<tr>
<td>Total</td>
<td>222</td>
<td>100</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-1 indicates that only 78 (35.1%) employees had favorable attitude towards the Female manager and majority of the employees 144 (64.9%) reported that they had less favorable attitude towards female manager. In addition to this, interview conduct showed that Because of that less attitude given for women manager from male employees side, officer side that, women are infrequently representing in managerial position of the organization. Female manager respondent said:

Table-2: Gender Difference Attitude toward Female Manager

<table>
<thead>
<tr>
<th>Attitude Dimensions</th>
<th>Sex</th>
<th>Frequency</th>
<th>Mean</th>
<th>S D</th>
<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intellectual Ability</td>
<td>Male</td>
<td>78</td>
<td>14.62</td>
<td>2.381</td>
<td>3.495</td>
<td>0.001**</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>144</td>
<td>15.92</td>
<td>2.782</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stereotype of Women</td>
<td>Male</td>
<td>78</td>
<td>43.68</td>
<td>7.939</td>
<td>1.510</td>
<td>0.133</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>144</td>
<td>42.10</td>
<td>7.182</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emotional Stability</td>
<td>Male</td>
<td>78</td>
<td>24.88</td>
<td>4.784</td>
<td>0.617</td>
<td>0.538</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>144</td>
<td>24.47</td>
<td>4.744</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dual Responsibility</td>
<td>Male</td>
<td>78</td>
<td>14.90</td>
<td>3.107</td>
<td>2.182</td>
<td>0.030*</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>144</td>
<td>15.89</td>
<td>3.297</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Desirability</td>
<td>Male</td>
<td>78</td>
<td>50.79</td>
<td>7.645</td>
<td>3.970</td>
<td>0.000**</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>144</td>
<td>54.45</td>
<td>5.879</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attitude toward</td>
<td>Male</td>
<td>78</td>
<td>148.87</td>
<td>20.211</td>
<td>1.611</td>
<td>0.109</td>
</tr>
<tr>
<td>Female Manager</td>
<td></td>
<td>144</td>
<td>152.83</td>
<td>15.777</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: *Significant at 0.05 level  
**Significant at 0.01 level  
Sources: Authors Compilation

Table-2 depicted that t-value was significant for gender difference in attitude demission Intellectual Abilities (t = 3.49) and Social Desirability (t=3.970) were significant at 0.01 level and Dual Responsibility dimension (t=2.182) was at 0.05 level. By comparing the mean scores female employees (X=15.92, 15.89 and 54.45) having favorable attitude towards females manager that male employees (X= 14.62, 14.90 and 50.79) in these three dimensions and rest of the dimensions were not significant at any level. Moreover, there is also no significant difference between male and female employees regarding their overall attitudes towards female manager at any level and it may be concluded that the gender has no influence on the employees’ attitude. Most of the female manager’s employees confirmed that they are more efficient and effective in their assigned field because besides to their skill and knowledge, women have good attribute such as respectful and supportive. One of the female manager said: “.........Women have the abilities and competences and that it is acceptable for them to work in managerial positions. Most of the female manager had previously not for change, and the majority thought women could work as manager. As we hope that employees seemed aware of changes, and changing cultural and social realities about the work of women as manager this confirms that there are succeeding management position for women in both the social and psychological characteristics ...” (Interview #11, April 18, 2013).

Table-3: Attitude Level and Type of Organization

<table>
<thead>
<tr>
<th>Item</th>
<th>Type of Organization</th>
<th>n</th>
<th>Mean</th>
<th>S D</th>
<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attitude toward Female Manager</td>
<td>Government</td>
<td>133</td>
<td>151.62</td>
<td>18.302</td>
<td>0.194</td>
<td>0.846</td>
</tr>
<tr>
<td></td>
<td>Non-Government</td>
<td>89</td>
<td>151.16</td>
<td>16.380</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
From the table-3, it is seen that ‘t’ value 0.194 was obtained, it depict that there is no significance difference in attitude towards female manager between employees of government and non-governmental organizations. It may be concluded that type of organization had no influence on employees overall attitude towards female managers and the individual dimensions of attitude had been examined and the results have been in the table 3. Similarly, the study measured the insignificant difference in the women management in both non-profit and public sector in relations to employee attitude. Because, there were more women in management position, revealed that altering the attitudes of men and women towards women in management is rising. (Thembelihle, 2013).

CONCLUSION AND RECOMMENDATIONS

Conclusion

Based on the results of the study, the following conclusions were made, concerning gender differences in overall attitude towards female manager, it shows no significant difference, but employees (X=15.92, 15.89 and 54.45) having higher favorable attitude towards females manager that male employees (X= 14.62, 14.90 and 50.79). Form this study infer that male subordinates were less positive attitude for female manager than those of female subordinates for female manager. therefore, researcher to conclude that male female subordinates employees are eager to work with female manager because they believe that female heads also possess identical qualities and characteristics to manage managerial positions

Recommendations

Based on the findings of the study, the vital recommendations were forwarded for existing governmental and non-governmental organization and other concerning bodies. Government policy like affirmative action have to be practical and the organization has to plan to narrow the existing gender gap in management position by designing different strategy since women are more responsible, commitment to their job, Moreover both governmental and non-governmental organization need to play its vital cultivate on attitude dimension of dual responsibilities. Because they established for gender must now not be a barrier to be in better positions and exert their attempt to improve women participation as managers. Finally, women should be supported to seek to top management positions with the attention of giving them with the possibilities.

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CORPORATE SOCIAL RESPONSIBILITY AND SOCIAL WELL BEING: AN OVERVIEW

Kasturi Saikia

ABSTRACT

CSR plays a pivotal role in development of society, but very few studies have concentrated on this area (Ismail, 2009; Pradhan & Ranjan, 2010). The main purpose of this paper is to study community development initiatives and examine its role on social well-being by gauging the satisfaction level of the beneficiaries of the two refineries (NRL and BGR) situated in Assam, in relation to the activities that both these refineries are carrying out. A schedule and interview method was used for collection of data, which is further analyzed using descriptive analysis. The findings revealed that beneficiaries are satisfied to an extent, but the ones of NRL seem to be happier than those of BGR. This study is confined only to two refineries and comparatively small sample size (n=181). If this study is carried out in a large scale and in context of different states, it can give us better idea as how CSR is contributing towards well-being.

INTRODUCTION

Business and society go hand in hand and it cannot be separated from one another. It is required that they work together alongside for a better tomorrow. Business has an impact on the society, both directly as well as indirectly. Business generates employment, produces and supplies goods and services, and thus contributes in the progress of the society. A good relationship between business & society, also will lead to profitability of the business if they satisfy all the stakeholders including shareholders, employees, media, trade unions, local residents as well. Thus the interdependence between society and business benefits both. (Porter & Kramer, 2006). Hence, business these days is highly committed to the needs of the society. And it is also increasingly becoming important for the business to be aware of ethical, social and environmental issues and respond accordingly. This concern of the business and the way it responds to these concerns related to the various problem, is referred as Corporate Social Responsibility (CSR).

The responsibility of social development vests with the Government. But since Business being a part of society and it has the required resources (Davis, 1960), it should come forward and help Government in carrying out social development activities. Government also understanding the power of business wants that both should come together which is called as public-private partnership for triple bottom line (people, planet, profit). With the society facing so many problems, it is not possible for government to take care of it. Though there are various schemes, they also need support of the business. And development is actually possible only through integration of both the sectors. And since CSR spending has been made mandatory for a certain category of companies in India, organisations, both in public and private sector are expected to take CSR more seriously, and in the long run it may prove to be a major factor contributing to the development of the nation.

The concept of CSR has undergone many phases from olden times, but still its definition is vague, and often used alternatively with corporate philanthropy, business ethics, corporate citizenship, and corporate social performance. Initially, CSR was carried out voluntarily by the businessman, as a sense of responsibility towards the people and society in the form of philanthropy. Andrew Carnegie was one among such businessman who actually practiced CSR during his time, and believed that ‘the sole purpose of being rich is to be a philanthropist’. He viewed that the rich persons should act as trustees and give away the fortunes for the benefit of the society (Carnegie, 1889). As it was individuals who carried out the small business and they considered corporate to be an integral part of society and this feeling to contribute for the well-being of the society led to CSR initiatives. But with time CSR started gaining popularity as it provided an added advantage by increasing the goodwill and well-being of the company.

CSR has come a long way since then and now it is a part of every organisation operating in various parts of the world. With the first definition of CSR being given by Bowen (Carroll, 1979; Preston, 1975; Wartick & Cochran, 1985; Fifka, 2009) during the later part of the 20th century, in his book “Social Responsibilities of Businessman”, to the other major contributions of Davis (1960, 1973); Friedman (1962, 1970); Carroll (1979, 1991, 1999); Drucker (1984); Wood (1991a, 1991b, 2010), CSR has passed through various stages. It is observed through the literature that CSR has passed through many phases to reach its current state. From being a mere philanthropic activity to a crucial role of nation building, it has evolved over time. The history of CSR, its transformation from concept to a process, how it became a part of business decision making, and how it changed the lives of people are worth noting. In addition, it still has a long way ahead of it. Its meaning will get its true value only when the

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organisations sincerely work whole-heartedly for the upliftment of the underprivileged lot and improve their standard of living, and not just out of compulsion.

There were arguments both for and against carrying out CSR which led to theories being developed. Carroll (1991) put forward the ‘pyramid of corporate social responsibility’ which included economic, legal, ethical and philanthropic responsibility.

CSR is now a widely practiced activity in organizations all around the globe, although different countries have their own way of carrying it out depending on their social and economic factors. In India, though the CSR activities are mainly considered to be a part of national building process carried out voluntarily and in synergy with business activities (Mitra, 2012), the recent law incorporated in the Companies Act in 2013 as to 2% mandatory spending on CSR initiatives might change the entire scenario by making it a more powerful tool, for development in the coming years. CSR is seen as a catalyst for economic and social development.

India has a number of companies with long traditions of philanthropic and community programmes. Today's buzzword, CSR has been part of the Tata Group ever since the days of Jamsetji Tata. Even while he was busy setting up textile ventures, he always thought of his workers' welfare and requirements of the country. From granting scholarships for further studies abroad in 1892 to giving the country its first science center, hospital and atomic research center to providing relief and rehabilitation to natural disaster affected places-they have done it all. In 1940’s even when CSR was not a part of the Indian corporate sector, the Birla group founder Shri G. D. Birla incorporated into its value system to invest part of the profits for the good of the society. SAIL plants also carried on social responsibilities by implementing several initiatives since 1973. Organizations like Oil India limited have been carrying out CSR activities from 1984, and have bagged various prestigious awards for their CSR activities. Today many leading organizations in India, both in the private and public sector are actively engaged in CSR, to name a few are Reliance Industries, WIPRO, GODREJ, ITC, HUL, GODREJ, G.E. (India) Ltd, HPCL, BPCL, by providing healthcare services, drinking water, employment opportunities, health and education facilities, thus, improving the standard of living of the people under community development.

Most of the Indian PSU’s have well established CSR policies wherein management decision is said to play the main role (Shastri & Singh, 2012) by involving employees and educating them on the values of CSR, thereby communicating the activities of CSR to the stakeholders (Verma & Swarnaraj, 2012). All the Maharatna companies Nash (2012) the FMCG companies (Khan, 2009), the financial sector (Das, 2012) are doing well in the field of environment, health care, education, community welfare, women’s empowerment and child care. Thus, most of the organisations in India are seriously taking up the activities of CSR, making it a part of their business strategy (Nihalani & Mathur, 2011), in order to ensure sustainable growth (Chauhan, 2012). Still there are certain challenges as pointed out by Khanna & Gupta (2011) and Berad (2011), which the Indian organisations must keep in mind and work towards meeting those challenges in a way profitable to the organisations as well as the society.

Only few studies, in the area of CSR has discussed its role in community development. Though some (Ismail, 2009) pointed out clearly the direct and indirect benefits received by the community through CSR initiatives. Further, in reference to Indian context, papers on Indian corporations have been successful in significantly portraying the importance of CSR in the development of the economy of the country. Gupta (2010) stated that the most common practices adopted by the organizations in India are related to all round development of villages by village adoption, providing basic education and health programmes, protection of the environment and related community services. Corporations also work with the local communities, and collaborate with civil societies and NGOs to perform their CSR activity (Shastri & Singh, 2012; Pradhan & Ranjan, 2010). A case study of BPCL’s CSR activity revealed that BPCL has made effort to make the local community self-reliant by taking help from NGOs and self-help groups (Shah & Bhaskar, 2010). Thus, CSR has been playing a major role and indeed, it is contributing and benefitting the rural population of India largely (Pradhan & Ranjan, 2010).

However, it was difficult to find studies, which concentrated in knowing the satisfaction of the beneficiaries, the people who are actually getting the benefit out of these initiatives. Thus, in this paper, a small attempt has been made to study the relationship between CSR initiatives and satisfaction among the beneficiaries. If people are satisfied, we can say that CSR is contributing to community development and social well-being.

**RESEARCH QUESTIONS**

Assam, the gateway to North East, is a state famous for oil and tea. Out of the total 20 refineries located in India, 4 refineries are in Assam, and as per the Energy Statistics Report (2013), Assam is ranked 2nd as to have the maximum reserve of crude oil in India, 1st place being taken by Western offshore. Thus, the oil refineries of Assam have an important role to play for development of the state and community in which it operates, by actively participating in the initiatives taken up as a part of Corporate Social Responsibility (CSR).
After going through the literature review, it was observed that there were only few studies in the context of studying the satisfaction of CSR beneficiaries. It is also evident that in this geographical area (state of Assam) of the world there has not been any study especially on the CSR initiatives of oil refineries and their employees. Hence this work is initiated to explore a basic question as to, the amount spent on CSR initiatives are giving results or not and if the beneficiaries are actually satisfied or not with whatever is being done. In order to look into these questions following objectives were set.

**OBJECTIVES**

- To study the community development initiatives of both the refineries, Numaligarh Refinery Limited (NRL) & Bongaigaon Refinery (BGR) (of IOCL).
- To study the level of satisfaction of the beneficiaries in relation to the activities carried out.

**RESEARCH METHODOLOGY**

The methodology of this paper is based on two types of data, factual data and perceptual data. Factual data are collected from the secondary sources such as Annual reports and other published documents of the company and such other information available from the Company website. Data as to expenditure on CSR in past 5 years (2008-09 to 2012-13) as obtained from respective refineries has been studied and analyzed. NRL followed a consistent practice of categorizing CSR activities/expense under five major heads, viz., (a) Agricultural and allied activities, (b) Education, (c) Infrastructure Development, (d) Health, and (e) Promotion of arts, sports, and culture. However, the practices at BGR were found inconsistent, though in the last 2 years they also followed similar practice. In order to have uniform expense structure the details of the activities were collected and were categorized under above-mentioned five categories for the purpose of consistency and comparison. These observations were gathered through a pilot survey and while designing final questionnaire for satisfaction with CSR expenditure the activities were further sub-categorized. Activity wise average was used for the purpose of analysis.

Perceptual data has been collected through a structured questionnaire based on 7-point Likert scale as far as satisfaction with CSR expenditure is concerned. The validity of the responses was also checked and it was found to be acceptable. For the study of the CSR expenditure satisfaction the average of each variable was taken into consideration and ranked from highest to lowest.

**FINDINGS AND RESULTS**

**Brief Outline of the Sample Organizations**

**Numaligarh Refinery Limited (NRL)**

NRL is a public sector undertaking having “Mini Ratna” PSU Status situated in Golaghat district of Assam, primarily engaged in the business of petroleum refining and retail distribution. BPCL holds 62.92% of the company’s paid up capital while Government of Assam, Oil India Limited and Oil Industry Board are the other shareholders. It is a single operating unit with no subsidiaries. It has its own committee for carrying out CSR activities, known as Community Development and Training Committee, which comprises of eight members from various departments. They scrutinize the proposals and monitor activities ensuring proper utilisation of the budgeted amount. Out of the amount earmarked for CSR (2% of profits of previous year), NRL spends 60% for community development allocation for the people within a radius of 10 km of the refinery and 40% for the rest of Assam. They conduct a baseline survey with the help of Centre for Development and Peace Studies to identify the sectors requiring more importance and because of that, the activities and the beneficiaries are identified.

**Bongaigaon Refinery (BGR)**

BGR previously known as Bongaigaon Refinery and Petrochemicals Limited (BRPL) was a public limited company but it became a subsidiary refinery under IOCL in the year 2009-10. The budget allocation for CSR activities is done by Refinery Headquarters (RHQ), New Delhi and is based on the guidelines received from RHQ. A baseline survey is carried out initially through TISS based on which budget proposal for CSR expenditure is prepared and submitted to RHQ and allocation is given accordingly. Mostly the activities are carried out within a radius of 2 to 7 kms from the location of BGR.

**Profile of Respondents**

The respondents in both the refineries belonged to the individuals and institutions that are getting the benefits of the CSR initiatives for a period of around 5 years. The data was collected between the periods from June 2014 to Jan 2015. In addition, grouped into 2 categories, institutions and individuals. The respondents belong to the village people residing in the nearby areas and coming from different backgrounds. The sample was selected by going through a process by filtering those people, which
have the benefits for a continuous period of 5 years or 4 years. Institutions were chalked out accordingly; a visit was made to them. In case of individuals, few villages were selected from the data given to us and villagers were approached. The sample reflects the overall composition of demographic profile of the beneficiaries. In both the refineries, most of the respondents belonged to the age group from 26-50, and the number of males was more than females.

Table-1: Profile of Respondents

<table>
<thead>
<tr>
<th>Age (in years)</th>
<th>NRL (n = 107)</th>
<th>%</th>
<th>BGR (n = 74)</th>
<th>%</th>
<th>Total (n = 181)</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 and below</td>
<td>4</td>
<td>3.74</td>
<td>1</td>
<td>1.35</td>
<td>5</td>
<td>2.76</td>
</tr>
<tr>
<td>26 to 50</td>
<td>82</td>
<td>76.64</td>
<td>59</td>
<td>79.73</td>
<td>141</td>
<td>77.90</td>
</tr>
<tr>
<td>51 and above</td>
<td>21</td>
<td>19.63</td>
<td>14</td>
<td>18.92</td>
<td>35</td>
<td>19.34</td>
</tr>
<tr>
<td>Male</td>
<td>71</td>
<td>66.36</td>
<td>45</td>
<td>60.81</td>
<td>116</td>
<td>64.09</td>
</tr>
<tr>
<td>Female</td>
<td>36</td>
<td>33.64</td>
<td>29</td>
<td>39.19</td>
<td>65</td>
<td>35.91</td>
</tr>
</tbody>
</table>

Sources: Primary Data

The previous table shows that the number of males in the sample amounted to 116 by a percentage of (64.09%), while the number of females was 65 by a percentage of 35.91%. The highest percentage for the distribution of the sample according to the variable of age was for the age group of (26 to 50) was 77.90% while the lowest percentage was below 25 years (2.76%).

Table-2 explains the composition of CSR expenditure in the five major activities, for a period of five years. And it is evident from the table that the pattern of spending is similar in both the refineries, giving the first priority to the education (b) sector which includes construction of educational institutions, scholarships, provision of computers and such other facilities; followed by infrastructural development (c). Provisions of clean drinking water, sanitation, village development, construction of roads are the sub activities carried out for the development of proper infrastructure. In the first three years, BGR was spending less on it, but in the next two years, there has been a drastic rise in the amount spent on infrastructural development. Because of which the expenses on agriculture-allied activities has come down. Though health is one of the major concerns and various free medical camps are being held on a regular basis, the least amount is seen to be spent in the health sector (d).

Table-2: Activity Wise Expenditure (in %)

<table>
<thead>
<tr>
<th>Activities</th>
<th>2008-09 NRL</th>
<th>2009-10 BGR</th>
<th>2010-11 NRL</th>
<th>2011-12 BGR</th>
<th>2012-13 NRL</th>
<th>2013 BGR</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>13.65</td>
<td>22.19</td>
<td>15.82</td>
<td>27.2</td>
<td>12.27</td>
<td>30.42</td>
<td>15.31</td>
</tr>
<tr>
<td>B</td>
<td>37.55</td>
<td>39.47</td>
<td>32.64</td>
<td>49.17</td>
<td>28.53</td>
<td>30.42</td>
<td>34.9</td>
</tr>
<tr>
<td>C</td>
<td>26.01</td>
<td>16.53</td>
<td>30.38</td>
<td>13.43</td>
<td>25.64</td>
<td>14.46</td>
<td>25.59</td>
</tr>
<tr>
<td>D</td>
<td>7.73</td>
<td>3.01</td>
<td>12.34</td>
<td>2.56</td>
<td>7.51</td>
<td>10.59</td>
<td>8.11</td>
</tr>
<tr>
<td>E</td>
<td>15.04</td>
<td>18.79</td>
<td>8.82</td>
<td>7.64</td>
<td>26.05</td>
<td>14.12</td>
<td>16.09</td>
</tr>
</tbody>
</table>

Sources: Annual Reports and other Related Publications of Refineries, 2013

The beneficiaries were asked to rate their level of satisfaction on a 7-point Likert scale on the five major activities and sub activities. The average of each activity along with their sub activity was calculated which is shown in Table 3. This table helps us fulfill the first objective viz., to find out the level of beneficiaries’ satisfaction with CSR expenditure. The average lies between 4 to 6, which shows a trend of satisfaction, but not complete satisfaction. In NRL, employees seem to be most satisfied with the expenses on education and the least on infrastructural development, which is a contradiction in comparison to the expenses, incurred in these activities.

NRL needs to spend more on the activities leading to overall development of villages, road connectivity etc. Interestingly the least amount is spent on health but the satisfaction seems to be quite good. Even in BGR, the employees are more satisfied with health, and the level of satisfaction is similar in both the executives and non-executives. They are least satisfied with the agriculture & allied activities.

Table-3: Average Satisfaction of Beneficiaries in Relation to the Activities

<table>
<thead>
<tr>
<th>Variables</th>
<th>NRL Institutions</th>
<th>NRL Individual</th>
<th>NRL Overall</th>
<th>BGR Institutions</th>
<th>BGR Individual</th>
<th>BGR Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSR Satisfaction</td>
<td>39</td>
<td>68</td>
<td>107</td>
<td>21</td>
<td>53</td>
<td>74</td>
</tr>
<tr>
<td>Agri-allied / Income Generation Activities</td>
<td>5.23</td>
<td>4.94</td>
<td>5.05</td>
<td>3.56</td>
<td>3.73</td>
<td>3.68</td>
</tr>
</tbody>
</table>
The above table shows that the arithmetic means ranges from 3.56 to 5.35, which denote a moderate satisfaction among the beneficiaries. The satisfaction level of the institutions is found a little more than the individuals, in case of NRL but in BGR, the satisfaction level was almost similar and very close for both institutions and individuals. In addition, if we compare both the organisations it is very clear that the beneficiaries of NRL are more satisfied compared to BGR. The NRL people are very happy with the educational initiatives (5.35) and least with infrastructural development (4.22). In BGR, promotion of arts and culture (4.82) tops the list followed by health (4.68), but they are not all happy with the agriculture and self-employment related opportunities (3.68).

If we make a comparison activity wise, the satisfaction of infrastructural development (4.31 and 4.33) and health (4.98 and 4.68) is similar, in both the refineries, and in all the other areas, NRL. If we rank the CSR expenses and satisfaction on the five major activities, we come up with the table below. This table clearly shows if expenses and the satisfaction are in line with each other or expenses are irrelevant in the matter of satisfaction.

<table>
<thead>
<tr>
<th>Activities</th>
<th>NRL_exp</th>
<th>NRL_sat</th>
<th>NRL_inst</th>
<th>NRL_indi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agri-Allied / Income Generation Activities</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Education</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Infrastructure Development</td>
<td>2</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Health</td>
<td>5</td>
<td>4</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Promotion of Arts, Sports, Literature and Culture</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activities</th>
<th>BGR_exp</th>
<th>BGR_sat</th>
<th>BGR_inst</th>
<th>BGR_indi</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agri-Allied / Income Generation Activities</td>
<td>3</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Education</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Infrastructure Development</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Health</td>
<td>5</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Promotion of Arts, Sports, Literature and Culture</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

Sources: Primary Data

In NRL, the highest amount was spent on education, followed by infrastructure. However, the satisfaction in education is ranked higher, but in infrastructural development, the people are least satisfied (ranging between 4 and 5) which means moderate satisfaction. The infrastructural development activity includes construction of roads, building of sanitation facilities, which require a huge of amount of money to be invested, and thus lot has been spent. However, since these activities are community based and done for the entire community, the level of satisfaction differs from person to person. Some may be highly satisfied while others may not be satisfied at all.

Hence, the correlation between expenses and satisfaction also showed no significant relationship.

Difference in the satisfaction of beneficiaries between both the refineries: Anova shows significant differences in the satisfaction of four variables between both the refineries, except satisfaction in infrastructure.

CONCLUSION

CSR is done for the benefits of the society and hence the ultimate satisfaction the beneficiaries matters a lot. Otherwise, the sole motive behind carrying out CSR will not serve any purpose. The CSR initiatives should bring all around development to the region and improve the standard of living of the people. The companies have been spending their might for the social causes and when we look at the northeast India, we find that the oil refineries are playing very significant role in sharing the responsibility of the state through their CSR initiatives. However, if it is reaching the benefits or not, is not known and hence this paper just gives a brief idea about the satisfaction on the schemes and benefits availed by the beneficiaries’ from the CSR program.

From the results, we can say that, there seem to be no relationship between amount being spent and satisfaction. Though a huge amount is being spent by both the refineries’, in comparison the satisfaction level is very low. However, people have indeed
agreed that there has been positive change otherwise. Business has flourished, education has become a priority, better roads, drinking water provision, free medical check-ups are some of the activities that have caught the eyes of each individual and is appreciated by all. The companies must make sure that whatever money are spending are reaching the needy people or not, then only its purpose will be served. They must also communicate with the local people in order to know the problems that they are facing and accordingly design their respective strategies to fulfill the aspirations of the nearby population through different initiatives.

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ABSTRACT

Corporate Social Responsibility (CSR) in India has traditionally been seen as a philanthropic activity prior to the emergence of CSR concept in India. Upper class in the society gave back to the society either in the form of construction of temple, helping the poor and reserved and distribution of food grains. These activities were performed but not deliberated. Therefore, there is a limited availability of literature on specific activities related to philanthropic activities.

CSR has become one of the standard practices of our time. The growing focus on CSR has changed the attitude of business all over the world, and India is not an exception. In order to gain brand loyalty, enhance profits and to get competitive advantage many business firms at the global level are seriously considering the CSR activities and mandatory CSR spend. CSR has almost become a strong tool to integrate economic, environmental and social objectives within the company’s operations and growth.

There is a greater variation existing in the per capita income of developed and developed states. The top 250 largest companies are situated only in developed states. The top states are better as far as eradication of poverty, hunger, health and education. The rural India completely neglected so far and planners are not initiating realistic policies aiming at rural development.

Business uses countries natural resources and human resources. By CSR activities, the companies are giving back to the society. For companies overall aim is to achieve positive impact on society as a whole while maximizing the creation of shared values for the owners, employees, shareholders and stakeholders. However, the Companies Act 2013 ambiguity is that “Local area development performance” which is a major hurdle in the process of rural India development. The 2% of change of the Act specifically says that it has to spend only in the local area where the company is situated which adds to further aggravation of geographical differences.

KEYWORDS

Mismatch, Stake Holders, Rural Development, Environment, Poverty, Big Companies etc.

INTRODUCTION

The importance of CSR emerged considerably in the last decade and is becoming highly placed important activity in the business circle locally and internationally. Companies are becoming more transparent in accounting and other activities due to pressure from various interest groups of societies. Across the globe, business corporations have realised the significance of “giving back to the society” and more worried in the matters of environment, pollution, health, eradication of poverty and equal development.

CSR has become a great way for understanding a number of firm related and societal issues and responding to them as per their business strategy.

CSR activities are undertaken in the local area ignoring the rural and other areas and is becoming a hot issue among planners, social and economic thinkers. There is a need to amend the law and provide equal opportunity for rural and unassessed areas.

OBJECTIVES OF STUDY

The objectives are as follows:

- To know the significance of CSR,
- To know the benefits of CSR,
- To study mismatch between CSR mandate and CSR need.

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40Coordinator (M. Com.), Sri Kongadiyappa College, Karnataka, India, eapgupta.52@gmail.com
HYPOTHESIS

- CSR is not significant in the study area.
- CSR is not beneficial in the study area.
- There is no mismatch between CSR mandate and CSR need.

RESEARCH METHODOLOGY

The present study is based on both primary and secondary data. Primary data is collected by consulting top management cadre employees with a request to fill up the questionnaire. A sample of 500 is covered and convenient random sampling technique is applied to arrive at valid conclusion. To measure significance and benefits of CSR Likert point scale technique was used and ANOVA Quantitative technique is performed and result is interpreted. Anova measures the variability and investigates which are said to influence the dependent variables.

LIMITATIONS

The study suffers from constraints of time and resources. The study is only confined to Management level Perception about CSR in software companies. There are top 356 software companies in Bengaluru. The opinions collected through questionnaire is given by sample respondents out of there memory.

REVIEW OF LITERATURE

Shruti Srivastava and Sandeep singh (2015) have stated that India’s top 50 companies claimed to have spent 4600 crores in the financial year 2015-16. Majority of these companies invested in the areas like education, health care, environment and swatch Bharath initiatives in mostly states like Tamil Nadu, Karnataka, Gujarat, Delhi and Andhra Pradesh. While states like Utter Pradesh, Jharkhand and Bihar along with north eastern states where excluded of CSR benefits. Further they have stated that some companies could not spend on CSR because of not being able to identify areas in which help is needed.

Jorge A Arevalo et al. (2011) investigate the approach drivers and barriers for implementing CSR practices in Indian Firms. The study finds that CSR approach is most favoured by Indian Firms is the stake holders approach and the moral motive followed by profit motive is important for Indian firms to pursue CSR. The findings indicates that the obstacles in the way of implementing CSR are lack of resources and implementation related to obstacles.

A study by Subramanian Muthyala (2015) reveals about the CSR in India. At present headed in a positive direction as there already exists a multitude of enabling organisations and regulatory bodies that have already set the wheels in motion and are playing an important role in making CSR a wide spread practice and ensuring success in reducing inequalities without risking business growth. The researcher further stated that CSR in India has considerable potential for improving corporate environment and social conduct.

Davis (2002) stated in his study that smart companies are those that will take a proactive approach and see CSR as a feature of main stream business practice, employee engagement and competitive advantage.

SURVEY FINDINGS

Table-1 shows the importance drivers of CSR. The result shows that 310 sample respondents or 62% strongly agree over the factors driving the importance of CSR. Further the taste reveals that 150 sample respondents or 30% agreed over the variables influencing the significance of CSR. Only 40 respondents expressed low agree about the drivers driving the significance of CSR. Chi square analysis reveals that there is a significant variation in the factors driving the significance of CSR. The null hypothesis is that factors are not driving the significance is rejected and alternative may be accepted since the calculated value is large when compare to TV at 5% level of significance with d.f. =(r-1)(c-1)=(6-1)(3-1=5*2=10).

The mismatch between the CSR mandate and need of CSR can be well understand from the following analysis. Table-1 reveals clearly the top 10 states in the table have an average per capita income of $2073, well over double the per capita income of bottom 10 states $944. This information reveals that certain states are liked, to receive relatively high levels of the CSR spending. States like Bihar, Assam, Jammu, Kashmir, and others on the lower end of the table definitely will likely to receive a much lower CSR spending since fewer companies are operating in the area of bottom 10 states.

Another indicative measure of the geographical impact of the CSR mandate is to observe at where India’s largest companies are head quartered. This scenario will serve as to come to conclusion that bulk of their obligations under CSR mandate go to them.
only. Just seven states Maharashtra, New Delhi, Karnataka, Tamil Nadu, Haryana, West Bengal and Gujarat are home of 87% ET companies. Large states like UP, Rajasthan, MP have a total of 15 companies among the ET 250. Further, state wise headquarters of largest companies reveals that Maharashtra the highest 47%, New Delhi 13%, Karnataka 8%, 7% each Tamil Nadu and Haryana, 6% West Bengal 5% Gujarat, 4% UP, 3% Telangana and 1% each MP, Punjab, Kerala, Rajasthan, State like Goa, Uttarakhand, Odisha, J&K have less than 1%.

Table 3-11 provides valuable information highlighting the lacunars existing in the companies act 2103 CSR activities or programmes that are concerned. Huge variations are reported from under developed or less developed areas. If CSR activities are implemented as per the Act, the regional disparities further widens much against the wishes of planners in the area of economic development. Majority of the big companies are present in the developed areas and there is no meaning in developing further the developed ignoring less developed states. Table 3 clearly reveals the existence of CSR mismatch between CSR mandate and CSR need. The top 10 states in the table have an average per capita income of $ 2073 well over double the per capita income of bottom ten states income of $ 944.

Table 4 speaks about domicile of India’s largest companies. This scenario will serve as to come to conclusion that bulk of their obligation under CSR mandate go to them only.

Table 5 speaks about size and economic vibrancy of states. The top half of the table contains more than double per capita income level than the bottom half. Sates in the top half of the per capita income of the range, on average host the 22 of 250 ET while states in the lower of average only 3.

Table 6 reveals data on 3 points highlighting disparities between states in a few indicators including severe malnourishment and infant mortality rates. The rate of the malnourished in the bottom half is 3.6% when compared to developed states 1.2%. Infant mortality and poverty rates of lower developed ten states stood at 46.5% and 28.1% respectively.

Table 7 indicates information about education and employment. The data highlights the existence of major disparities between the two groups of the states. States with higher per capita income levels have literacy rates of 80% while states of lower per capita income have lower literacy rates 10% less.

Table 8 provides data about sex ratio (number females per 1000 males) and male, female literacy rates. Table reveals a moderate disparity in sex ration between the two groups of the states.

Table 9 highlights data on renewable power in India. Generation of electric power is one of the major largest source of environmental degradation. Table compares the relative levels of adoption of renewable power in India has one of states existing environmental sustainability. Table reveals wealthier states have a much higher concentration of renewable usage both in terms of total installed capacity and per capita installed capacity.

Table 10 indicates information on comparative population levels across India’s states. Not surprisingly, the rural population is concentrated in India’s poorest states. The bottom ten states have nearly twice the average rural population has the wealthiest ten states. Per capita income data also indicates the existence of high variations ranging from Rs. 2,19,979 (Delhi) to Rs. 31,229 (Bihar) nearly seven times lower per capita income.

Table 11 indicates information about slum residence as per population census 2011. The bottom of the states contains huge slum dwellers when compare to top half. The bottom half contains 2,46,34,516 dwellers and top half contains 38, 40, 335 slum dwellers.

CONCLUSION

CSR is emerging as powerful tool in the business circles in order to gain more competitive advantage, brand loyalty, enhancement of profit and turnover. In the areas of human resource development, self-help groups in the rural areas and protection of environment CSR is playing undisputed highly significant role. The emergence of CSR can be traced to the popular demands of the interested groups in the society. But unfortunately, the Companies Act of 12013 is silent on the matters of rural and remote areas development and insist upon local area development, which in turn widens regional disparities, adding much fuel to the fire. Suitable amendments has to be made to the existing Companies Act to make mandatory to spend on CSR activities.

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Table-1: Significance of CSR

<table>
<thead>
<tr>
<th>Factors Driving Significance</th>
<th>Sample Respondents</th>
<th>$\chi^2$ Calculated Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moral benefit and becoming stronger.</td>
<td>68 28 8 104</td>
<td>83.8167</td>
</tr>
<tr>
<td>Business benefit and improved ability to innovate, develop new product.</td>
<td>70 23 6 99</td>
<td></td>
</tr>
<tr>
<td>Stakeholder’s loyalty a strong driver.</td>
<td>52 26 4 82</td>
<td></td>
</tr>
<tr>
<td>Enhances public image.</td>
<td>49 24 8 81</td>
<td></td>
</tr>
<tr>
<td>Better media coverage.</td>
<td>33 31 5 69</td>
<td></td>
</tr>
<tr>
<td>Conversion of workplace into positive environment workplace.</td>
<td>38 18 9 65</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>310 150 40 500</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Questionnaire

Note: SA – Strongly Agree, A – Agree, LA – Low Agree.
Significance at 5% level, degree of freedom = 10, $\chi^2 = 18.307$.

Table-2: Benefits of CSR

<table>
<thead>
<tr>
<th>Benefits of CSR</th>
<th>SA</th>
<th>A</th>
<th>LA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand Loyalty</td>
<td>65</td>
<td>40</td>
<td>10</td>
<td>115</td>
</tr>
<tr>
<td>Improved Sales</td>
<td>60</td>
<td>32</td>
<td>8</td>
<td>100</td>
</tr>
<tr>
<td>Firmly Facing Competition</td>
<td>50</td>
<td>29</td>
<td>7</td>
<td>86</td>
</tr>
<tr>
<td>Encourages Green Marketing</td>
<td>52</td>
<td>35</td>
<td>8</td>
<td>95</td>
</tr>
<tr>
<td>Environmental Reduction in Pollution</td>
<td>53</td>
<td>39</td>
<td>12</td>
<td>104</td>
</tr>
<tr>
<td>Total</td>
<td>280</td>
<td>175</td>
<td>45</td>
<td>500</td>
</tr>
</tbody>
</table>

Sources: Questionnaire

Note: Note: SA – Strongly Agree, A – Agree, LA – Low Agree.

ANOVA Table

<table>
<thead>
<tr>
<th>Source of Variation</th>
<th>SS</th>
<th>d.f.</th>
<th>Mean Square</th>
<th>F Ratio</th>
<th>$5%$ F limit (From F table)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between the sample</td>
<td>4179.32</td>
<td>(3-1) = 2</td>
<td>$4179.32/2 = 2089.66$</td>
<td>$2089.66/21.67 = 96.43$</td>
<td></td>
</tr>
<tr>
<td>Within sample</td>
<td>260.00</td>
<td>(15-3) = 12</td>
<td>$260/12 = 21.67$</td>
<td>$F (2,12)$</td>
<td>$21.026$</td>
</tr>
<tr>
<td>Total</td>
<td>4439.32</td>
<td>(15-1) = 14</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

ANOVA Analysis: ANOVA table reveals that the calculate value being 96.43 higher than the table value = 21.026 at 5% level of significance with degree of freedom V1 = 2, V2=12 fails to accept the null hypotheses and hence the alternative may be accepted.

Table-3: Per Capita Income by State (highest to lowest)

<table>
<thead>
<tr>
<th>State</th>
<th>Population (millions)</th>
<th>Per Capita Income (INR(^2))</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delhi</td>
<td>16</td>
<td>219,979</td>
</tr>
<tr>
<td>Haryana</td>
<td>25</td>
<td>132,089</td>
</tr>
<tr>
<td>Maharashtra</td>
<td>112</td>
<td>114,392</td>
</tr>
</tbody>
</table>

Notes: (\(^2\)) indicates squared value.
Tamil Nadu 72 112,664
Uttarakhand 10 103,349
Gujarat 60 96,976
Kerala 33 92,638
Punjab 27 88,876
Andhra Pradesh (presplit) 85 88,527
Karnataka 61 84,709
West Bengal 90 69,413
Rajasthan 69 65,098
Jammu & Kashmir 13 58,593
Chhattisgarh 25 58,297
Odisha 42 54,241
Madhya Pradesh 73 54,030
Jharkhand 33 46,354
Assam 31 46,131
Uttar Pradesh 200 37,630
Bihar 100 31,229

Note: No data yet on Andhra Pradesh following its division into two separate states.


Table 4: India’s Largest Companies – Headquarters

<table>
<thead>
<tr>
<th>State</th>
<th>Number of ET250 Companies</th>
<th>Percent of ET250 Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maharashtra</td>
<td>106</td>
<td>42</td>
</tr>
<tr>
<td>New Delhi</td>
<td>33</td>
<td>13</td>
</tr>
<tr>
<td>Karnataka</td>
<td>19</td>
<td>8</td>
</tr>
<tr>
<td>Tamil Nadu</td>
<td>17</td>
<td>7</td>
</tr>
<tr>
<td>Haryana</td>
<td>17</td>
<td>7</td>
</tr>
<tr>
<td>West Bengal</td>
<td>14</td>
<td>6</td>
</tr>
<tr>
<td>Gujarat</td>
<td>12</td>
<td>5</td>
</tr>
<tr>
<td>Uttar Pradesh</td>
<td>10</td>
<td>4</td>
</tr>
<tr>
<td>Telangana</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>Madhya Pradesh</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Punjab</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Kerala</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Rajasthan</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Goa</td>
<td>1</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Uttar Pradesh</td>
<td>1</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Jammu and Kashmir</td>
<td>1</td>
<td>&lt;1%</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table 5: Size and Economic Vibrancy of States

<table>
<thead>
<tr>
<th>State</th>
<th>Population, 2011</th>
<th>Per Capita Income (INR)</th>
<th>ET250 Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delhi</td>
<td>16,787,941</td>
<td>219,979</td>
<td>33</td>
</tr>
<tr>
<td>Haryana</td>
<td>25,351,462</td>
<td>132,089</td>
<td>17</td>
</tr>
<tr>
<td>Maharashtra</td>
<td>112,374,333</td>
<td>114,392</td>
<td>106</td>
</tr>
<tr>
<td>Tamil Nadu</td>
<td>72,147,030</td>
<td>112,664</td>
<td>17</td>
</tr>
<tr>
<td>Uttar Pradesh</td>
<td>10,086,292</td>
<td>103,349</td>
<td>1</td>
</tr>
<tr>
<td>Gujarat</td>
<td>60,439,692</td>
<td>96,976</td>
<td>12</td>
</tr>
<tr>
<td>Punjab</td>
<td>27,743,338</td>
<td>92,638</td>
<td>3</td>
</tr>
<tr>
<td>Andhra Pradesh (presplit)</td>
<td>84,580,777</td>
<td>88,876</td>
<td>7</td>
</tr>
<tr>
<td>Kerala</td>
<td>33,406,061</td>
<td>88,527</td>
<td>3</td>
</tr>
<tr>
<td>Karnataka</td>
<td>61,095,297</td>
<td>84,709</td>
<td>19</td>
</tr>
<tr>
<td>West Bengal</td>
<td>91,276,115</td>
<td>69,413</td>
<td>14</td>
</tr>
<tr>
<td>Rajasthan</td>
<td>68,548,437</td>
<td>65,098</td>
<td>2</td>
</tr>
</tbody>
</table>
### Table 6: Hunger, Poverty, and Health

<table>
<thead>
<tr>
<th>State</th>
<th>Population 2011</th>
<th>Per Capita Income (INR)</th>
<th>ET500 Companies</th>
<th>Percentage of Children Severely Malnourished</th>
<th>Percentage of Population below Poverty Line</th>
<th>Infant Mortality (per 1,000 Live Births)</th>
<th>Total Patients Registered TB Treatment 2013</th>
<th>Sources: Census of India 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jammu and Kashmir</td>
<td>12,541,302</td>
<td>58,593</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chhattisgarh</td>
<td>25,545,198</td>
<td>58,297</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Odisha</td>
<td>41,974,218</td>
<td>54,241</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Madhya Pradesh</td>
<td>72,626,809</td>
<td>54,030</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assam</td>
<td>31,205,576</td>
<td>46,354</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jharkhand</td>
<td>32,988,134</td>
<td>46,131</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Uttar Pradesh</td>
<td>199,812,341</td>
<td>37,630</td>
<td>10</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bihar</td>
<td>104,099,452</td>
<td>31,229</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Top 10 Average</td>
<td>50,401,222</td>
<td>113,420</td>
<td>22</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bottom 10 Average</td>
<td>68,061,758</td>
<td>52,102</td>
<td>3</td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources:
### Table 7: Education

<table>
<thead>
<tr>
<th>State</th>
<th>Population 2011</th>
<th>Per Capita Income (INR)</th>
<th>ET250 Companies</th>
<th>Literacy (percent)</th>
<th>Enrolment Class 5 vs 100</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delhi</td>
<td>16,787,941</td>
<td>219,979</td>
<td>33</td>
<td>86.34</td>
<td>87</td>
</tr>
<tr>
<td>Haryana</td>
<td>25,371,462</td>
<td>132,089</td>
<td>17</td>
<td>76.64</td>
<td>94</td>
</tr>
<tr>
<td>Maharashtra</td>
<td>112,374,333</td>
<td>114,392</td>
<td>106</td>
<td>82.91</td>
<td>90</td>
</tr>
<tr>
<td>Tamil Nadu</td>
<td>72,147,030</td>
<td>112,664</td>
<td>17</td>
<td>80.33</td>
<td>89</td>
</tr>
<tr>
<td>Uttarakhand</td>
<td>10,086,292</td>
<td>103,349</td>
<td>1</td>
<td>79.63</td>
<td>64</td>
</tr>
<tr>
<td>Gujarat</td>
<td>60,439,692</td>
<td>96,976</td>
<td>12</td>
<td>79.31</td>
<td>75</td>
</tr>
<tr>
<td>Punjab</td>
<td>27,743,338</td>
<td>92,638</td>
<td>3</td>
<td>76.68</td>
<td>92</td>
</tr>
<tr>
<td>Andhra Pradesh (presplit)</td>
<td>84,580,777</td>
<td>88,876</td>
<td>7</td>
<td>67.66</td>
<td>80</td>
</tr>
<tr>
<td>Kerala</td>
<td>33,406,061</td>
<td>88,527</td>
<td>3</td>
<td>93.91</td>
<td>106</td>
</tr>
<tr>
<td>Karnataka</td>
<td>61,095,297</td>
<td>84,709</td>
<td>19</td>
<td>75.6</td>
<td>97</td>
</tr>
<tr>
<td>West Bengal</td>
<td>91,276,115</td>
<td>69,413</td>
<td>14</td>
<td>77.08</td>
<td>67</td>
</tr>
<tr>
<td>Rajasthan</td>
<td>68,548,437</td>
<td>65,098</td>
<td>2</td>
<td>67.06</td>
<td>40</td>
</tr>
<tr>
<td>J&amp;K</td>
<td>12,541,302</td>
<td>58,593</td>
<td>1</td>
<td>68.74</td>
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<tr>
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</tr>
<tr>
<td>Odisha</td>
<td>41,974,218</td>
<td>54,241</td>
<td>1</td>
<td>73.45</td>
<td>61</td>
</tr>
<tr>
<td>Madhya Pradesh</td>
<td>72,626,809</td>
<td>54,030</td>
<td>3</td>
<td>70.63</td>
<td>84</td>
</tr>
<tr>
<td>Assam</td>
<td>31,205,576</td>
<td>46,354</td>
<td>-</td>
<td>73.18</td>
<td>40</td>
</tr>
<tr>
<td>Jharkhand</td>
<td>32,988,134</td>
<td>46,131</td>
<td>-</td>
<td>71.6</td>
<td>49</td>
</tr>
<tr>
<td>Uttar Pradesh</td>
<td>199,812,341</td>
<td>37,630</td>
<td>10</td>
<td>69.72</td>
<td>49</td>
</tr>
<tr>
<td>Bihar</td>
<td>104,099,452</td>
<td>31,229</td>
<td>-</td>
<td>63.83</td>
<td>29</td>
</tr>
<tr>
<td>Top Half</td>
<td>50,401,222</td>
<td>113,420</td>
<td>22</td>
<td>80</td>
<td>87.4</td>
</tr>
<tr>
<td>Bottom Half</td>
<td>68,061,758</td>
<td>52,102</td>
<td>3</td>
<td>70.2</td>
<td>54.5</td>
</tr>
</tbody>
</table>

Sources:

### Table 8: Social Inequities

<table>
<thead>
<tr>
<th>State</th>
<th>Population 2011</th>
<th>Per Capita Income (INR)</th>
<th>ET250 Companies Gap</th>
<th>Sex Ratio¹</th>
<th>Male Literacy²</th>
<th>Female Literacy³</th>
<th>Male Female Literacy⁴</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delhi</td>
<td>16,787,941</td>
<td>219,979</td>
<td>33</td>
<td>868</td>
<td>91.03</td>
<td>80.93</td>
<td>10.1</td>
</tr>
<tr>
<td>Haryana</td>
<td>25,371,462</td>
<td>132,089</td>
<td>17</td>
<td>879</td>
<td>85.38</td>
<td>66.77</td>
<td>18.61</td>
</tr>
<tr>
<td>Maharashtra</td>
<td>112,374,333</td>
<td>114,392</td>
<td>106</td>
<td>929</td>
<td>89.82</td>
<td>75.48</td>
<td>14.34</td>
</tr>
<tr>
<td>Tamil Nadu</td>
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<td>112,664</td>
<td>17</td>
<td>996</td>
<td>86.81</td>
<td>73.86</td>
<td>12.95</td>
</tr>
<tr>
<td>Uttarakhand</td>
<td>10,086,292</td>
<td>103,349</td>
<td>1</td>
<td>963</td>
<td>88.33</td>
<td>70.7</td>
<td>17.63</td>
</tr>
<tr>
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Table-9: Environmental Sustainability

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<th>People per MW of interactive Renewable Power</th>
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Sources:

Table-10: Rural Development

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<th>ET250 Companies</th>
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Table 11: Slum Development

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Sources:
A STUDY ON WOMEN LEADERSHIP  
AND IT’S INFLUENCE ON TRANSFORMING VISION

Rejitha S.¹ Dr. Ajoy Mathew²

ABSTRACT

Women have increasingly moved towards greater gender equality at home and in the workplace. Yet, they are still under represented in leadership roles and still considered an anomaly compared to men when in high positions of leadership especially within institutions of higher education. In examining differences between how men and women lead, it is often less what they do than in the different experience they face when they lead. Stereotypic gender role expectations can constrain their leadership behaviors. It is increasingly clear that a gender neutral view of leadership is insufficient, and that we need to consider the influence of cultural worldviews and socialization on shaping leadership style. There is much to suggest that feminist leadership styles are intentionally different, more collaborative and transformational when compared to men. While current leadership theories favor transformational and collaborative leadership styles, organizational cultures often mirror social constructions of gender and ethnicity norms in society.

KEYWORDS

Gender Equality, Leadership Role, Stereotypic Gender Role, Collaborative etc.

INTRODUCTION

Changes in gender roles and lifestyles have occurred with women now sharing more in household chores and childrearing. Social rules of etiquette and gender roles are now more flexible and equity within the marital relationship more common. Women are still under-represented in leadership roles in corporations, institutions of higher education, and the political sector especially in light of the changing population demographics. Women are still considered an anomaly compared to men when in high positions of leadership. Contradictory portrayals of women leaders pose obstacles to how they lead, and often result in different standards than those applied to men. Women leaders are alternately portrayed as soft and ineffective or domineering and manipulative. Popular wisdom and women’s self-reports often identify distinct leadership styles and characteristics associated with gender while empirical studies on gender and leadership (e.g., Eagly & Johnson, 1990) often show that men and women leaders behave more alike than different when occupying the same positions.

Gender Differences

We often perceive traits associated with leaders that may not have much with to do effective leadership; leaders themselves often embrace these characteristics. In addition, a meta-analysis of gender and leadership style (Eagly & Johnson, 1990), gender differences did not emerge in organizational studies between interpersonal vs. task-oriented style. However, stereotypic gender differences did emerge in laboratory experiments and assessment studies, i.e., studies when participants were not selected for holding a leadership position. Social perceptions and expectations apparently influence the leadership styles of women leaning toward being more relationship based when in situations of self-assessment or when appointed to leadership roles in laboratory studies. Men conformed more towards the social stereotypes of being more task oriented, self-assertive and motivated to master their environment while women conformed more toward social stereotypes of being more interpersonal, selfless and concerned to others. This is often distinguished as a person orientation over task-orientation with women viewed as having an advantage (Bass & Avolio, 1994; McGregor, 1985).

There is strong evidence to support the tendency for women to adopt a more collaborative, cooperative, or democratic leadership style and for men to adopt a more directive, competitive, or autocratic style; this emerged in all types of studies. Even though selection criteria for leadership positions may even out the gender differences, women seem to be intentionally different and more collaborative based on differences in personality and social interpersonal skills. The use of a collaborative process is increasingly central to views of effective leadership. Social role stereotypes of gender and race have also been found to influence the performance of women and racial / ethnic minorities. Steele (1997) found that these individuals might also underperform in situations where they are evaluated on a domain in which they are regarded, based on stereotypes, as inferior—termed stereotyped

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Credible Leadership

It reflects these concerns about image, and in the advice to dress for success. While this applies to men and women, one’s appearance and behavior may project —un-leader likel images and perceptions associated with gender and ethnicity that may have little to do with leadership. It is more complex for women since they tend to be defined by their fashion. What they wear could be a distraction or fit stereotypic images of being too feminine or too ethnic, and therefore, not leader like. Another challenge to credibility is the communication styles of women who tend to have softer, high-pitched voices, which may be perceived as being less commanding than a loud, booming male voice. This is reflected in the common observation of their being ignored or not being yielded the floor to speak by others, and becomes a way to disempower women.

Toward more Robust leadership Theories

The growing population diversity and more permeable borders in our global society demand attention to how women and diverse leaders are included in our models of leadership. Books on leadership have generally viewed them as special populations while leadership studies remain silent. It is increasingly clear that a race and gender-neutral view of leadership fails to consider the influence of cultural worldviews and socialization on shaping leadership style. Defining and understanding leadership by simply examining those who currently hold leadership positions has led to a biased and incomplete portrayal of leadership and leader effectiveness. Whereas the experiences of women and diverse leaders may be different, these differences may serve to expand the worldviews reflected in existing leadership theories. What follows are ways to incorporate gender and diversity into our leadership theories.

Contingency Theories

Contingency or situational leadership theory offers an alternative approach to the problems posed by trait theories since it proceeds from the assumption that different situations call for different leadership characteristics; accordingly, there is no single profile of a leader. Contingency theories examine contexts and situations, and the interaction of leadership behavior and characteristics with follower characteristics. While these lend themselves to including the complexities of diversity, the context of leadership in these studies is typically the organizational culture in which leadership is exercised. A broader definition of contexts to include the cultural and social contexts would be more robust especially as we begin to look at the exercise of leadership within a global context and diverse society.

Leadership Style

Leadership theories often reflect the larger social contexts in which they were developed. Leadership studies post World War II, for example, emphasizing top-down, command and control models of leadership style have now shifted toward more collaborative and transformational models given the rapid social and technological changes of today’s global society. Leadership studies shifted from examining autocratic vs. democratic styles of leadership to transformational vs. transactional styles of leadership. Emerging models of leadership are now more value driven, ethics based, and social change oriented in response to fallout from such events as the Enron scandal symbolizing willful corporate fraud and corruption, the financial crisis in the banking industry and collapse of the housing and dot.com bubble during the beginning of the 21st century. James Mac Gregor Burns (1978) defined transformational leadership as a process where leaders and followers engage in a mutual process of —raising one another to higher levels of morality and motivation, and introduced the concept of shared vision that unites leaders and followers toward a common purpose. Many definitions of leadership involve vision-providing direction, influencing the process, orienting toward achieving a future desired state, and energizing followers. This has been central to transformational leadership styles, and requires the leader to communicate that vision to followers to embrace as their own. Increasingly, transformational leadership styles are endorsed as essential for today’s leaders given its emphasis on defining leadership as a process concerned with fostering change. It is intentional, directed toward future end or condition, is a purposive process, and is inherently value-based.

Leadership for Higher Education Today

Higher education plays a major role in shaping the quality of leadership in today’s society. Today is rapidly changing and diverse global society is mirrored in our institutions of higher education, and present challenges to how we prepare and educate students today to be the leaders of tomorrow. Transformational leadership is a model consistent with the goals of higher education today, whose purpose is to enable and encourage faculty, students, administrators, and other staff to change and transform institutions to more effectively enhance student learning, generate new knowledge, and to empower students to become agents of positive social change in the larger society. However, institutions of higher education are organized along two contradictory sets of Tenure and professional status within current institutions of higher education are structured to be individualistic in nature. Contrary to
egalitarian and collective systems, current organizational structures in higher education institutions breed competitiveness for funding, for the brightest students, and for attracting top faculty. Peer review, a potential mechanism for collegial and collaborative leadership, may be derailed by faculty who see themselves exclusively as critics to judge rather than as colleagues to offer constructive feedback or by those with personal agendas viewing potential promotions as threats or competitors. This hierarchical approach within higher education sits alongside the faculty committee structure, which is more collegial. The typical committee is often advisory in nature with little leadership responsibility; products and recommendations need to be vetted up the line. While committees offer possibilities for collegial or collaborative leadership, leadership opportunities may not always be realized.

The potential for transformational change and collaborative leadership within institutions of higher education lies in articulating its core values and vision. Those coming together with a shared purpose within an environment where they can disagree with respect can foster transformational change within the institution. Institutions of higher education today need to be quick and nimble in response to rapid change. However, biases and power dynamics may mitigate against such change. Possibilities for change are often weighted down by bureaucratic and organizational structures, which enable the institutions to run like well-oiled machines, sometimes, even without the leaders in place. The confluence of leadership theories and institutions of higher education favoring transformational leadership styles may provide women leaders with an advantage in today’s environment.

**Collaborative and Shared Leadership**

Principles of shared governance is essential to current notions of leadership within institutions of higher education. Committees using a collaborative process can be the mechanism to effect change and provide leadership. This is consistent with current emphasis on collaborative leadership. However, organization cultures may mitigate against true collaboration when competing agendas (e.g., weighing faculty personal interests against student interests). Finding ways to restore trust and cultivating common values and a shared purpose is needed to move toward transformational change.

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STAKEHOLDERS’ PERCEPTION TOWARDS CORPORATE SOCIAL RESPONSIBILITY IN SELECT BANKS OF INDIA

Lipika Bhardwaj43 Dr. Sanjay Kaushik44 Dr. Jagdeep Singh45

ABSTRACT

These days, practitioners believe that companies are responsible to the society within which they operate and need to fulfill these social obligations. This press the concept of corporate social responsibility (CSR) which has not only been significantly discussed in literature, but also recognized as business practice. It is the fact that the CSR term is not new and it influences both internal (i.e. employees) and external (i.e. client) stakeholders of the organization. Corporate social responsibility (CSR) refers to a company's ethical, moral and social commitments afar its own financial interests (Brown & Dacin, 1997). Moreover, the importance of Corporate Social Responsibility (CSR) is reflected by an expanding request from customers, employees, shareholders, government and society for comprehensive assessments about how companies are meeting adequate standards. Therefore, the purpose of the present paper is to know the consumers’ expectations and perception towards CSR practices in Indian Banking sector and the comparison in CSR initiatives of public and private sector banks. For the present study, primary data is collected from 300 customers from seven banks i.e. State Bank of India, Bank of Baroda, State Bank of Mysore, HDFC Bank, Dhanlaxmi Bank, Citi Bank and Standard Chartered Bank. For the study, banks has been divided into public and private sector banks and it includes international banks under the cap of private sector banks. The data has been collected from select banks from Punjab, Haryana and Chandigarh.

KEYWORDS

Corporate Social Responsibility, Customer, Perception, Expectations, Banking Sector etc.

INTRODUCTION

In the current scenario, organizations cannot survive by being responsible only to the shareholders, they have to work towards triple bottom lines, which includes the responsibility of the corporation towards society, environment, and finance (i.e. people, profit and planet) (Tjia and Setiawati, 2012). Therefore, the organizations are accountable not only to stakeholders but their accountability has been extended to different external parties with the implementation of various activities required for the society. (Masud and Hossain, 2012). This is termed as Corporate Social Responsibility (CSR). The investment on these activities are called ethical investment simply because they increase the optimistic impacts of an organization. (Abbasi et. al. 2012).

CSR is a method for analyzing the associated relationship that exists amongst organizations and, financial framework and the groups inside which they based. During the past fifty years, there are different opinions about the idea of CSR. It is visible that the connection between the public and organizations is bidirectional and reliant and along these lines, the organizations must perceive and acknowledge its part and duty towards the society and environment and correspondingly alter its behavior (Rangan et. al., 2012). Sethi (1975) arranged the social execution of business into three measurements, in particular, "social obligation", "social responsibility" and "social responsiveness". He recommended that social obligation is the consistency with the lawful structure and market rules. Social responsibility is the execution that corresponds with the execution standards, qualities, and desires of society. Lastly, social responsiveness is the adjustment of corporate conduct towards social needs. As per Deeg and Unnerman (2011), the organization ought to work in a way that the financial security, the minimization of negative effects on the environment and the consensus with the desires of society are guaranteed. According to Robbins and Coulter (2007), management’s social responsibility goes beyond just making profit to include protecting and enhancing social's welfare of its partners and the environment in which the firm operates. It means organizations are not autonomous which are responsible only to stakeholders. They likewise have the obligation to the society that permit their arrangement through different laws and directions in addition, supports them by buying their products and services (Carroll, 2008). Moreover, customers and stakeholders are keen in knowing the contribution of the organization towards the society. Organizations are ending up being more social responsible citizens (Sasse and Trahan 2007) and more than 80 % of the Fortune 500 associations have express CSR interchanges (Kotler and Lee 2004).
OBJECTIVE OF STUDY

The present study is designed to assess the perception of the customers towards CSR initiatives of the select public and private sector banks. Moreover, it will compare the perception of the customers towards CSR initiative in public and private sector banks.

LITERATURE REVIEW

Corporate Social Responsibility

Corporate Social Responsibility is long and diverse history. The pioneer of this view, Oliver Sheldon (1923, referred to in Bichat, 2003), however, encouraged organizations to step up with regards to raising both moral gauges and equity in the public arena through the ethic of economizing, i.e. manage the utilization of assets under the name of effective asset activation and use. With this, business will creates wealth and gives better ways of life. In accordance with this view, Carroll (1979) proposed that social obligation of business involves the economical, legal, ethical, and discretionary aspects towards society in a particular time. The initial two viewpoints introduce the compulsory obligations of an organization, while the last two points of view speak to the willful ones. Afterward, Carroll changed the optional point of view into the philanthropic one that covers the idea of "corporate citizen". He likewise delineated the four classifications as a pyramid that in the base is the economic point of view and constructed upward through legal, ethical, and philanthropic (Carroll, 1999). In 1990, the idea of CSR was inspected by utilizing stakeholders and business morals theories rather than profit alone. In 1991, Buchholz distinguished five key components i.e. (a) Corporations have responsibilities that go beyond the production of goods and services at a profit. (b) These duties include taking care of essential social issues, particularly those they have made. (c) Corporations have a broader citizenry than stockholders alone. (d) Corporations have impacts that work beyond normal transactions. (e) Corporations serve a more extensive range of human values than can be caught by a sole concentrate on economic values.

Lee (1997) clarified CSR as the organization's responsibility regarding work in economically and ecologically reasonable way, while recognizing the interests of an assortment of partners and maximizing financial, social and ecological esteem. Watts and Holme (1999) characterized CSR as the proceeding with duty by business to act morally and add to financial advancement while enhancing the personal satisfaction of the workforce and their families as well as of the nearby group. According to Steiner and Steiner, 2005, main objective of business is the profit however as per socio economic view, CSR is likewise an obligation or moral duty towards society. CSR is also a liability or ethical responsibility towards society-the socio-economic view. Sharma (2011) made an endeavor to break down CSR practices and CSR detailing in India with reference to banking sector and concluded that banking sector in India is showing great interest towards sustainability yet its CSR announcing practices are a long way from fulfillment.

CSR & Banking System

The banking sector is the backbone of any economy and facilitates growth and development of industries through the supply of capital. These days, socially responsible banking is becoming a very popular concept inside the financial services industry and financial institutions have realized that there is something more to invest than just to check the numbers. Moreover, these institutes fund the companies based on their CSR performance and the role of the banks has widened from only to provide funds to involve in the design and implementation of the project (Scholten's, 2009).

The banking sector is proactively engaged in CSR initiatives and has become the main investor in these activities globally (Ogrizek, 2002; Decker, 2004; Peterson and Hermans, 2004; Fatma and Rahman, 2014). These days, major interest of bank goes in solving social issues and working towards community welfare. As per the guidelines of Reserve Bank of India (RBI), Indian bank should commit to social and environmental responsibility in their operations. In addition, CSR has become a global phenomenon and calls for a better understanding of consumer responses in developing nations (Fatma et al., 2015). Yeshmin (2012) explored that these days banks are actively participated in CSR activities and private commercial banks (PCB) are more actively participated in community development. Commercial banks spend millions of dollars on CSR in order to support its goodwill (McDonald and Rundle-Thiele, 2008).

Moreover, the revolution in term of CSR has come in Indian banking sector. The Indian banking sector is very competitive and banks have started adopting various CSR activities in the way to differentiate themselves from competition (Fatma et. al., 2015). On December 20, 2007, RBI circulated a notice to all the scheduled commercial banks and directed the banks for non-financial reporting with title “Corporate Social Responsibility, Sustainable Development and Non-Financial Reporting-Role of Banks”.

Then again in 2011, RBI stress on non-financial reporting (NFR) by the banks, which cover the work done by the banks towards the social, economic and environmental betterment of society. Moreover, with the change in the Company Law, CSR activities became mandatory for the corporations and the same applies to the Banking sector too.
CSR & Customer

Several authors, such as Kotler and Lee (2005), state that CSR leads to profitability in the end resulting in stakeholder satisfaction. Whereas, customers are the most important stakeholder of an organization. Traditionally, the components that mattered most to customers while deciding an assessment of a firm were item quality, financial performance and value for money (Dawkins and Lewis, 2003). However, over the most recent couple of decades, Corporate Social Responsibility (CSR) has developed its significance, which is reflected by an expanding request from customers, representatives, stakeholders, and the society for comprehensive assessments about how organizations are meeting adequate guidelines. Researchers of Twenty-first century agree that social responsibility can increase the goodwill of the banks. There are many studies, which shows the link between social initiatives and consumer behavior (Mohr and Webb, 2005; Brown and Dacin, 1997; Sen and Bhattacharya, 2001). Brown and Dacin (1997) also explain that a company’s CSR record, instead of providing information about the overall quality of its products, creates a general context for customer evaluation. Moreover, Consumer awareness of CSR activities is necessary to have an effect on consumer purchase intention (Wigley, 2008). It is also reveal that CSR activities positively affect consumer purchase intention if consumers are aware of CSR initiatives (Fatma and Rahman, 2015). Even, CSR implies better customer satisfaction, Luo and Bhattacharya (2006) clarify three reasons why an association’s CSR activities prompt better customer satisfaction: to start with, activities request to multidimensionality of the economic and family element; second, solid CSR record enhances customers’ assessment towards the firm; third, forerunners e.g., Organization esteem was experimentally appeared to expand Customer Satisfaction. Every other thing being equivalent, with better esteem, clients are more satisfied from the product/services of a socially capable organization. Despite of many studies about CSR and customers satisfaction, still no one knows what the customer want? So the studies are lacking with the perception of customers towards CSR initiatives.

HYPOTHESES OF STUDY

So, in order to cover the above said gap, the present study has undertaken. In order to achieve the specified objectives following hypotheses were proposed for testing the perception of the customers towards CSR initiatives between public and private sector banks.

H1: There is significant difference in customers’ perception towards the CSR initiatives in select public and private sector banks.

H2: There is difference in customers’ perception towards CSR initiatives within select public sector banks.

H3: There is difference in customers’ perception towards CSR initiatives within select private sector banks.

RESEARCH METHODOLOGY

Data Collection

For the present study, Quantitative research approach has been adopted. A structured questionnaire was developed and tested to collect data from the consumers of select banks. Total seven banks were selected from public and private sector banks. Banks were selected randomly. From public sector, 2 banks were selected i.e. Bank of Baroda and State Bank of Mysore. Two from private sector (Indian banks) i.e. HDFC Bank and Dhanlaxmi Bank, two from private sector (International banks) i.e. Citi Bank and Standard Chartered Bank is selected. Last one is State Bank of India. In order to streamline the study, area of the study is Punjab, Haryana and Chandigarh. In total 350 questionnaires were distributed to the select bank’s customers and 325 responses were received. Out of total returned questionnaires, 25 questionnaires were not usable due to missing data. Therefore, total 300 questionnaires were collected from 7 select banks. There were total 160 respondents from public sector banks and 140 respondents are from private sector banks. The distribution is as under:

Table-1: Total Distribution of Respondents in Select Banks

<table>
<thead>
<tr>
<th>Name of Bank</th>
<th>Count</th>
<th>Column N %</th>
</tr>
</thead>
<tbody>
<tr>
<td>HDFC Bank</td>
<td>50</td>
<td>16.7%</td>
</tr>
<tr>
<td>Dhanlaxmi Bank</td>
<td>26</td>
<td>8.7%</td>
</tr>
<tr>
<td>Bank of Baroda</td>
<td>41</td>
<td>13.7%</td>
</tr>
<tr>
<td>State Bank of Mysore</td>
<td>32</td>
<td>10.7%</td>
</tr>
<tr>
<td>Citi Bank</td>
<td>30</td>
<td>10.0%</td>
</tr>
<tr>
<td>Standard Chartered Bank</td>
<td>34</td>
<td>11.3%</td>
</tr>
<tr>
<td>State Bank of India</td>
<td>87</td>
<td>29.0%</td>
</tr>
<tr>
<td>Total</td>
<td>300</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
The above table exhibits the number of respondents from select banks. It shows the maximum respondents from State bank of India i.e. 87 and minimum from Dhanlaxmi Bank i.e. 26. The number of respondents are dependent upon number of branches of the select banks in Punjab, Haryana and Chandigarh. Dhanlaxmi bank is having just one branch in the specified area so the number of respondents are little less than other banks.

**Data Analysis**

In order to analyze the data, chi square, Kruskal–Wallis, Mann-Whitney U test is applied with mean and median ranking of the data.

**Customers’ Perception towards the CSR Initiatives - Comparison in Select Public and Private Sector Banks**

This question is designed, in order to know and to compare the customers’ perception towards the CSR initiatives in select public and private sector banks. In the present questionnaire, there were forty statements under nine heads. The heads are Environmental Sustainability, Eradication of Hunger and Poverty, Rural Upliftment, Education, Health and Sanitation, Employment Enhancing Vocational Skills, Protection of National Heritage, Art & Culture and Contribution to P. M. Relief Fund, Financial Awareness, Customer & Ethics and Community Development.

**Table-2: Customer’s Perception towards Various CSR Initiatives - Comparison in Select Public and Private Sector Banks**

<table>
<thead>
<tr>
<th></th>
<th>Public Sector Bank</th>
<th>Private Sector Banks</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>Mean Rank</td>
<td>N</td>
</tr>
<tr>
<td>Environment Sustainability</td>
<td>160</td>
<td>143.89</td>
<td>140</td>
</tr>
<tr>
<td>Eradication of Hunger and Rural Up-Liftment</td>
<td>160</td>
<td>146.64</td>
<td>140</td>
</tr>
<tr>
<td>Education</td>
<td>160</td>
<td>147.86</td>
<td>140</td>
</tr>
<tr>
<td>Health &amp; Sanitation</td>
<td>160</td>
<td>144.77</td>
<td>140</td>
</tr>
<tr>
<td>Employment Enhancing Vocational Skills</td>
<td>160</td>
<td>145.66</td>
<td>140</td>
</tr>
<tr>
<td>Protection of National Heritage, Art &amp; Culture and Contribution to P. M. Relief Fund</td>
<td>160</td>
<td>152.22</td>
<td>140</td>
</tr>
<tr>
<td>Financial Awareness</td>
<td>160</td>
<td>147.59</td>
<td>140</td>
</tr>
<tr>
<td>Customer &amp; Ethics</td>
<td>160</td>
<td>140.47</td>
<td>140</td>
</tr>
<tr>
<td>Community Development</td>
<td>160</td>
<td>143.66</td>
<td>140</td>
</tr>
</tbody>
</table>

**Note:** *=Significant

**Sources:** Authors Compilation

**Table-3: Grand Total of Ranks**

<table>
<thead>
<tr>
<th></th>
<th>Bank</th>
<th>N</th>
<th>Mean Rank</th>
<th>Sum of Ranks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grand Total</td>
<td>Public</td>
<td>160</td>
<td>145.16</td>
<td>23226.00</td>
</tr>
<tr>
<td></td>
<td>Private</td>
<td>140</td>
<td>156.60</td>
<td>21924.00</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>300</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

H₀ = There is no significant difference in the customers’ perception towards various CSR initiatives (viz-Environmental Sustainability, Eradication of Hunger and Poverty, Rural Upliftment, Education, Health And Sanitation, Employment Enhancing Vocational Skills, Protection of National Heritage, Art & Culture and Contribution to P. M. Relief Fund, Financial Awareness, Customer & Ethics And Community Development) between public sector and private banks.

The above table-2 represents the results of the Mann-Whitney test and since, the p-value for the Mann-Whitney test for maximum variables is greater than 0.05 and hence, we have accepted the null hypothesis i.e. there is no significant difference in the customers perception on working of the bank towards Environmental Sustainability, Eradication of Hunger and Poverty, Rural Upliftment, Education, Health And Sanitation, Employment Enhancing Vocational Skills, Protection of National Heritage, Art & Culture and Contribution to P. M. Relief Fund, Financial Awareness, Customer & Ethics And Community Development between the public sector and private banks. Whereas the p-value for Customer & Ethics is .032*, which is less than 0.05(p<0.05), hence, we have rejected the null hypothesis. So, there is significant difference in the customers perception on working of the bank...
towards Customer & Ethics. According to the present study, customers of the both the banks have the same perception towards CSR initiative.

On the basis of the mean ranks, it is clear that customers of private sector bank want that their bank should work more towards all the areas specified under CSR initiative, as in all these cases mean rank of private sector banks is more than public sector banks, except Protection of National Heritage, Art & Culture and contribution to P. M. relief fund, where customer want public sector bank to perform, as in that case mean rank of public sector bank is more than private sector bank.

As per the Grand total of ranks (table-3), maximum customers want the participation of the private bank more towards CSR initiative as the mean rank of private sector banks is more than public sector banks.

Customers’ Perception towards the CSR Initiatives - Comparison within Select Public Sector Banks

This question is designed, in order to know and compare the customers’ perception towards the CSR initiatives within select public sector banks. In the present questionnaire, there are forty statements, which is divided in nine heads i.e. Environmental Sustainability, Eradication of Hunger and Poverty, Rural Upliftment, Education, Health and Sanitation, Employment enhancing Vocational Skills, Protection of National Heritage, Art & Culture and Contribution to P.M. Relief Fund, Financial Awareness, Customer & Ethics and Community Development.

Table-4: Customers’ Perception towards the CSR Initiatives - Comparison within Select Public Sector Banks

<table>
<thead>
<tr>
<th></th>
<th>Bank of Baroda</th>
<th>State Bank of Mysore</th>
<th>State Bank of India</th>
<th>Kruskal Wallis Test</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean Rank</td>
<td>Median</td>
<td>N</td>
<td>Mean Rank</td>
</tr>
<tr>
<td>Environment Sustainability</td>
<td>89.63</td>
<td>3.70</td>
<td>32</td>
<td>66.89</td>
</tr>
<tr>
<td>Eradication of Hunger Poverty and Rural Upliftment</td>
<td>76.90</td>
<td>4.20</td>
<td>32</td>
<td>65.00</td>
</tr>
<tr>
<td>Education</td>
<td>92.26</td>
<td>4.50</td>
<td>32</td>
<td>56.02</td>
</tr>
<tr>
<td>Health &amp; Sanitation</td>
<td>83.80</td>
<td>4.00</td>
<td>32</td>
<td>69.94</td>
</tr>
<tr>
<td>Employment enhancing Vocational Skills</td>
<td>87.83</td>
<td>4.33</td>
<td>32</td>
<td>70.75</td>
</tr>
<tr>
<td>Protection of National Heritage, Art &amp; Culture and Contribution to P.M. Relief Fund</td>
<td>75.89</td>
<td>3.67</td>
<td>32</td>
<td>79.94</td>
</tr>
<tr>
<td>Financial Awareness</td>
<td>96.89</td>
<td>4.75</td>
<td>32</td>
<td>61.73</td>
</tr>
<tr>
<td>Customer &amp; Ethics</td>
<td>89.44</td>
<td>4.29</td>
<td>32</td>
<td>75.92</td>
</tr>
<tr>
<td>Community Development</td>
<td>82.62</td>
<td>4.33</td>
<td>32</td>
<td>76.22</td>
</tr>
</tbody>
</table>

Note: * = Significant, ** = Highly Significant)
Sources: Authors Compilation

Table-5: Grand Total of Ranks

<table>
<thead>
<tr>
<th>Bank</th>
<th>N</th>
<th>Mean Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank of Baroda</td>
<td>41</td>
<td>87.11</td>
</tr>
<tr>
<td>State Bank of Mysore</td>
<td>32</td>
<td>65.95</td>
</tr>
<tr>
<td>State Bank of India</td>
<td>87</td>
<td>82.74</td>
</tr>
<tr>
<td>Total</td>
<td>160</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Table-4 represents the results of the Kruskal – Wallis test. The Kruskal – Wallis test is a rank based non-parametric test, which is used to determine if there are statistically significant differences between two or more groups of an independent variable on a continuous or ordinal dependent variable.

The above table represents the results of the Kruskal – Wallis test and since, the p-value for variables Eradication of hunger poverty and rural upliftment, Education and Financial Awareness Environmental Sustainability is less than 0.05 (p<0.05) and hence, we have rejected the null hypothesis i.e. there is significant difference in the customers perception for Eradication of hunger poverty and rural upliftment, Education and Financial Awareness Environmental Sustainability within select public sector banks.

Whereas in case of Health and Sanitation, Employment Enhancing Vocational Skills, Protection of National Heritage, Art & Culture and Contribution to P.M. Relief Fund, Customer & Ethics and Community Development is greater than 0.05 and hence, we have accepted the null hypothesis i.e., there is no significant difference in the customers perception on Environmental Sustainability, Health and Sanitation, Employment Enhancing Vocational Skills, Protection of National Heritage, Art & Culture and Contribution to P.M. Relief Fund, Customer & Ethics and Community Development with in select public sector banks.

Based on grand mean (table-5), customers want Bank of Baroda to invest much in CSR initiatives then other select banks.

Customers’ Perception towards the CSR Initiatives – Comparison within Select Private Sector Banks

In this, the perception of customers is assessed and compared towards the CSR initiatives of the bank within select private sector banks.

Table-6: Customers’ Perception towards the CSR Initiatives by Select Private Sector Banks

<table>
<thead>
<tr>
<th></th>
<th>HDFC Bank (N=50)</th>
<th>Dhanlaxmi Bank (N=26)</th>
<th>Citi Bank (N=30)</th>
<th>Standard Chartered Bank (N=34)</th>
<th>Kruskal Wallis test</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean Rank</td>
<td>Median</td>
<td>Mean Rank</td>
<td>Median</td>
<td>Mean Rank</td>
</tr>
</tbody>
</table>
| Environment Sustainability | 78.22  | 3.70   | 57.50    | 3.45    | 65.23    | 3.50    | 73.74    | 3.70   | .155
| Eradication of Hunger Poverty and Rural Up-Liftment | 81.05  | 4.20   | 44.08    | 3.80    | 69.57    | 4.20    | 76.01    | 4.20   | .002** |
| Education | 77.84  | 4.50   | 51.98    | 4.00    | 73.28    | 4.50    | 71.41    | 4.50   | .051
| Health & Sanitation | 72.54  | 4.50   | 53.38    | 4.00    | 73.35    | 4.50    | 78.07    | 4.50   | .085
| Employment Enhancing Vocational Skills | 78.96  | 4.33   | 62.33    | 4.33    | 67.43    | 4.17    | 67.01    | 4.33   | .287
| Protection of National Heritage, Art & Culture and Contribution to P.M. Relief Fund | 75.52  | 3.83   | 51.27    | 3.33    | 69.97    | 3.67    | 78.29    | 3.83   | .044*  |
| Financial Awareness | 78.56  | 4.50   | 44.21    | 4.25    | 75.63    | 4.25    | 74.22    | 4.50   | .003** |
| Customer & Ethics | 71.69  | 4.29   | 65.69    | 4.29    | 63.98    | 4.14    | 78.18    | 4.43   | .489
| Community Development | 78.31  | 4.50   | 50.87    | 4.00    | 73.18    | 4.00    | 71.66    | 4.33   | .038*  |

Note: * = Significant, ** = Highly Significant
Sources: Authors Compilation
Table-7: Grand Total of Ranks

<table>
<thead>
<tr>
<th>Bank</th>
<th>N</th>
<th>Mean Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>HDFC Bank</td>
<td>50</td>
<td>79.06</td>
</tr>
<tr>
<td>Dhanlaxmi Bank</td>
<td>26</td>
<td>45.54</td>
</tr>
<tr>
<td>Citi Bank</td>
<td>30</td>
<td>69.22</td>
</tr>
<tr>
<td>Standard Chartered Bank</td>
<td>34</td>
<td>78.13</td>
</tr>
<tr>
<td>Total</td>
<td>140</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-7 represents the results of the Kruskal – Wallis test and since, the p-value for variables Eradication of Hunger Poverty and Rural Up-Liftment, Protection of National Heritage, Art & Culture and Contribution to P.M. Relief Fund, Financial Awareness and Community Development is less than 0.05 (p<0.05) and hence, we have rejected the null hypothesis. Therefore, there is significant difference in the customer’s perception for Eradication of Hunger Poverty and Rural Up-Liftment, Protection of National Heritage, Art & Culture and Contribution to P.M. Relief Fund, Financial Awareness and Community Development within select public sector banks.

Whereas in case of Environment Sustainability, Health and Sanitation, Employment Enhancing Vocational Skills and Customer & Ethics is greater than 0.05 and hence, we have accepted the null hypothesis i.e., there is no significant difference in the customers perception on Environmental Sustainability, Education, Health and Sanitation, Employment Enhancing Vocational Skills, Protection of National Heritage, Art & Culture and Contribution to P.M. Relief Fund, Customer & Ethics and Community Development with in select public sector banks.

Based on median (table-6), it is clear that maximum customers want each bank to contribute towards CSR. Whereas, based on grand mean (table-7), overall customers want HDFC Bank to invest much in CSR initiatives then other select banks.

CONCLUSION

These days, CSR spending is increasing rapidly in all sectors. Both manufacturing and service industries are contributing towards CSR. These CSR activities are having direct impact on the various stakeholders. Customers are the most important stakeholder for any organization. Therefore, in the case of banking sector, it raises various questions like- the perception of the customers towards the CSR initiatives by public and the private sector banks, Comparison of the perception of customers between select public and private sector banks etc.

The present study attempted to identify the relationship of CSR initiatives and customer. Therefore, from the above study, it is concluded that the customers of select public and private sector banks want their bank to contribute towards various areas under CSR. Whereas in case of comparison in public and private sector, customers want private sector banks to contribute much towards CSR activities then public sector banks. In case of comparison of customers’ perception within select public sector banks; customers want Bank of Baroda to contribute much towards CSR and in case of select private sector banks, customers want HDFC bank to contribute much towards CSR.

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INTENSITY OF JOB EVALUATION TECHNIQUE ‘SIMPLE RANKING METHOD’ IN IT INDUSTRY: AN EMPLOYEE PERSPECTIVE EVALUATION AT HYDERABAD AND BANGALORE

G. Arundathi46 Dr. B. R. Megharaj47

ABSTRACT

In work environment, employees constitute an important resource for organizations and a key determinant of corporate success. To harness these employee potentials for the pursuit of company goals, effective Job Evaluation Techniques has been suggested. New Job Evaluation Techniques have drawn considerable attention in organizational research, including closely related concepts, such as analytical and non-analytical methods. Job Evaluation is the ability to persuade others to seek defined objectives enthusiastically. It is a key component of all organizations but its function and capacity are getting more complicated with increased involvement in globalization and technology development. The simplest method of job evaluation that involves ranking each job relative to all other jobs, usually based on overall difficulty. It is the core of a successful organization thriving to gain competitive edge over other companies in a stiff competitive global scenario. Simple Ranking Method play a vital role in keeping and moving the organisation towards a goal.

The objective of the study includes - To ascertain the Intensity of Job Evaluation Technique - Simple Ranking Method in IT Industry at Hyderabad and Bangalore. Research collaborates Moderate ranking for various elements of Simple Ranking Method under demographic variables - Age, gender, Education, Occupation and Income. Research concludes moderate application of Simple Ranking Method under demographic segmentation variables. The shift from analytical and non-analytical methods of Job Evaluation practices is due to demand from the industry and can even conclude providing ‘Job Evaluation’ is need for organizations in the dynamic organization environment.

KEYWORDS

Job Evaluation, Analytical, Non-Analytical, Simple Ranking, Technique etc.

INTRODUCTION

Job evaluation developed out of civil service classification practices and some early employer job and pay classification systems. We have no clear proof whether formal job evaluation began with the United States Civil Service Commission in 1871 or with Frederick W. Taylor in 1881. However, this process is 120 year old as of now and still maintains the same importance while formatting compensation policies. The advanced unionism played or influenced an effective role in establishing job evaluation to rationalize wage structures. Employers and associates has taken great effort to introduce such revolutionized internal equity policies to be able to meet the requirements of the unions and employees. During World War II, the National War Labour Board encouraged the expansion of job evaluation as a method of reducing wage inequities.

The technique and process of job evaluation became perfect during 1950s as organizations became larger and more bureaucratized the need for a rational system of paying employees became evident. The job evaluation process became an answer when the Wage structures became more complex and needed some way to bring order to the chaos created by supervisors while setting pay rates for their employees on their own at the time of hiring or promoting. According to The Equal Pay Act of 1963, the required jobs can be compared based on factors like skill, effort, and responsibility to determine equity in the pay. A 1979 study of job evaluation, as a potential source of and/or a potential solution to gender discrimination in pay, was made by the National Research Council under a contract from the Equal Employment Opportunity Commission. The study established the jobs done by women and minorities were undervalued. This discrimination lead to conduct a job evaluation by different methods based on different employee groups, from the compensable factors employed, from the weights assigned to factors, and from the stereotypes associated with jobs. Even though the preliminary job evaluation failed to give accurate results, the final report concluded that job evaluation holds some potential for solving problems of discrimination.

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SIMPLE RANKING METHOD

The simplest method of job evaluation that involves ranking each job relative to all other jobs, usually based on overall difficulty. This method is considered the simple form of job evaluations compared to other methods. All the jobs in the organisation are compared based on the complexity or difficulty, from the simplest to the hardest or from the highest to the lowest in their complexity. Human resource associates or consultants rank jobs in an organisation based on the education qualification and complexity of the job. Then they will ascribe highest pay for highest ranked job. The hierarchy of a company organization chart is a visual example of the ranking method. This is the least expensive method and does not consume much time and suitable for the small business firms with tight budgets. There are several methods in job ranking method.

Although this method is simple and can prove effective, its analytical system does not determine the accurate results because this will not consider the other compensable factors associated with each job, such as the value of the job to the individual organization or experiential competencies necessary to properly perform the job. Similarly, ranking does not provide any yardstick for quantifying the value of one job relative to another. Therefore, this method is usually more appropriate for smaller organizations who cannot afford the time or expenses of developing system that is more elaborate. Its simplicity, however, works to its disadvantage in big organizations because rankings are difficult to develop in a large, complex organization. Moreover, this kind of ranking is highly subjective in nature and may offend many employees.

REVIEW OF LITERATURE

Kevin D. Neuman (2014): The present study is a comparative analysis of employees from manufacturing firms of United States and China in relation to different job related characteristic especially training on employee morale. The study deals with the effect of adequacy of training on employee morale. The data has been collected through a survey from 1,719 union and non-union workers, working in medium sized companies. Six different places of United States and two locations of China have been selected to carry out the study. From the study, it is seen that training had greater impact on improving morale of employees working in China compared to employees working in United States manufacturing companies. The reason behind is that the jobs offered in United States are often short duration compared to China. It is seen that training had a higher impact on wage earning capability of employees in United States, which was given more importance. However, the employees of China have given wage-earning capabilities less importance. It is also seen that training effects morale, which in turn improved the level of job satisfaction. It is also seen that training effects morale, which in turn improved the level of job satisfaction. It is also seen that training has the same influence on employee morale in early career stages and late career stages. It is also observed that employees of China unlike employees prefer jobs that required less training from United States. Finally, it concluded that training has a high positive impact on morale of employees working in China than the employees in United States.

Hayes & Ninemeier (2013) in their article states that there is more competition between companies. It is more like a responsibility of a company now to design or provide a career growth path for its employees in order to hire and retain them. Companies go further ahead now providing the opportunities to its employees for career development in the hope for loyalty and better output. So, in this age of dynamism, managing your career or career management is very important.

Anon (2013): In current scenario, an employee’s career development doesn’t restrict to organization. If his current organization doesn’t provide him/her much chances or career progression, there are other organizations that are willing to offer same or higher position and employees may shift to those organizations on same or higher position which is also a part of their career development. The difference between the successful professionals and others is not lack of strength or knowledge but the lack of will. Until the employees are proactive, companies cannot do anything about their career development.

Chawla (2012) After studying the career development, career path, employee engagement and other aspects to some specific Indian hotel companies, says that they have realized that Indian companies have adopted a lot of new and unique concepts, techniques and are offering a lot more now but still there is a long way to go. Indian Organisations may be at par with the international countries but the management system is still same old in many organizations. The author says that the major challenges of Career development need to be addressed in order to fight current problems like attrition rate, poor output etc., which can be used as the base for suggestive corrective actions that need to be taken.

Jennifer Bellot (2011) reviews the development of the concept of organizational culture and methods for assessing organizational culture, focusing on the healthcare environment. The author states that the concept of organizational culture remains controversial as conflicting definitions, lack of semantic clarity and debate over the most appropriate methods for assessing organizational culture have led to disagreement over the value and validity of such inquiry.

Liette Goyer (2010), in his Career Development in SMEs presents a portrait of career development practices offered in the workplace, specifically within Canadian small and medium-sized enterprises (SMEs). In addition to describing the goal of the literature search and the method used, it looks at the SME context in relation to training, continuing skills development among the
employed, and the role of managers and outside consultants working in career development. It reviews various organizational practices aimed at supporting professional development and retention that may be beneficial or risky for both working persons and enterprises.

NEED FOR STUDY

The objective of Job Evaluation is to improve the organization's capacity to handle its internal and external functioning and relationships. This would include such things as improved interpersonal and group processes, communication that is more effective, enhanced ability to cope with organizational problems of all kinds, more effective decision processes, more appropriate leadership style, improved skill in dealing with destructive conflict, and higher levels of trust and cooperation among organizational members. These objectives stem from a value system based on an optimistic view of the nature of man - that man in a supportive environment is capable of achieving higher levels of development and accomplishment. Essential to Job Evaluation and effectiveness is the scientific method - inquiry, a rigorous search for causes, experimental testing of hypotheses, and review of results.

SCOPE OF STUDY

The present study limits its scope to Job Evaluation Practices, which are a pre-requisite for effectively dealing organizational problems that are manifestation of the external forces like competition, technological advances, mergers, etc. The geographical region chosen for the study are Hyderabad and Bangalore cities, in India as the Information Technology industry in these regions are registering an annual growth rate, and abundance investment in human capital due to stiff competition. The period of the conduct of study is between the years 2012-15. The sample respondents for the present study consist of male and female employees working in the IT industry during the period in these regions. The term change agent or catalyst is synonymous with the notion of a leader who is engaged in leadership - a transformative or effectiveness process - as opposed to management, a more incremental or efficiency based change methodology.

STATEMENT OF PROBLEM

Parameters employed for measurement of development in all organizations depend on Physical, Human, Financial, and Information resources; however, in the process of organizational employees’ development, employees do encounter problems that are resultant of the above forces. Handling or solving these problems is the aim of the career development programmes, which aims to enhance employee’s abilities in collectively handling the problems in an organizational environment. Evaluation of implementation intensities of various Job Evaluation Programs in IT industry of Hyderabad and Bangalore assumes significance in the backdrop of stiff competition. Hence, evaluation of development programs dealing with the development of employees’ career through the collective efforts of its own employee from all levels of the organization forms the core part of the present research.

OBJECTIVES OF STUDY

Primary Objective

- To assess intensity of application of Job Evaluation in IT industry at Hyderabad and Bangalore.

Secondary Objective

- To assess intensity of Ranking Method in Non-Analytical Methods of Job Evaluation in IT industry at Hyderabad and Bangalore.

HYPOTHESIS

Primary

H₀: Intensity of application of Job Evaluation Techniques is negative in IT Industry Hyderabad and Bangalore.

Secondary

H₀: Intensity of application of Ranking Method in Non-Analytical Methods is Negative in IT industry at Hyderabad and Bangalore.
RESEARCH METHODOLOGY

The present research study strictly abides by the conceptual frame work enunciated by the subject Research Methodology for the design and conduct of the research, this part of the study aims at presenting all the components of the research in a descriptive style which includes Statement of the problem, Objectives of the study, Hypotheses formulation, Data gathering, Data processing, interpretation or Description, finally followed by presenting the Findings and Conclusions of the study. All elements in various stages of research process are explained descriptively, offering due importance to them and treating them individually and distinctively.

Sampling

Sampling Plan

The sample plan consists of choosing employees from IT industries for the study from the geographical region of Hyderabad and Bangalore cities. Further, the total size and composition of IT employees of the IT firms form the base for prescribing no. and size of respondents to be drawn from various hierarchical levels of the IT firms.

Sample Size

It is a proportional representation of the employee density at a given location, firms and their various hierarchical levels. The research study by NASSCOM confirms a 20.3% and 10.7% of IT industrial location representation for Bangalore and Hyderabad respectively. ‘Report of India Law offices’ too confirms the same. These reports form the base for fixing the sample size of 505 and 272 for Bangalore and Hyderabad respectively.

Sampling Technique

The process of drawing sample respondents from the sample universe is known as sampling technique, among many techniques available Stratified sampling is employed for the purpose since it is more appropriate as the sample respondents are distributed in different organizations as stratified groups at different hierarchical levels of the firms. The organizational setting of the employee pre determines the suitability of the sampling technique making the exercise more meaningful, appropriate and relevant.

Sample Characteristics

Those that reflect in the sample respondents, all employees irrespective of their Gender, falling under the age group of 21 to > 45 years, with specified educational qualifications, working in all three levels of the organization, and in the income levels mentioned. These are Male and Female employees from any three levels of organization structure of Information Technology units in Hyderabad and Bangalore cities.

Sampling Procedure

The study has been based on convenient sampling method, which stipulates picking up of samples according to the convenience of the researcher from the clusters of samples existing in the organizations.

Questionnaire

The questionnaire for the study is based on the six sets of pioneering and time tested conceptual Job Evaluation Practices that have a great relevance to the study of Job Evaluation, the individual elements of every set form the base for the Questionnaire. The first part of the questionnaire deals with questions concerning the respondent’s demographic profile in terms of their age, sex, occupation, education and income. The second part of the questionnaire is divided into two sets namely ‘Non-Quantitative /Non-Analytical Methods’ and Quantitative / Analytical Methods. Each method once divided in to four and two sets consecutively. Thus, the efforts of the researcher at evaluating and ascertaining the intensities of conceptual Job Evaluation Practices.

Sources of Data

All academic research exercises commence with the process of gathering of secondary data for developing a meaningful relationship between them, thus, to arrive at a Hypotheses formulation. Subsequently the exercise of proving or un-proving of the Hypotheses is the outcome of gathering primary data, processing of data and its interpretation leading to findings and conclusions.
Primary Data

Primary data forms the empirical base/evidence for all the research findings and conclusions. Source of primary data in the present research is ‘Questionnaire’, which are offered to respondents with a request to fill the questionnaire, by marking on the scale to indicate the intensity by simply ranking on the scale.

Secondary Data

Source of secondary data is print media comprising Magazines, Journals, Trade Journals, Tabloids, Publicity, Advertising and Sales Promotion material, survey reports and reference books etc. The other source of secondary data pertaining to Bangalore and Hyderabad cities were collected from various government publications and records; the major source of secondary data being Census of India 2001 and 2011 (provisional results), District Statistical Centre and Collectorate.

Statistical Tools Applied for Analysis

Statistical analysis of empirical data by the researcher is used to establish the impact of Job Evaluation practices on employees of IT industry in Hyderabad and Bangalore. The research offers hints to extend the implementation of Job Evaluation practices as constructive tools for IT industry. Statistical tools are applied to arrive at Cumulated Weighted Averages and Chi Square Test findings.

Cumulative Weighted Average is used to describe the profile of the respondents and their behavior in the various stages of Job Evaluation practices.

Chi-Square Test is used for testing the influence of one variable on the other. The test has been administered to study the influence of the demographic variables, personality trait and attitude of employees.

LIMITATIONS OF STUDY

A research study of this nature could not be carried out without any limitations. Hence, this research study is limited to principally the population, target population and sample population as their opinions, attitudes there on the findings of the study. Second factor is the time factor, which exerts magnificent influence on the opinion of sample population.

In a study of this magnitude though, meticulous care has been taken in each aspect of study.

- Some respondents were unaware of certain concepts and procedures.
- A few respondents were reluctant to give precise details.
- A sense of bias is inevitable in answers of the respondents.

Despite the above limitations, the researcher employs his best efforts to overcome them and to complete the study.

DATA ANALYSIS & INTERPRETATION

Table-1: Simple Ranking Method – Age Wise

<table>
<thead>
<tr>
<th>Element</th>
<th>Bangalore CWA</th>
<th>Hyderabad CWA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duties in your job comparatively.</td>
<td>2.82</td>
<td>2.75</td>
</tr>
<tr>
<td>Job completion time comparatively.</td>
<td>2.85</td>
<td>2.72</td>
</tr>
<tr>
<td>Work load in your job comparatively.</td>
<td>2.87</td>
<td>2.75</td>
</tr>
<tr>
<td>Responsibilities in your job comparatively.</td>
<td>2.79</td>
<td>2.68</td>
</tr>
<tr>
<td>Demands in your job comparatively.</td>
<td>2.78</td>
<td>2.62</td>
</tr>
<tr>
<td>Significance of your job comparatively.</td>
<td>2.76</td>
<td>2.64</td>
</tr>
<tr>
<td>Appraisal of your job comparatively.</td>
<td>2.74</td>
<td>2.66</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>2.80</strong></td>
<td><strong>2.69</strong></td>
</tr>
</tbody>
</table>

Sources: Primary Data

Note: CWA: Cumulative Weighted Average

Status: Elements of the table display various components of the job that are compared with that of other jobs in the organisation indicating the comparative ranking against other jobs, which is the core concept of ‘simple ranking method’. All the elements of
the IT jobs receive a neutral/indifferent ranking by the respondents who are employees in IT industry among all age groups. The table indicates the low application of ‘Simple ranking Method’ for job evaluation in IT industry.

**Evaluation:** ‘Simple Ranking Method’ aims at bringing out a comparative significance of each job, leading to employees taking pride in their jobs, employees in this case are indifferent which needs to be corrected.

### Table-2: Chi Square Test- Simple Ranking Method - Age wise

<table>
<thead>
<tr>
<th>Element</th>
<th>Computed Value</th>
<th>Bangalore</th>
<th>Hyderabad</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duties in your job comparatively</td>
<td>32.887</td>
<td>32.600</td>
<td></td>
</tr>
<tr>
<td>Job completion time comparatively</td>
<td>7.086</td>
<td>26.739</td>
<td></td>
</tr>
<tr>
<td>Work load in your job comparatively</td>
<td>38.108</td>
<td>36.162</td>
<td></td>
</tr>
<tr>
<td>Responsibilities in your job comparatively</td>
<td>41.416</td>
<td>6.554</td>
<td></td>
</tr>
<tr>
<td>Demands in your job comparatively</td>
<td>38.038</td>
<td>9.417</td>
<td></td>
</tr>
<tr>
<td>Significance of your job comparatively</td>
<td>11.040</td>
<td>32.896</td>
<td></td>
</tr>
<tr>
<td>Appraisal of your job comparatively</td>
<td>35.823</td>
<td>34.955</td>
<td></td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

**Note:** Significance Level: 5, Degree of Freedom: 20, Table Value: 31.410

Chi-square test is applied for research data to derive meaningful interpretation; the table contains Chi-square values for age wise data in the subsequent table, all the elements of Simple Ranking Method, \( \chi^2 \)cal is greater than table value, at 20 d o f and 5% level of significance for both the cities. \( H_0 \) is rejected for all elements of Simple Ranking Method except for 2 elements ‘Job completion time comparatively’, ‘Significance of your job comparatively’ in Bangalore and ‘Responsibilities in your job comparatively’, Demands in your job comparatively in Hyderabad. Thus, the study reinforces influence of Simple Ranking Method on employees in IT Industry at Bangalore and Hyderabad.

### Table-3: Simple Ranking Method – Gender wise

<table>
<thead>
<tr>
<th>Element</th>
<th>CWA</th>
<th>CWA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duties in your job comparatively</td>
<td>2.82</td>
<td>2.71</td>
</tr>
<tr>
<td>Job completion time comparatively</td>
<td>2.80</td>
<td>2.68</td>
</tr>
<tr>
<td>Work load in your job comparatively</td>
<td>2.78</td>
<td>2.66</td>
</tr>
<tr>
<td>Responsibilities in your job comparatively</td>
<td>2.76</td>
<td>2.62</td>
</tr>
<tr>
<td>Demands in your job comparatively</td>
<td>2.74</td>
<td>2.59</td>
</tr>
<tr>
<td>Significance of your job comparatively</td>
<td>2.73</td>
<td>2.59</td>
</tr>
<tr>
<td>Appraisal of your job comparatively</td>
<td>2.71</td>
<td>2.53</td>
</tr>
<tr>
<td>Average</td>
<td>2.76</td>
<td>2.63</td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

**Note:** CWA: Cumulative Weighted Average

**Status:** Elements of the table display various components of the job that are compared with that of other jobs in the organisation indicating the comparative ranking against other jobs, which is the core concept of ‘simple ranking method’. All the elements of the IT jobs receive a neutral/indifferent ranking by the respondents who are employees in IT industry among all gender groups. The table indicates the low application of ‘Simple ranking Method’ for job evaluation in IT industry.

**Evaluation:** ‘Simple Ranking Method’ aims at bringing out a comparative significance of each job, leading to employees taking pride in their jobs, employees in this case are indifferent which needs to be corrected.

### Table-4: Chi Square Test- Simple Ranking Method - Gender wise

<table>
<thead>
<tr>
<th>Element</th>
<th>Computed Value</th>
<th>Bangalore</th>
<th>Hyderabad</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duties in your job comparatively</td>
<td>20.946</td>
<td>15.701</td>
<td></td>
</tr>
<tr>
<td>Job completion time comparatively</td>
<td>15.568</td>
<td>12.845</td>
<td></td>
</tr>
<tr>
<td>Work load in your job comparatively</td>
<td>40.892</td>
<td>15.889</td>
<td></td>
</tr>
<tr>
<td>Responsibilities in your job comparatively</td>
<td>8.370</td>
<td>7.727</td>
<td></td>
</tr>
</tbody>
</table>
Demands in your job comparatively. | 18.090 | 10.380
Significance of your job comparatively. | 16.227 | 13.251
Appraisal of your job comparatively. | 12.443 | 12.370

Sources: Primary Data
Note: Significance Level: 5, Degree of Freedom: 4, Table Value: 9.488

Chi-square test is applied for research data to derive meaningful interpretation; the table contains Chi-square values for gender wise data in the subsequent table, all the elements of Simple Ranking Method, \( \chi^2 \) is greater than table value, at 20 d o f and 5% level of significance for both the cities. H0 is rejected for all elements of Simple Ranking Method except for 1 element ‘Responsibilities in your job comparatively’ in Bangalore and Hyderabad. Thus, the study reinforces influence of Simple Ranking Method on employees in IT Industry at Bangalore and Hyderabad.

Table-5: Simple Ranking Method - Education Wise

<table>
<thead>
<tr>
<th>Element</th>
<th>Bangalore</th>
<th>Hyderabad</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duties in your job comparatively</td>
<td>2.86</td>
<td>2.87</td>
</tr>
<tr>
<td>Job completion time comparatively.</td>
<td>2.79</td>
<td>2.82</td>
</tr>
<tr>
<td>Work load in your job comparatively.</td>
<td>2.77</td>
<td>2.72</td>
</tr>
<tr>
<td>Responsibilities in your job comparatively.</td>
<td>2.76</td>
<td>2.73</td>
</tr>
<tr>
<td>Demands in your job comparatively.</td>
<td>2.74</td>
<td>2.71</td>
</tr>
<tr>
<td>Significance of your job comparatively.</td>
<td>2.73</td>
<td>2.69</td>
</tr>
<tr>
<td>Appraisal of your job comparatively.</td>
<td>2.72</td>
<td>2.72</td>
</tr>
<tr>
<td>Average</td>
<td>2.77</td>
<td>2.75</td>
</tr>
</tbody>
</table>

Sources: Primary Data
Note: CWA: Cumulative Weighted Average

Status: Elements of the table display various components of the job that are compared with that of other jobs in the organisation indicating the comparative ranking against other jobs, which is the core concept of ‘Simple Ranking Method’. All the elements of the IT jobs receive a neutral/indifferent ranking by the respondents who are employees in IT industry among all education groups. The table indicates the low application of ‘Simple ranking Method’ for job evaluation in IT industry.

Evaluation: ‘Simple Ranking Method’ aims at bringing out a comparative significance of each job, leading to employees taking pride in their jobs, employees in this case are indifferent which needs to be corrected.

Table-6: Chi Square Test- Simple Ranking Method - Education wise

<table>
<thead>
<tr>
<th>Element</th>
<th>Computed Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duties in your job comparatively</td>
<td>29.139, 47.171</td>
</tr>
<tr>
<td>Job completion time comparatively.</td>
<td>47.826, 34.741</td>
</tr>
<tr>
<td>Work load in your job comparatively.</td>
<td>18.835, 1.974</td>
</tr>
<tr>
<td>Responsibilities in your job comparatively.</td>
<td>40.741, 31.872</td>
</tr>
<tr>
<td>Demands in your job comparatively.</td>
<td>41.205, 54.805</td>
</tr>
<tr>
<td>Significance of your job comparatively.</td>
<td>35.959, 40.153</td>
</tr>
<tr>
<td>Appraisal of your job comparatively.</td>
<td>29.754, 37.116</td>
</tr>
</tbody>
</table>

Sources: Primary Data
Note: Significance Level: 5, Degree of Freedom: 16, Table Value: 26.296

Chi-square test is applied for research data to derive meaningful interpretation; the table contains Chi-square values for education wise data in the subsequent table, all the elements of Simple Ranking Method, \( \chi^2 \) is greater than table value, at 20 d o f and 5% level of significance for both the cities. H0 is rejected for all elements of Simple Ranking Method except for 1 element ‘Work load in your job comparatively’ in Bangalore and Hyderabad. Thus, the study reinforces influence of Simple Ranking Method on employees in IT Industry at Bangalore and Hyderabad.
Table-7: Simple Ranking Method – Occupation wise

<table>
<thead>
<tr>
<th>Element</th>
<th>Bangalore</th>
<th>Hyderabad</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duties in your job comparatively</td>
<td>2.82</td>
<td>2.80</td>
</tr>
<tr>
<td>Job completion time comparatively</td>
<td>2.83</td>
<td>2.74</td>
</tr>
<tr>
<td>Work load in your job comparatively</td>
<td>2.82</td>
<td>2.68</td>
</tr>
<tr>
<td>Responsibilities in your job comparatively</td>
<td>2.81</td>
<td>2.63</td>
</tr>
<tr>
<td>Demands in your job comparatively</td>
<td>2.80</td>
<td>2.69</td>
</tr>
<tr>
<td>Significance of your job comparatively</td>
<td>2.80</td>
<td>2.69</td>
</tr>
<tr>
<td>Appraisal of your job comparatively</td>
<td>2.77</td>
<td>2.63</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>2.81</strong></td>
<td><strong>2.69</strong></td>
</tr>
</tbody>
</table>

Sources: Primary Data  
Note: CWA: Cumulative Weighted Average

**Status:** Elements of the table display various components of the job that are compared with that of other jobs in the organisation indicating the comparative ranking against other jobs, which is the core concept of ‘simple ranking method’. All the elements of the IT jobs receive a neutral/indifferent ranking by the respondents who are employees in IT industry among all occupation groups. The table indicates the low application of ‘Simple ranking Method’ for job evaluation in IT industry.

**Evaluation:** ‘Simple Ranking Method’ aims at bringing out a comparative significance of each job, leading to employees taking pride in their jobs, employees in this case are indifferent which needs to be corrected.

Table-8: Chi Square Test- Simple Ranking Method - Occupation wise

<table>
<thead>
<tr>
<th>Element</th>
<th>Computed Value</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Bangalore</strong></td>
<td><strong>Hyderabad</strong></td>
</tr>
<tr>
<td>Duties in your job comparatively</td>
<td>35.470</td>
<td>40.524</td>
</tr>
<tr>
<td>Job completion time comparatively</td>
<td>57.529</td>
<td>33.933</td>
</tr>
<tr>
<td>Work load in your job comparatively</td>
<td>20.945</td>
<td>10.857</td>
</tr>
<tr>
<td>Responsibilities in your job comparatively</td>
<td>32.897</td>
<td>50.950</td>
</tr>
<tr>
<td>Demands in your job comparatively</td>
<td>37.291</td>
<td>66.854</td>
</tr>
<tr>
<td>Significance of your job comparatively</td>
<td>59.375</td>
<td>43.857</td>
</tr>
<tr>
<td>Appraisal of your job comparatively</td>
<td>40.710</td>
<td>32.544</td>
</tr>
</tbody>
</table>

Sources: Primary Data  
Note: Significance Level: 5, Degree of Freedom: 20, Table Value: 31.410

Chi-square test is applied for research data to derive meaningful interpretation; the table contains Chi-square values for occupation wise data in the subsequent table, all the elements of Simple Ranking Method, $\chi^2_{\text{cal}}$ is greater than table value, at 20 d o f and 5% level of significance for both the cities. $H_0$ is rejected for all elements of Simple Ranking Method except for 1 element ‘Work load in your job comparatively’ in Bangalore and Hyderabad. Thus, the study reinforces influence of Simple Ranking Method on employees in IT Industry at Bangalore and Hyderabad.

Table-9: Simple Ranking Method – Income wise

<table>
<thead>
<tr>
<th>Element</th>
<th>Bangalore</th>
<th>Hyderabad</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duties in your job comparatively</td>
<td>2.77</td>
<td>2.63</td>
</tr>
<tr>
<td>Job completion time comparatively</td>
<td>2.77</td>
<td>2.62</td>
</tr>
<tr>
<td>Work load in your job comparatively</td>
<td>2.75</td>
<td>2.58</td>
</tr>
<tr>
<td>Responsibilities in your job comparatively</td>
<td>2.75</td>
<td>2.54</td>
</tr>
<tr>
<td>Demands in your job comparatively</td>
<td>2.72</td>
<td>2.49</td>
</tr>
<tr>
<td>Significance of your job comparatively</td>
<td>2.72</td>
<td>2.49</td>
</tr>
<tr>
<td>Appraisal of your job comparatively</td>
<td>2.70</td>
<td>2.48</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>2.74</strong></td>
<td><strong>2.55</strong></td>
</tr>
</tbody>
</table>

Sources: Primary Data  
Note: CWA: Cumulative Weighted Average
Status: Elements of the table display various components of the job that are compared with that of other jobs in the organisation indicating the comparative ranking against other jobs, which is the core concept of ‘simple ranking method’. All the elements of the IT jobs receive a neutral/indifferent ranking by the respondents who are employees in IT industry among all income groups. The table indicates the low application of ‘Simple ranking Method’ for job evaluation in IT industry.

Evaluation: ‘Simple Ranking Method’ aims at bringing out a comparative significance of each job, leading to employees taking pride in their jobs, employees in this case are indifferent which needs to be corrected.

Table-10: Chi Square Test- Simple Ranking Method - Income wise

<table>
<thead>
<tr>
<th>Element</th>
<th>Computed Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duties in your job comparatively</td>
<td>32.533</td>
</tr>
<tr>
<td>Job completion time comparatively.</td>
<td>23.021</td>
</tr>
<tr>
<td>Work load in your job comparatively.</td>
<td>56.602</td>
</tr>
<tr>
<td>Responsibilities in your job comparatively.</td>
<td>32.227</td>
</tr>
<tr>
<td>Demands in your job comparatively.</td>
<td>41.218</td>
</tr>
<tr>
<td>Significance of your job comparatively.</td>
<td>42.366</td>
</tr>
<tr>
<td>Appraisal of your job comparatively.</td>
<td>52.759</td>
</tr>
</tbody>
</table>

**Bangalore** | **Hyderabad**

**Sources:** Primary Data

**Note:** Significance Level: 5, Degree of Freedom: 20, Table Value: 31.410

Chi-square test is applied for research data to derive meaningful interpretation; the table contains Chi-square values for income wise data in the subsequent table, all the elements of Simple Ranking Method, $\chi^2_{cal}$ is greater than table value, at 20 d f and 5% level of significance for both the cities. $H_0$ is rejected for all elements of Simple Ranking Method except for 1 element ‘Job completion time comparatively’ in Bangalore and Hyderabad. Thus, the study reinforces influence of Simple Ranking Method on employees in IT Industry at Bangalore and Hyderabad.

**FINDINGS**

**Age wise:** Research ascertains indifference in IT employees to ‘Simple Ranking Method’.

**Gender wise:** Research ascertains insensitivity in IT employees to ‘Simple Ranking Method’.

**Education wise:** Research ascertains impassiveness in IT employees to ‘Simple Ranking Method’.

**Occupation wise:** Research ascertains insouciance in IT employees to ‘Simple Ranking Method’.

**Income wise:** Research ascertains unconcern in IT employees to ‘Simple Ranking Method’.

**CONCLUSIONS**

**Age wise:** Research concludes corrective actions for enhancing awareness on ‘Simple Ranking Method’

**Gender wise:** Research concludes corrective actions for enhancing awareness on ‘Simple Ranking Method’

**Education wise:** Research concludes corrective actions for enhancing awareness on ‘Simple Ranking Method’

**Occupation wise:** Research concludes corrective actions for enhancing awareness on ‘Simple Ranking Method’

**Income wise:** Research concludes corrective actions for enhancing awareness on ‘Simple Ranking Method’

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A COMPRENDIUM OF RESEARCH ON OPEN INNOVATION IN SME

Rahul Waghmare48 Dr. Devidas Golhar49

ABSTRACT

Studies on open innovation have rapid growth in recent years but a majority of the articles present open innovation for large companies and very less research is available on the adaptability of open innovation in SMEs. A comprehensive review of research on open innovation in SMEs is not presented. This paper reviews research on open innovation adaptability and its effect on the performance of small firms through published papers in reputed journals and books. The existing literature in this field is geographically diverse mostly from Europe and few from Asian countries. Large percentages of papers have their focus on the open innovation practices and their impact on the performance of the firm. A moderate number of papers have discussed the role of collaboration, Intellectual property rights and change in business model. Very few papers had their focus on motivation and constraints, modeling new framework for implementing open innovation in SMEs. This review suggests several research gaps in existing literature such as ignorance on business models, the capability of internal R&D and motivation parameters for adopting open innovation. This paper concludes with an overview of present circumstances on research on open innovation and recommending future research in this field.

KEYWORDS

Open Innovation, SME, Business Model, Collaboration, Intellectual Property Rights etc.

INTRODUCTION

Open innovation is the term coined by Henry Chesbrough in 2003 through his book Open Innovation: the New Imperative for Creating and Profiting from Technology. Chesbrough defines open innovation as “the use of purposive inflows and outflows of knowledge to accelerate internal innovation, and expand the markets for external use of innovation”. Large firms have already used open innovation successfully, for example, Procter & Gamble, IBM, Philips and much more. Most of the studies on open innovation had mainly focused on large firms. Studies on open innovation in SMEs (small and medium-sized enterprises) are very limited and based on secondary data.

SMEs lack in both managerial and technical skills for their effectiveness. According to WTO report, SMEs need a sound business environment, access to finance and institutional support to identify and take advantage of market opportunities. Small firms are less active as compare to large firms in using open innovation because of their characteristics such as organization culture, strategy, and a number of employees. The literature on open innovation is uneven. Parida et al. (2012) argue that SMEs can successfully use open innovation because of their less bureaucracy, willingness to take risks and faster ability to react to changing environments. Gassmann et al. (2010) had a view that open innovation is beneficial for SMEs to overcome their challenges and increase their profitability. Consequently, integration of fragmented state of literature is essential. The objective of this paper is to look at current research on open innovation in SMEs to assimilate findings and to point out future research agenda.

RESEARCH METHODOLOGY

The papers selected for this review are retrieved from Google Scholar and ISI web science of database. 170 of articles were listed by searching the term “open innovation”. Using the keywords “Open innovation” and “SME” search results retrieved 52 articles. After careful view on abstracts and sometimes the main bodies of the articles, the irrelevant articles were left out. The final dataset consists of 41 articles.

REVIEWS

Challenges for Open Innovation

SMEs face various challenges while adopting an open innovation. Abouzeedan et al. (2013) indicate few challenges, which include scarcity of resources, complexity of the scientific field, Coordination of operative functions of the firm and access to up-to-date scientific excellence. Wim Vanvahebke et al. (2009) argue that most SMEs face challenges that are related to organizational and cultural issues to deal with the increased outside contacts. The main barriers explored are venturing, external
participation, outsourcing of R&D, customer involvement. Vrgovic (2012) shows that SMEs in developing countries face different challenges from SMEs in developed countries. He further suggests that in developing countries, a government agency, using innovation hubs, could help SMEs to collaborate with independent inventors and other parties to jumpstart innovation practices. Christensen et al. (2005) point toward the complexity of the relationship between technology entrepreneurs and incumbents and his study showed that open innovation sometimes incurs high transaction costs. Andries and Faems (2013) suggest that licensing out the knowledge of SMEs to external parties is not appropriate for short-term benefits. Van de Vrande and Wynarczyk (2013) mentions that in the global competition, SMEs are dependent on two key internal components: R&D capacity and managerial competency, and two external factors open innovation practices and financial resources for technological development.

Open Innovation Practices in SMEs

Gassmann et al. (2007) research explores three open innovation processes: 1. the outside-in process 2. Inside-out process 3. Coupled process. In an outside-in process, firms enrich their knowledge by integrating with external entities such as suppliers, customers, universities, and venturing etc. In an inside-out process, firms focus on the externalizing of firms knowledge and innovation in order to bring ideas to commercialization faster than they can through internal development. In coupled process firms couple inside in and inside-out processes by working in alliances with complementary partners in which give and take is crucial for success. Broun et al (2012) found that both absorptive and desorptive capacities have an important role in collaboration of firms. They also mentioned the importance of negotiation process while working cooperatively. Wim Vanhaverbeke (2012) mentioned that SMEs are more effective in using different open innovation practices simultaneously when they introduce a new product on the market, whereas this is less the case for large firms. Schroll et al. (2011) found that type of innovation strategy is related to the R&D intensity. According to Lichtenthaler (2007), Absorptive capacity firm’s ability to assimilate new knowledge and desorptive capacity means to integrate external knowledge with internal knowledge to create new knowledge. Spithoven (2011) suggest that SMEs lack absorptive capacity and hence technology intermediaries are useful for them. Terelink and Spithoven (2013) indicate that collaborative innovation and R&D outsourcing offer possibilities to complement the internal R&D but they require absorptive capacity and managerial skills of internal R&D personnel. Zeng et al. (2010) found that SMEs of china having linkage and cooperation with government agencies do not have a significant impact on SMEs innovation performance. Yan and Yu (2013) suggest that appropriate policy initiatives such as incentives may effectively help SMEs to become active participants in technology innovation. Abd El Salam et al. (2014) argue that process of innovation can be approached in three dimensions: an external source of knowledge, the implementations process of open innovation and the effect of open innovation activities.

Open Innovation and Network of Firms

Wim Vanhaverbeke (2012) argues that managing relationships with individual partners and organizing the overall network of innovation partners is critical for success. Park et al. (2010) in their research report showed the Korean SMEs success in working with an intermediary and indicate that networking is an effective away to facilitate open innovation among SMEs. Padilla-Melendez et al. (2013) suggest that SMEs need to give attention to both formal and informal relationships with various stakeholders in terms of open innovation. Pullen et al. (2012) argue that a successful network profile includes a high level of goal complementary, source complementary, trust and low network position strength. However, Suh and Kim (2012) mention that networking may not be an efficient activity for service SMEs. Hughes (2009) indicates that SMEs need to tradeoff between intensive and extensive networks and they are cautious regarding with whom they should build a network. Theyel (2013) indicates that SMEs prefer networking with customers to suppliers. David Hartman et al. (2011) describes the importance of networks of personal contacts, shared visions and the selection of collaboration partners in order for SMEs to successfully implement and manage open innovation. Vrgovic et al. (2012) created a network model for SMEs of developing countries which connect experienced inventors and marketing research team through the help of government bodies and innovation hubs so that small firms could invent and produce a new product more efficiently.

Open Innovation and Collaboration

For accessing external knowledge and technology, firms have to collaborate with external partners. Terelink et al. (2013) found that collaboration helps SMEs to fasten the launching the products and services. Parida et al. (2012) indicate that for SMEs, vertical collaboration is relevant for radical innovation and horizontal collaboration is relevant to incremental innovation. Spithoven et al. (2013) mention that SMEs goes beyond science and technology and includes value chain partnerships that bring new knowledge bases, which they can absorb easily. Wynarczyk (2013) mentions that open innovation in SMEs tends to collaborate for product introductions whereas closed innovations in SMEs tend to collaborate for incremental changes of their existing products. Van de Vrande et al. (2009) suggests that collaboration for SMEs is more important in commercialization stage than in the early stages of innovation. Van de Vrande (2009) and Terelink et al. (2013) argue that size of the firm is related to a degree of collaboration. Smaller the size of the firm, less the degree of collaboration. Tibor Dory (2015) investigates that small firms do not have disadvantages if firms go for collaboration with buyers, suppliers, research institutes, universities and other specialized experts. Henttonen (2013) suggests three modes of collaboration for SMEs: a partnership with the lead partner, equal
partnership and collaborating for external technology commercialization. Suh and Kim (2012) indicate that talent acquisition is the most efficient type of collaboration for R&D of services SMEs. James Love et al. (2011) suggests that firms should invest time learning how to manage linkage and deciding on highest return linkage which has definite future payoffs.

Open Innovation and Intellectual Property Rights

Patenting is useful to SMEs also like large firms. Andries and Faems (2013) showed that patenting activities significantly help SMEs to license out their knowledge to external partners. Recognizing the opportunities for a license out firm’s technology at the right time is tricky. Henric Atterfors et al. (2012) suggests that IP rights are essential while going for open innovation and firms need to learn to manage the patents. Bianchi et al. (2010) developed a methodology to identify viable licensing out opportunities for SMEs. Wim Vanharbeke et al. (2012) suggested that Licensing deals can be negotiated in a way that both partners to profit from technology. Francia et al. (2013) created a model for exploiting IP in open innovation. Mention et al. (2013) argue that the legal implications that may result from incautious IP strategies that firms may adopt to manage their IP associated with their in-bound and out-bound innovation could be serious. Jeon et al. (2011) demonstrated a method for finding external partners through patent information. Sun and Kim (2012) indicates that technology acquisition is positively related to the patenting activity for service SMEs. Chesbrough (2006) explores the impact of stronger IP protection on intermediate markets for innovation and profile firms that center their business model innovation and IP.

Open Innovation and Business Models

A business model describes the structure of the value creation and capture mechanisms needed to yield a profit. Chesbrough (2003) suggests that firms should change their business model in order to value creating and value capturing from open innovation. Elzo Aranha et al. (2015) indicate that the company adopted open innovation methods as strategies to offer resources to change the open business model in order to create value. Brigitte Gay (2014) suggests the importance of dynamic network business model for small innovative firms. Schwab et al. (2011) describe the environmental changes and specific characteristics of SME as well as their impact when using open innovation in SMEs. Chiaroni et al. (2011) analyzed the differences in open innovation skills depending on the stage of innovation implementation, firm’s size, industry and geographic location. Adelakum Hakeem (2014) introduced a framework for SMEs to explain the role of open innovation, business environment, and product reconfiguration as inherent in the path to success in the market. Ahlstedt and Linde (2011) showed that small firms able to use a considerable amount of open innovation in their business model besides their Organizational and financial structure.

Open Innovation Performance

Abd El Salam et al. (2014) suggests that a significant focus on innovation skills such as open innovation activities will help small firms’ to have sustainable benefits in the future. Yun and Mohan (2012) mentions that open innovation is essential for continuous growth of SMEs. Adli Abouzeedan (2011) introduced three models for measuring performance of SMEs, these are SIV model, ASPEM as a too; for strategic utilization of SME performance and IBAM tool for analyzing innovation of firm relation to external environment. S. Gaur et al. (2011) found that firm resources and competitive intensity moderate the relationship between market orientation and firm performance. Zeng et al. (2010) indicates that inter-firm organization has most significant impact on innovation performance of SMEs. Parida et al. (2012) reveal that different open innovation is beneficial for different innovation performances. For instance, technology sourcing is related to radical innovation, while technology scouting is related to incremental innovation. Joachim Breunig (2014) argues that collective effort needs to ensure successful implementation of open innovation processes. Crema et al. (2014) provides useful indications on how to define competitive strategy and coherent level of open innovation to pursuit improved firm performance. Results underscore that firms, which pursue an innovative strategy are those who invest more on technical skills and core competencies. Companies who choose a strategy of diversification are likely to use, exclusively, managerial practices of innovation, while firms focused on a strategy of efficiency are inclined toward open innovation practices and, to a lesser extent, to the development of core competencies. Kim and Park(2010) found that external R&D has a positive and significant effect on innovation output for Korean SMEs whereas external ideas have a negative outcome and external knowledge has no impact hence they conclude that all open innovation activities does not have positive impact on firm performance. M Olaru et al. (2015) suggest that focus is needed on external innovation sources that are typical to open innovation, with an important role in enhancing the performance of the innovation process. Lee et al. (2010), mentions that open innovation have high potential for SMEs.

DISCUSSIONS

This paper systematically analyzes key issues regarding open innovation in SMEs. Very few studies are from top management journals. Scholars from western countries have a major contribution in related literature. Few Asian countries such as china, South Korea have significant studies related to open innovation in SMEs. In recent time, some journals have focused studies on open innovation.
Most of the articles are dealing with open innovation processes followed by SMEs and analysis indicates that SMEs prefer outside-in process to others because licensing out the technology seems to be risky. Firms prefer to cooperate with customers and suppliers. Articles indicating the importance of networking suggest that formal and informal both relationships play a significant role in cooperation. Collaboration is the issue, which almost all articles on open innovation talk about. Firms mostly use collaboration strategy in commercialization stage and studies found that SMEs beyond technology innovation and includes value chain partnership which brings new knowledge bases which they can absorb easily.

Working on open innovation and intellectual property, authors suggests that patenting activities significantly help SMEs to license out their knowledge to external partners. SMEs need to consider diverse and adoptable IP management strategies while collaborating with external parties. Though large firms have considerably going for changes in a business model while using open innovation; however not much documentation is done on by practitioner’s/researchers on changes in a business model using open innovation. Hence, it is essential to study how SMEs can improvise their business model for ripping out the benefits of open innovation.

CONCLUSION

From the paper, it is reveal that there is a positive effect of open innovation on firm’s performance. Researchers found a positive relation between networking, collaboration with external organizations and innovation performance of SMEs. Due to the scarcity of financial, technical and skilled resources, SMEs are witnessing few constraints on using open innovation; however, through collective collaboration few SMEs are increasingly adopting open innovation as part of their business activities. Hence it needs to be seen the impact of open innovation in business sustaining of those SMEs. This would require studies to be undertaken on SMEs attempts toward maintaining networks, legal issues while sharing knowledge and technology, the role of government and organizational changes in SMEs using open innovation.

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PROSPECTS AND CHALLENGES OF INDIAN MICRO, SMALL AND MEDIUM ENTERPRISES

A. Vignesh 50 Dr. P. S. Nagarajan 51

ABSTRACT

With the introduction of reform measures in India since 1991, the Govt. has withdrawn many protective policies for the Micro, Small and Medium Enterprise (MSMEs) and introduced promotional policies to increase competitiveness of the sector. Though globalization process has expanded the market facilitating supply of superior technology, this has also forced the MSMEs to face ruthless competition from large domestic firms and the MNCs. The sector has undergone several changes regarding definition. The Small Scale Industries (SSI) has been renamed as Micro, Small and Medium Enterprises (MSMEs) with the introduction of MSMED Act, 2006. The current paper is an attempt to critically analyse the definitional aspect of MSMEs and explore the opportunities enjoyed and the constraints faced by them in the era of globalization. Annual Average Growth rate (AAGR) has been used as the major statistical tool to compare the performances of MSMEs during pre and post-liberalization period with the help of four economic parameters namely No. of units, production, employment and export. The study results show that except marginal increase in growth rate in employment generation, the growth rate in other parameters is not encouraging during the liberalization period.

KEYWORDS

Micro, Small and Medium Enterprise (MSMEs), Globalization, Liberalization, Annual Average Growth Rate (AAGR), Employment, Export etc.

INTRODUCTION

Micro, small and Medium Enterprises (MSMEs) are one of the most vibrant and sensitive sectors in Indian economy. The significance of Micro, small and Medium Enterprises (MSMEs) is attributable to its capacity of employment generation, low capital and technology requirement, use of traditional or inherited skill, use of local resources, mobilization of resources and exportability of products.

REVIEW OF LITERATURE

Sandesara (1993) studied the performance of SSIs producing reserved items collecting data from the second census conducted by the Ministry of SSIs. The study examined the null hypothesis that the SSI firms producing reserved category items should perform better than the SSIs producing non-reserved items. The study result revealed that capacity utilization in 1987-88 and aggregate change in production in 1987-88 were both lower for reserved than for unreserved items. This below par performance of the SSI firms producing reserved items was surprising, as those firms did not have to face competition from the large firms. The author observed that this could be due to the entrance of excess SSI firms into the protected areas.

Sonia and Kansai Rajeev (2009) studied the effects of globalization on Micro, Small and Medium Enterprises (MSMEs) during pre and post liberalization from 1973-74 to 2008-09. They used four economic parameters namely number of units, production, employment and export and interpreted study results based on Annual Average Growth Rate (AAGR) calculation. AAGR in pre-liberalization period (1973-74 to 1989-90) was higher in all selected parameters than that of post liberalization period (1991-92 to 2007-08). They concluded that MSMEs failed to put up an impressive performance in post reform era.

Bhavani T. A. (2010) highlights the issue of quality employment generation by the SSIs and negates the short-term attitude of increasing the volume of employment generation compromising with quality. The author argues that employment generation by the SSIs may be high in quantitative term but very low in quality. Technological upgradation would enable the small firms to create quality employment improving remuneration, duration and skill. This structural shift may reduce the rate of employment generation in the short run but would ensure high-income employment generation in the end.

Subrahmanya Bala (2011) has probed the impact of globalization on the exports potentials of the small enterprises. The study shows that share of SSI export in total export has increased in protection period but remain more or less stagnated during the...
liberalization period. However, the correlation co-efficient in liberalization period is higher than that of protection period suggesting that the relationship between the total export and SSI export has become stronger in liberalization period. This may be due to the drastic change in composition of SSI export items from traditional to non-traditional and growth in its contribution to total export through trading houses, export houses and subcontracting relation with large enterprises. Thus, the current policy of increasing competitiveness through infusion of improved technology, finance, and marketing techniques should be emphasized.

OBJECTIVE OF STUDY

The major objectives of the study are as follows:

- To examine the changing pattern of definition of the Micro, Small and Medium Enterprises (MSMEs) in India and critically analyze the impact of Micro, Small and Medium Enterprise Development (MSMED) Act, 2006.
- To analyze the opportunities and threats of MSMEs in India during the liberalization period.
- To analyze the performance of MSMEs in India during the pre and post liberalization period.

DATABASE AND METHODOLOGY

Data used in the study are secondary in nature and mostly collected from the Annual Reports published by the Ministry of Micro, Small and Medium Enterprises. The study covers a period from 1973-74 to 2009-10. Four parameters namely No. of units, production, employment and export have been used for performance analysis of MSMEs during pre and post liberalization period. I have started from 1973-74 because the first census for the MSMEs in India was initiated during 1973-74 and no authentic data about the small enterprises was available prior to this period.

ANALYSIS

Government policies regarding Micro, Small and Medium Enterprises (MSMEs).

After independence, the Government took up the policy of accelerating industrialization since Second Five Year Plan. The Policy resolution 1948 emphasized that cottage and small-scale industries can ensure best utilization of local resources, achieve ‘local-self-sufficiency’ in production, increase employment generation through rehabilitation of displaced persons and ensure balanced economic growth. Industrial Policy Statement 1977 introduced the concept of District Industries Centers (DICs) for SSIs to ensure supply of raw materials and machinery, market survey of the district, generating new business ideas, arrangement of credit facility, maintenance of quality of products etc. The Industrial Policy Statement 1980 took some path breaking measures like increase in Investment limit for tiny, small, and ancillary units, withdrawal of industrial location restriction, elimination of provisions regarding expansion, increase in private participation.

The New Industrial Policy in 1991 emphasized on raising the investment ceiling for the purpose of definition of a small unit to 6 million ( Rs 7.5 million if the unit concerned undertakes to export 30 percent of its output or if it is an ancillary unit i.e. a firm supplying at least 50 percent of its output to large scale industries) , allowing other investors (including large-scale enterprises and foreign investors) 24 percent equity participation in a small-scale unit, introduction of the Act on delayed payment to small and ancillary enterprises, encouraging banks to open specialized SSI Branches and giving better priority to the sector in their annual credit budgets . Comprehensive Policy Package for SSIs and Tiny Sector 2000 increased the exemption for excise duty limit from 50 lakhs to Rs 1 crore to increase competitiveness, conducted the third census of small-scale industries and motivated the SSI associations to develop and operate testing laboratories. As per the Policy Package for SME 2005-06, Small and Medium Enterprises were recognized in the services sector, and treated at par with SSIs in the manufacturing sector and emphasized on Cluster Development Model.

Definitional Aspect of Micro, Small and Medium Enterprises (MSMEs)

The definition of Small Scale Industries has undergone changes for many times. The main criterion for definition was mainly the investment level and number of employees. The chart below shows the changing pattern of SSI definition.

A major change took place in 2006 with the enactment of MSME Development Act, 2006. In accordance with the provision of Micro, Small & Medium Enterprises Development (MSMED) Act, 2006 the Micro, Small and Medium Enterprises (MSME) are classified into two categories.

(a) Manufacturing Enterprises: The enterprises engaged in the manufacture or production of goods pertaining to any industry specified in the first schedule to the industries (Development and regulation) Act, 1951. The Manufacturing Enterprise is defined in terms of investment level in plant & machinery.
(b) **Service Enterprises**: The enterprises engaged in providing or rendering of services and are defined in terms of investment in equipment. The limit for investment in plant and machinery / equipment for manufacturing / service enterprises, as notified are as under:

<table>
<thead>
<tr>
<th><strong>Manufacturing Sector</strong></th>
<th><strong>Investment in plant &amp; machinery</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprises</td>
<td>Does not exceed twenty five lakh rupees</td>
</tr>
<tr>
<td>Micro Enterprises</td>
<td>More than twenty five lakh rupees but does not exceed five crore rupees</td>
</tr>
<tr>
<td>Small Enterprises</td>
<td>More than five crore rupees but does not exceed ten crore rupees</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Service Sector</strong></th>
<th><strong>Investment in equipment’s</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprises</td>
<td>Does not exceed ten lakh rupees:</td>
</tr>
<tr>
<td>Micro Enterprises</td>
<td>More than ten lakh rupees but does not exceed two crore rupees</td>
</tr>
<tr>
<td>Small Enterprises</td>
<td>More than two crore rupees but does not exceed five crore rupees</td>
</tr>
</tbody>
</table>

**Sources**: MSME Development Act 2006, Ministry of the District Industry Centers (DIC) MSME, Government of India

**Importance of MSME Development Act, 2006**

With the introduction of new MSME Act 2006, the Govt. has tried to resolve some major issues related to the MSMEs like complicated bureaucratic registration procedures, lack of finance, lack of managerial skills etc. The most important thing the Act has done is to increase the significance of the sector and to offer a clear definition of MSMEs.

Further, the act mandated the composition of the National Board of MSME with clear long run objective of overseeing and regulating the development of micro, small and medium enterprises in India. The broad functions of this board are to manage cluster development, train entrepreneurs, develop infrastructure and promote financial access to this sector.

The MSME Act 2006 has frame worked a strict rule regarding payment of dues by increasing penalties substantially for delay in payment. For example, the Act mandates that all payments be made within 45 days failing which the creditor must pay compound Interest, which is higher than the bank rate notified by the RBI.

As noted, registration in the MSME sector is voluntary and unregistered firms constitute a significant proportion of the total firms. As a result, proper maintenance of records becomes extremely difficult. The new MSME Development Act 2006 has made the registration procedure much simple and less time taking.

**Debatable issues initiated by the MSME Development Act, 2006**

Two policies introduced by the MSMED Act, 2006 have initiated much debate. One is proposed Procurement Preference Policy and the other is Exit Policy or a Close of Business (COB) policy. The first policy will determine how much supplies should be purchased by the Government agencies from the MSMEs and the second policy will determine when and how to close a sick MSME unit.

The first policy tends to create a cold war between the small and medium enterprises. The Federation of Associations of Cottage and Small Industries (FACSI) has placed a demand for a separate policy exclusively for the small units regarding the purchase of supplies. Many women run small and cottage industries have asked for separate quota for themselves. Thus, the issue has taken a complicated shape.

Regarding the Close of Business (C.O.B.) two major issues remain unsettled. The first one is at what level The Government should intervene to close a sick MSME unit. The second issue is about the relative priorities of different parties associated with the MSME units like owners, shareholders and employees, in case of conflict.

The Act has expanded the investment range and has clubbed small and medium enterprises. In the process of doing so, it does not consider the ‘crowding out’ effect of smaller firms within the sector. MSME sector falls into the Priority Sector where the banks and many other financial institutions have to extend at least 40% of their total portfolio. As the investment level have been increased many bigger firms fall into MSME category. The banks prefer to extend their stipulated percentage of loan to those comparatively bigger firms effectively crowding out smaller firms. Thus, the small units again get back to their original position of lack of working capital and some financially strong firms are benefited. One possible solution that can be offered is to create own priority package for different sectors to negate the crowding off effect of the large firms.
Another major problem for MSMEs is their less capacity of collective bargaining in the credit market. MSMEs with net worth less than Rs. 100 million cannot raise capital through stock market. Thus, they became fully dependent on banks and have to take loans at a higher rate than the Prime Lending Rate (PLR). The larger businesses can bargain with the banks and often can get loans at a lower rate. One possible solution may be to regulate the banks more effectively and establish a uniform rate of lending.

Out of the total counts of MSMEs, the women entrepreneurs run a significant portion and they must be provided sufficient encouragement. The Act is not very specific about this area. This gap can be fulfilled by allowing some reservation of procurement preference policies in women-run small units, creation of shared facilities for female employees like day care services and single window interfaces to reduce the information gap etc.

**OPPORTUNITIES AND CONSTRAINTS OF GLOBALIZATION FROM THE VIEW POINT OF MSME**

**Concept of Globalization**

Globalization may be defined as the process of integrating various economies of the world without creating any hindrances in the free flow of goods and services, technology, capital and even labour or human capital. Therefore, it signifies internationalization plus liberalization, through which the world has become a small global village.

**Opportunities**

**Exposure to foreign markets Globalization** has opened up the economy and integrated it with the world economy. The MSMEs enjoy the benefits of selling their products and services to the world market rather than being confined into domestic market. The free economy ushers in accessibility to bigger markets, greater linkages for SMEs with larger companies and marketing outfits, improved manufacturing techniques and processes.

**Flow of foreign investment and technology:** The MSMEs in India suffer from outdated technology and sub-optimal scale of operation. Many foreign companies have tied up with Indian MSMEs and helped them to use better technology, managerial skill etc. Thus, a proper collaboration between the small and large companies can help small firms to develop technology base through Research & Development activities, contribution from the technological institutes, universities etc.

**Emerging Areas of Business MSMEs** have been able to identify many uncommon but highly promising business areas like outsourcing, medical transcription, clinical research trials, sub-contracting, ancillarization and many new technologies like biotechnology, nanotechnology etc., which are attractive for the new generation MSME entrepreneurs.

**Less Government Intervention:** As the economy is mainly market driven, there is less Government intervention, red tapes, less control on import and export etc. The MSMEs would be allowed to work in a free environment.

**Employment Generation:** Being labour-intensive in nature, the MSMEs make significant contribution in employment generation and expanding industrial network in rural areas. This sector nurtures the traditional skills and knowledge based small and cottage industries. The workers inherit and transfer skills from generation to generation. The handcrafts and other products produced by this sector have good demand in market. The MSMEs have been a good source of employment generation and can be even more if the sector gets support in terms of infusion of technology, capital and innovative marketing techniques etc.

**Better Performance by MSMEs** Before globalization, the MSME sector was a highly protected sector. Suddenly, after globalization they discover that many of such protective measures were withdrawn and they have to fight for their existence. This competitiveness in domestic and global market may bring out superior performance.

**Better Customer Satisfaction:** As the domestic market gets competitive, small and medium firms try to satisfy the consumers in every possible way. They try to produce products as per the needs and preferences of the consumers and satisfy the customers in best possible way.

**Short and Long Term Capital:** In a liberalized economy, banks would try to find out new avenues of giving credits to increase their profitability. Thus, supply of funds may be easier. Development in money market would initiate development in capital market.

**Export Contribution:** The products produced by MSME sector (like sports goods, readymade garments, woolen garments and knitwear, plastic products, processed food and leather products, handicrafts etc.) have an excellent foreign market. As per the results of fourth MSME census (2006-07), this sector has registered an export earning of Rs 202017 crores in 2007-08.
Removal of Regional Disparity: People from remote areas have the tendency to migrate to urban areas in search of jobs. This creates excessive pressure on urban areas and initiates social and personal problems. This problem can be addressed by setting up a network of micro, small and medium enterprises in economically backward areas. MSME sector can take care of local needs, improve economic condition of the area and most importantly, can bring a qualitative change in the economy of the country.

Better Industrial Relations: The MSMEs are less prone to industrial disputes. However, the truth behind the scene is the workers in small sectors are mostly from unorganized sector and cannot raise their voice collectively. Thus, apparently, they share harmonious relation with the firm owners.

Constraints

Process of globalization has resulted in some serious constraints on the MSMEs.

Financing Problems: Financing has always been a major problem for the small and medium industries in India. The MSMEs mostly depend on internal sources of finance (personal savings, loan from relatives, and loan from local money lenders) than that of institutional financing by banks and other financing institutions.

Extreme competition: The MSMEs face ruthless competition from the large domestic firms and multinationals armed with improved technology, managerial ability, skilled workers, marketing skills, better product quality, and wide range of products. The small firms find it difficult to maintain their existence as the cases of merger and acquisition are continuously increasing.

Poor Technology Base: There exists considerable heterogeneity among the MSMEs in India. A small percentage of firms operate with sophisticated technology base whereas majority of firms use outdated technology. They suffer from low productivity and poor product quality. Due to their small size, they cannot enjoy large-scale production economies.

Lack of Infrastructure: Infrastructural lacking includes inadequate power supply, transportation, water supply etc. Small firms cannot bear the cost of setting up independent power supply unit. They have to depend on irregular power supply from the electricity boards. Inadequate transportation system increases cost of production. The MSMEs producing beverages, tobacco products, medicines etc., face the problem of inadequate water supply. As per the study conducted by Keshab Das and Sebastian Morris (2001), out of 1063 surveyed firms, 716 firms (more than sixty-seven percent) confessed that they have serious infrastructural problems.

Lack of Skilled Workers: Though India has no shortage of human resource, most of them are unskilled workers. Large firms pay higher remuneration and employ skilled workers. The MSMEs have to operate with unskilled or semi-skilled workers. Thus, the MSMEs suffer from low managerial capabilities.

Marketing and Distribution Problems: Marketing is probably the most neglected and less explored problem for Micro and Small firms. Most of them do not have any well-formulated marketing strategy, market research programmes, innovative advertisement techniques etc. Most of the MSMEs do not have adequate monetary support to develop marketing section and many are not aware of modern low-cost marketing techniques (blogging, sending mails, developing website for the company).

Delayed Payments: The small firms find it difficult to recover their dues from the large firms and even from Govt. departments due to complex payment procedure and corruption. Due to lack of funds, they cannot employ credit collection machineries (like factoring services). The large firms force them to offer long credit period and even pay advance to ensure timely supply of materials.

Gradual Withdrawal of Reservation Policy: Reservation Policy, introduced in 1967 emphasized that some products would be earmarked for exclusive production by the small enterprises and Non-MSME units can undertake manufacture of reserved items only if they undertake 50 percent export obligations. Withdrawal of reservation policy allowed MNCs and large domestic firms to produce reserved items without any restrictions and increased the degree of competition for the small firms. However, Several Expert Committees like Abid Hussain (1995), Shri T. S. Vijayaraghavan (1997), Confederation of Indian Industries (CII) (1997) etc., concluded that reservation policy is no longer helpful for MSMEs as MSME units with no reservation facility have performed better than those units with reservation support. Moreover, many MSMEs do not produce the reserved items and many MSME Entrepreneurs do not consider it a relevant policy.

Mindset Problems: The mindset of the many MSME entrepreneurs has not yet changed. They still expect protection policies and preferential treatment for the MSMEs. Fortunately, this tendency is low in the new generation entrepreneurs. Workshops, success story based approach may help reduce this tendency even more.
Outflow of Wealth: Globalization process seems to favour the developed countries and the multinationals more than that of developing countries and the MSMEs. The MNCs use domestic wealth, infrastructure, and local unskilled workers at a lower cost and repatriate huge profits to their own countries.

More prone to Global Fluctuations: A well-liberalized economy reacts more sharply with the changes in global market. The demand and supply would be determined by global fluctuations and not by the needs of the consumers.

Social Welfare Areas Neglected: The MNCs are more willing to produce consumer goods to maximize their profit. The qualitative services like health, education etc., which require huge investment but generate less and time taking return on investment, would be neglected.

CONCLUSION

The MSMEs in India face a tough situation due to extreme competition from large industries due to withdrawal of subsidy, lack of infrastructure, anti-dumping policy, challenges on product standardization, total quality management etc. Though Globalization has increased competitiveness in Indian MSMEs to certain extent, still Indian MSMEs are not adequately prepared to compete with the global players. There has been a definite change in attitude of the Govt. from protection to promotion of the MSMEs. The Govt. has taken several policy initiatives but needs to ensure proper co-ordination and implementation of such schemes. The MSMEs must convert the threats of globalization into opportunities through increased productivity, product diversification, supply chain management, Research and Development activities.

REFERENCES


ABSTRACT

The Micro Small and Medium sector is playing an important role in the socio economic development of our country by significantly contributing to the overall growth in terms of gross development product, employment generation and expert promotion. The present research study has been conducted to study Micro, Small and Medium Enterprises from the Global and Indian perspective; examine the importance of this sector; to study various financing constraints and applied strategies and to study the financing pattern, schemes, products and services of State Bank of India.

The secondary study has been carried out to study various financing aspects of MSMEs beside the primary study on the specific issues on MSME financing. The study concludes that there is an immense need to examine the financing constraints of MSMEs keeping in view the vital contribution of this sector. The banking and financial sector are continuously engaged in growth and development of MSME sector by application of innovative strategies, introduction of various schemes, products and services. There is continuous and significant growth of this sector which is increasingly contributing to national economy.

INTRODUCTION

The study on “Micro, Small and Medium Enterprises financing by banks particularly by the State Bank of India”, has been conducted with a view to examine the constraints faced by MSMEs, while raising finance from the banks and suggest strategies for financing, besides to study products, services, schemes, system and procedure of SMEs financing by the banks.

In India, the Banking Industry comprising of Commercial Banks, Co-operative Banks, Regional Rural Banks, Development Banks and Private Banks is functioning under the supervision and control of Reserve Bank of India. These banks are actively involved in the socio economic development of the nation and are performing numerous functions. With the introduction of economic reforms, particularly liberalization, privatization and globalization, the Banking Industry is under tremendous pressure of transformation and changes. The exposure of the Banks to international standards like assets classification, provisioning and capital adequacy etc. has compelled the banks to look for different sectors and markets.

Prior to the Micro, Small and Medium Enterprises Development Act 2006, the Micro, Small and Medium Enterprises (MSMEs) were termed as Small Scale Industries. Although financing of MSMEs (Micro, Small and Medium Enterprises) by Banks is quite old, yet its share in total financing has not been encouraging in the past (SBI Policy Guidelines and Annual Reports 2007-08 to 2015-16). Now, the Govt. of India and Reserve Bank of India has emphasized the need for enhancing the finance extended by Banks to MSMEs and have advised the Banks to devise their own policies and strategies for such financing including the methodology for processing the credit proposals within the overall RBI and Government broader guidelines (RBI Priority Sector Guidelines).

NEED AND SCOPE OF STUDY

The study is being proposed to be conducted at a time when the micro, small and medium enterprises have duly been defined and classified as per MSME Development Act 2006 to include the small scale industries and service sector including trade, transport operators, professional and self-employed, business enterprises and commercial and institutional up to defined limits of investment in plant, machinery and equipment. Since it is made mandatory achieving the national targets of doubling the SME finance in five years, annual growth of 20% in SME finance, achieving minimum share of 20% of SME advances in total advances and attaining minimum CD ratio of 60% by all the banks therefore the importance of the study has attained great importance. The growing impacts of liberalization, privatization and globalization have largely influenced the MSME sector. The compliance of various agreements under WTO (World Trade Organization) have compelled the MSMEs to improve and upgrade their technology.

The banks are being strengthened and supposed to comply with BASEL III norms of capital adequacy besides IRAC norms. There is stiff competition among the banks for the business including MSME financing. The MSME entrepreneurs are facing many constraints while raising finance. The banks are inducing sharp changes in technology to develop various MSME friendly...
products and services as per the technological changes and customer needs. This would help the banks and ultimately the country to achieve the projections as per Indian vision 2020 - a document by the Planning Commission according to which the Industry share in GDP which is 26% at present is projected at 34% and the service sector share which is at present 46%, is projected at 60% by the year 2020.

The proposed study can help the banks to examine their MSMEs financing scheme, products, services, systems, procedures and make necessary changes if needed. The study intends to reveal that which products or schemes are more popular and profitable and how much further potential exists. The trends analysis can facilitate banks to think of the inhibiting and facilitating factors for slow pace and required pace of growth of MSME advances. This can provide a glance of MSMEs constraints observed are to be corrected by the banks.

The study will involve MSME entrepreneurs, banks officials handling financing work, government agencies dealing with MSMEs and various socio-economic organizations and agencies. The current studies and materials in this field has been referred. The study of the ten years financials of the large sized organization like State Bank of India through various ratio analysis, percentage and trend analysis shown through tables, figures, pie charts and graphs provides an opportunity to all the banks to compare their financial and trends to find out the improvement potentials and formulate new strategies, introduce new products and services.

A vast scope exists for financing this sector. In quite good number of the MSMEs, the business is either family owned or inherited. The advances to them are more stable and less prone to become Non-performing Assets and Sick Assets. The supervision, follow up and control of these advances is comparatively easy and cheap.

**OBJECTIVES OF STUDY**

- To study growth of MSMEs in India.
- To examine MSMEs from global overview and Indian perspective.
- To examine the importance of MSMEs from global and Indian perspectives.
- To find out the constraints faced by MSMEs and examine strategies suggested overcoming the constraints.
- To study MSMEs financing, schemes, products and services of State Bank of India in general.

**RESEARCH METHODOLOGY**

The study largely involves secondary study based on the defined objectives. Primarily the financing aspects of State Bank of India have been referred. Important literature on MSMEs has been reviewed. The IIBF journals, SBI Annual Reports have been largely referred besides some books on the subject.

**DISCUSSION OF RESULTS AND FINDINGS**

**Growth of MSMEs in India**

Figure-1: MSMEs showing Consistent Growth in Terms of Number of Entrepreneurs Memorandum Filed Every Year as Per Dics under Various States / UTs

![Graph showing consistent growth](image)

MSMEs has shown constant growth rate of more than 10% every year till 2010-11, whereas in year 2011-12 growth rate was 19% which is approximately twice of the Growth rate recorded for previous years.

**Sources:** Authors Compilation
Growth rate of more than 10% every year until 2010-11 and 19% in year 2011-12.

Table-1: Distribution of EM filled by Type of Enterprises

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of EM filed pertaining to</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Micro</td>
</tr>
<tr>
<td>2007-08</td>
<td>156,051</td>
</tr>
<tr>
<td>2008-09</td>
<td>171,031</td>
</tr>
<tr>
<td>2009-10</td>
<td>186,126</td>
</tr>
<tr>
<td>2010-11</td>
<td>204,064</td>
</tr>
<tr>
<td>2011-12</td>
<td>242,606</td>
</tr>
</tbody>
</table>

Quick Estimates of 4th Census 2006-07 (Source: Development Commissioner MSMEs-Statistics)

<table>
<thead>
<tr>
<th>Type of Enterprises</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of MSMEs</td>
<td>26.1 Million</td>
</tr>
<tr>
<td>Number of Manufacturing Enterprises</td>
<td>7.3 Million</td>
</tr>
<tr>
<td>Number of Service Enterprises</td>
<td>18.8 Million</td>
</tr>
<tr>
<td>Number of Woman Enterprises</td>
<td>2.1 Million  (8%)</td>
</tr>
<tr>
<td>Number of Rural Enterprises</td>
<td>14.2 Million (54.4%)</td>
</tr>
<tr>
<td>Employment</td>
<td>59.7 Million</td>
</tr>
</tbody>
</table>

MSMEs: Global Overview

The definition of Small and Medium Enterprises (SMEs) is not uniform in various countries of the world (Raju and Nataraj, 2008). The SMEs have been defined differently in different nations depending upon the broad policy purposes and stage of economic development in the concerned nations. The most widely and commonly used definitions of SMEs pertain to the size of employment, the quantum of capital investment and fixed cost of the industrial concerns.
As stated by Raju and Nataraj (2008), in the European Union, Industrial Enterprises now MSMEs are defined as which employ less than five hundred employees in their units. In Europe, the micro entities employ up to 10 employees, small companies employ up to 50 employees and medium enterprises employ up to 250 employees in their units. In Poland, SME are defined in terms of employment of less than fifty employees and net revenue from the sale of products, goods, services, outputs and financial operations not exceeding seven million European Currency Units. In majority of the East Asian nations, the SMEs are defined in terms of employment to industrial employees between fifty to one hundred employees. The United Nations Industrial Development Organization (Namet Ilahi, 1999) defined SMEs as per size, technology and location. The large enterprises using modern technology and mainly urban have been defined as Modern manufacturers. The small and medium enterprises with intermediate technology and mainly urban and rural have been defined as Modernizing manufacturers. The small firms, artisans workshops, traditional and upgraded technology, mainly rural and some urban have been defined as Non-Modern manufacturers. Staley and Morse define small enterprises as subsistence manufacturer, artisans working at home, artisan working at workshop, industrial home workers and paid wages workers.

**MSMEs: Indian Perspective**

The concept of Industrial Enterprises is quite old in India. The Harappa civilization shows the evidence of weaving, pottery and metal processing which reveals that the industries have been an integral part of the Indian Economy (Jaypalm, 2008, MC Intosh, 2008; Majumdar, 2012).

The definition and concept of MSMEs have remained changing over the years in Indian Perspective. In India, the units registered under the Factories Act 1948 constituted organized small-scale sector, which covered the units employing less than 10 workers in power, used units and less than 20 workers in non-power used units. The term Small Scale industry was defined under the industries (Development and Regulation)Act 1951, according to which power units employing less than 50 workers and non-power units employing less than 100 workers were classified in the small scale sector and were exempted from registration. The capital investment (1960) was introduced with a limit of Rs. 5 lakh for SSI and Rs. 10 lakh for ancillary Small Scale Industries (SSI) unit.

Small Scale Enterprise (1996) were defined as those having investment in fixed assets not exceeding Rs. 7.5 lakh and not exceeding Rs. 10 lakh in ancillary units. The limit was enhanced to Rs. 60 lakh for SSI, Rs. 75 lakh for ancillary units in 1991 as per industrial policy of Govt. of India (Industrial Policy 1991 Resolutions). These limits were again increased to Rs. 3 crore for all industrial units in 1997 but reduced to Rs. 1 crore for SSI units in the year 1999.

Small Scale Industry (SSI) was defined as industrial (manufacturing, processing, and preservation) unit in which the investment in plant and machinery does not exceed Rs. 100 lakh. The GOI has enhanced this investment limit to Rs. 500 lakh in respect of certain specified items under hosiery, hand tools, drugs, pharmaceuticals, and stationery items and sports goods. The Small Scale units, with investments in plant & machinery up to Rs. 25 lakh were classified as tiny industries and small-scale units, with export more than 50% of their output were classified as Export Oriented Units. Industry related service business enterprises with investment in fixed assets excluding land & building up to Rs. 10 lakh were termed as Small Scale Service Business Enterprises (SSSBEs).

The Ministry of SSI and Ministry of Agro & Rural Industry, Government of India through Micro, Small and Medium Enterprises Development Act 2006 has envisaged the following broader classification of micro, small and medium enterprise:

In manufacturing sector, the micro enterprises are those enterprises, which are engaged in the manufacture / production / preservation of goods where investment in plant and machinery does not exceed Rs twenty-five lacs. In service sector, the micro enterprises are those enterprises, which are engaged in providing / rendering service where investment in plant and machinery does not exceed Rs. ten lacs. In manufacturing sector, the small enterprises are those enterprises which are engaged in the manufacture / production / preservation of goods where investment in plant and machinery is more than Rs twenty five lacs but does not exceed Rs five crore. In service sector, the small enterprises are those enterprises which are engaged in providing / rendering service where investment in plant and machinery is more than Rs ten lacs but does not exceed Rs. two crore.

In manufacturing sector, the medium enterprises are those enterprises which are engaged in the manufacture / production / preservation of goods where investment in plant and machinery is more than Rs 5 crore but does not exceed Rs ten crore. In service sector, the medium enterprises are those enterprises which are engaged in providing / rendering service where investment in plant and machinery is more than Rs two crores but does not exceed Rs five crore.
Importance of MSMEs Sector

The MSME sector is playing a vital role in all the nations world over in providing employment, contributing to Gross Domestic Product, potential for global investors, contribution to exports, engine of economic growth, promoting equitable development, increasing productivity and ensuring best use of local resources. The MSMEs contribute towards economic growth, social progress and jobs creation. The progress of SMEs is essential for attaining economic growth (Basson, 1994). The SMEs provide significant contribution in achieving the socio-economic objective of the employment generation. The SMEs sector provides base for industrialization (McPherson, 1996). The SME sector is a dynamic and growing sector, which contributes largely in equal distribution of income, creation of employment and poverty reduction (Liedholm, 2002). SMEs are the backbone of virtually all economies in the world including those within ASEAN (Thitapha Wutanaprattipaisan, 2003). SMEs play an important and a vital role in the economy of all the countries in the world (Ayyagari et. al., 2003). MSMEs are a vibrant and growing sector in most economies round the world (Levy et. al., 2005).

SMEs play a vitally important role in alleviating poverty and contribute significantly towards the growth of developing economies (Agbeibor, 2006). SMEs play a vitally important role in economies of all countries (IFC, 2006). SMEs play an important and significant role in the economies of the nation’s world over (Wieneke and Gries, 2011). Worldwide, the MSMEs have been accepted as the engine of economic growth and for promoting equitable development. The main advantage of this sector is its employment potential at low capital cost (Nishanth and Zakkariya, 2014).

Similarly, in India, the Micro, Small and Medium Enterprises (MSMEs) have emerged as a strong, dynamic and vibrant sector of the Indian economy and are playing a very important and significant role in the socio-economic development of the country. Small Scale Industries (SSI) sector as per SIDBI data accounts for 96% of the industrial units, 40% output in manufacturing sector and 35% of the exports besides employment to over 17 million people in India (Sarosh Bana, 2000). In India, Small Scale Industry plays a significant role in terms of balanced and sustainable growth, employment generation, development of entrepreneurial skills and contribution to export earnings. The SSI units provided employment to nearly 20 million persons, accounted for 40 percent of the value added in the manufacturing sector, 34 percent of total national exports and 7 percent of GDP during 2002-03 (Vepa Kamesam, 2003). The SME sector helps in savings mobilization and production of goods and services which meet the basic needs of the poor (Green, Kirkpatrick and Murinde, 2006). SMEs are subsectors of industrial sector, which plays crucial roles in industrial development (Ahmed S. 2006). There were 260.81 lakh MSMEs in India (15.33 lakh registered working and 245.48 lakh unregistered enterprises), which provide employment to about 594.61 lakh persons of which 28 percent were in manufacturing sector and 72 percent were in the service sector (as per quick results of the 4th All India Census of MSMEs, 2006-07). The number of MSMEs has increased to about 285.16 lakh (from 272.79 lakh in the previous year) in the year 2008-09, registering a growth rate of 4.35 percent. The employment has increased to about 659.35 lakh during the year 2008-09 from 626.34 lakh during the previous year. The SMEs have become an engine of economic growth and form the backbone of the manufacturing sector in India (Raju, 2008). The SME sector is a vibrant and dynamic one and an engine of growth (Rani and Rao, 2008). MSMEs are considered one of the most important economic multipliers in the growing economy (Ravi Tyagi, 2010). MSMEs globally have been the backbone of the economy; it is true for India as well (Arup Kumar, 2010).

MSMEs perform central function in Industrial development and are significant contributor to the National Income in India with their contribution to Industrial production and exports etc. (Spence and Painter-Morland, 2011). The SMEs being dynamic, innovative and employers play an important role in sustaining economic growth, increasing trade, generating employment and creating new entrepreneurship in India (S. Saravanan, 2013). Presently, MSME sector with 3.6 crore units, employees 8.05 crore people in India. This sector contributes 37.5 percent to our Gross Domestic Product. The Manufacturing Sector contributes 31.8 percent of MSME sector and the Service sector constitutes 68.2 percent of MSME Sector in India. (Pratiyogita Darpan, Indian Economy Issue, 2016.)

Constraints and Strategies

Some of the constraints being faced by MSMEs and strategies adopted as per literature review and in practice are studied as under:

The problem of Small Scale Industries is multidimensional and the Banks should act as friend, philosopher and guide for achieving the rural industrialization and balanced regional development (Murthy, 1980). The financial barriers affecting SMEs are high cost of credit, high bank charges, high collateral requirements and lack of outside equity and venture capital (Stiglitz and Weiss, 1981). Schiffer and Weder (1991) observed that small firms experience more difficulties than medium sized firms, which also experience more difficulties than large firms do in doing business due to financing problems.

Cuevas et al. (1993) observed that access to bank credit by SMEs has been a major constraint to industrial growth due to their inability to provide acceptable collateral besides cost of transaction and Aryeyetey et al. (1993) also supported the views and stated that finance problems dominate all other constraints of SMEs and suggested that banks should consider alternatives to collateral...
such as guarantees, lien on equipment and sale contract. Storey (1994) observed the asymmetric information, agency issues, lending risks to small firms, costly monitoring, competing banks and variability of entrepreneurs as constraints.

Poussin (1996) stated the financial barriers causing business failure as financial weakness from inadequate financing, over financing, poor debt management, wrong finance mix and poor strategic decisions. Nalsamma Antony (2002) stated that the inherited weakness in SSI growth in India is lack of capital, lack of technical knowhow, inadequate marketing and inadequate credit. Judith Madill (2002) pointed out that branch staff, bank management and bank policies are affecting SMEs. Raju (2002) stated the need of comprehensive enactment, role of small industry associates and adequate institutional finance. Edvin Gnanadas (2003) stressed on changes in the attitude of bank officials, improvement in work technology, proper deployment of manpower, ethics and resources.


Sultan Singh (2008) advocated excellent customer service, products and services, system and procedures, mechanization and computerization, decentralization and delegation, complaints redressal skills, staff attitudes and responses for quality services to SSI customers. Mallia (2009) stated the problems faced by MSMEs in getting finance as limited outreach of banks, rigid approach, high collateral requirements, high interest rates and lack of supporting business development services.

Azad (2010) expressed the need for support and extension, services like marketing services, market intelligence, modernization, technology upgradation and quality testing besides financing institution network for SMEs growth. Yadav (2010) suggested cluster approach, as per customer focus, cost control, risk containing and cost selling to meet diversified financial needs of MSMEs besides adoption of voluntary codes of Bank’s commitment to MSMEs. Lahiri (2012) pointed out the constraints as financing problems, extreme competition, poor technology, lack of infrastructure, lack of skilled labour, marketing & distribution problems, delayed payments, withdrawal of reservation policy, mindset problems, global fluctuations and neglected social welfare.

Saravanan (2013) highlighted obstacles faced by SMEs in obtaining finance as lengthy loaning procedure, high collaterals, biasness, customer perception and preferences of SSI products and schemes. Ganesan and Punnoose (2014) recommended strengthening of banks credit system with Centralized Processing Cells, SME loan factories, SME Care Centres, Specialized SME Branches and Committee Approach for sanctioning SME proposals. On demand side, financing is most important determinant for SMEs growth. On supply side, various sizes and ownership have impact on SME financing (Son Thi Thanh Nguyen, 2015).

**Corporate Strategies for the Growth of the MSME Business**

Mintzberg and Waters (1985) consider Corporate Strategy as a political process, which is socially constructed rather than an unproblematic aid to rational decision making. Porter (1996) defines strategy as the creation of unique and variable position, involving different set of activities. Barney (2002) defines strategy as a firm’s theory about how to compete successfully.

Porter and Stern (2001) refer Innovation Strategy, which can involve creating or reengineering products or services to meet new demand, introducing new processes to improve productivity, developing or applying new marketing technologies to expand sales opportunities and incorporate new form of management systems and techniques to improve operational efficiency.

The corporate strategies suggested by the State Bank of India from time to time include development of MSME products and services, deployment of Relationship Managers and Marketing teams and opening MSME intensive branches (Krishnaswami 2006 and SBI Annual Reports 2011-2015). Adequate scope exists to explore new strategies, test existing strategies and find out the customer preferences and customer awareness level as regards to the various strategies.

**MSME Financing: Products & Services**

The development of new products and services is a continuous function of marketing management in the current environment by a company or an organization. The products and services offered by an organization must be suitable to meet the changing needs of the customer.

According to Philip Kotler, “a product is anything that can be offered to a market for attention, acquisition, use or consumption that might satisfy a want or need. Thus a product may by physical good, person organization, place or idea.” The banking products
are generally intangible in nature. These are core products, which are not tangible, but benefits of these products make them valuable. The augmented type products contain value addition. The product mix and the service mix are marketed. The prominent products and services provided by SBI are Artisan Credit Card, Swaroj Credit Card, SME Credit Card, SME Smart Score, Traders Easy Loan, Cyber Plus, Arthias Plus, Doctor Plus, SBI Shoppe Plus, School Plus, Rent Plus, Transport Plus, Paryatan Plus, Auto Clean, Rice Mills Plus, SME Micro, SME Collateral Free Loans, SBI Smile, and SBI Gyanshala. The prominent and powerful SME business accounts offering various services are SME Standard Current Account, SME Power Pack Current Accounts. The current study proposes to study the salient features of these products and services. The present study also proposes to know the MSME customer awareness level and preferences of these products and services offered by State Bank of India.

**MSME Financing Schemes**

A number of schemes are being implemented for the establishment of new MSMEs on the one hand and growth and development of existing MSMEs on the other. Some of the important schemes are: The Prime Minister Employment Guarantee Programme, Micro and Small Enterprises Cluster Development Programme, Credit Grantee Fund scheme for MSEs, Performance and credit Rating Scheme, Assistance to Training institutions, Scheme of Fund for Regeneration of Traditional Industries.

MUDRA, Micro Unit Develop and Refinance Agency Ltd (2015) was formulated in 2015 to promote entrepreneurship at micro level through funding. Make in India campaign was launched in 2014 for attracting industrialists to make goods in India and make global manufacturing hub.

**MSMEs Financing by SBI: An Overview**

Recently, MSME financing have caught focus of Banking Industry. SBI has always committed to this sector and other banks are joining to attract business from MSME units. MSME business gives volumes to the banks. The customers from MSME segment are loyal to their bank. Large Corporates are shifting their inventory costs and operational costs to MSMEs, either through outsourcing or through value chains, thereby increasing the banking needs of MSMEs. Banks are adapting their own strategies to tap business from MSMEs. State Bank of India has been pioneer in MSMEs financing and has devised Business Process Re-engineering and strategy initiatives, which aimed at emerging challenges like offering Core Banking Solutions (CBS), empowered value added products to SMEs and introducing separate sales force like Relationship Managers and Multi Purpose Sales Force (SBI Annual Report 2011-15).

**CONCLUSION**

This research paper summarizes recent empirical research by review of literature and using secondary data, which show that access to finance is an important growth constraint for MSMEs and should be addressed by adopting innovation strategies besides facilitation by the respective government legislation and infrastructural facilities. The MSMEs have emerged an engine of growth and development in the entire world including India. MSMEs have emerged as a vibrant and dynamic component of our economy due to their significant contribution to GDP, employment generation, exports and industrial production.

The research paper identifies the financing constraints of MSMEs like high collateral requirements, high cost of credit, lack of own equity / capital as margin money, cumbersome financing procedure, multi formalities, under financing, poor management, lack of technical knowhow, gaps in legal framework, difficulties in compiling financials and lack of infrastructure. The research paper suggests various innovative strategies like collateral free lending to MSMEs rendering margin money requirement project modernization and technology up gradation assistance expert promotion, offering attractive products and services, introducing innovative schemes, easing financing procedure, reducing cost of credit, reducing financing formulates, optimum financing, government help in providing adequate infrastructure and enactment, enhancing financing outreach and marketing channels.

The research summarized in this paper is the first step of intensive and extensive research attempt towards MSMEs financing which needs much more analysis by way primary study.

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Corporate Infrastructure Management Practices in Technopark

R. Jolly Rosalind Silva\textsuperscript{54} Dr. A. Morarji\textsuperscript{55}

\textbf{ABSTRACT}

Infrastructure is the baseline and key driver for overall development of a country. It is an admitted fact that the level of economic development of a country directly depends on the development of infrastructure. To sustain this economic growth there must be a matching infrastructure. Poor infrastructure causes higher supply costs and delays for businesses. Technopark's aim is to create infrastructure and provide support required for the development of high-technology companies. Renowned as the Country’s first IT Park and one of the largest one in India in terms of built up space, Technopark was reputed as greenest IT Park established in 1990. It aims to provide all the infrastructure and support facilities needed for IT/ITES. The study was conceived to analyze how Technopark, Trivandrum, supports the IT companies functioning in Technopark, in retaining its operational viability by providing continuous and excellent infrastructure. The data for the study were collected from both primary and secondary sources. Statistical tools such as Chi-square test, Fried Mann Rank Test, correlation one way ANOVA were used to verify the hypothesis.

\textbf{INTRODUCTION}

Infrastructure is baseline and key driver for overall development of any region and in countries like India, one of the fastest growing economies today; it plays a key role in wealth creation process in the industrial set up. It is an admitted fact that the level of economic development of a country directly depends on the development of infrastructure. To sustain this economic growth there must be a matching infrastructure. The presence of sufficient infrastructure will require for achievement of income surpluses by the body corporate. Though Infrastructure has always been a part of humankind, the difference now is that Information Technology provides new vistas of innovation and growth. Infrastructure refers to structures, systems, and facilities serving a country, city, or area, including the services and facilities necessary for its economy to function. It typically characterizes technical structures such as roads bridges, tunnels, water supply, telecommunications, and so forth, and can be defined as "the physical components of interrelated systems providing commodities and services essential to enable, sustain, or enhance societal living condition. Poor infrastructure causes higher supply costs and delays for businesses.

In July 1990, the Government of Kerala conceptualized Technopark as a facility to foster the development of high-technology industries in the state. Renowned as the Country’s first IT Park and one of the largest one in India in terms of built up space, Technopark was reputed as greenest IT Park established in 1990. Technopark houses about 290 companies with more than 40,000 professionals. It is an autonomous society promoted by the Government of Kerala. Technopark's aim is to create infrastructure and provide support required for the development of high-technology companies. Technopark aims to provide all the infrastructure and support facilities needed for IT / ITES and electronics companies to function. In addition to built-up office space, it also provides all utilities as well as the data connectivity.

\textbf{NEED FOR STUDY}

Poor infrastructure impedes a nation’s economic growth and international competitiveness (The World Bank 2006). Insufficient infrastructure also represents a major cause of loss of quality of life, illness and death (Willoughby 2004) Infrastructure has to provide basic needs and facilities to the population and support in achieving higher growth rates. The present paper provides how infrastructure plays a role to fulfill their growth targets as well as achieving higher living standards of the employee of Technopark.

\textbf{STATEMENT OF PROBLEM}

Technopark aims to provide the entire infrastructure and support facilities needed for IT / ITES and electronics companies to function. The study was conceived to analyze how Technopark, Trivandrum, supports the IT companies functioning in Technopark, in retaining its operational viability by providing continuous and excellent infrastructure.

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OBJECTIVES

The main objective of the study is to understand the Infrastructure Management Practices in Technopark, Kerala.

RESEARCH METHODOLOGY

The data for the study were collected from both primary and secondary sources. The response of personnel in the IT industrial units of Technopark act as the base for primary data. Apart from it a variety of sources like official government publications and reports, study reports of government agencies, industry surveys and reports, research theses and articles, books and periodicals, seminar reports, working papers, study reports of expert committees, newspapers, magazine articles and web sites were also referred for obtaining secondary data.

Sampling Design

The sample for the study consists of employees and top-level executives serving in different companies hosted by Technopark. The companies are selected irrespective of its size and volume of business. During the study period, there are 289 companies with a workforce of about 46000. Out of this, 300 employees represent the population of the study, which was randomly selected, and 29 companies, which formed 10 percent of companies mentioned, were selected for top-level executive study.

Statistical Tools Used

Statistical tools such as Chi-square test, Fried Mans Rank Test, correlation one way Anova were used to analyze the data.

Research Hypothesis

Hypothesis-1

Null Hypothesis: There is no significant relationship between employee satisfaction on the facilities and the position level.

Table-1: ANOVA for Significant Relationship between Employee Satisfaction on the Facilities and the Positions Level

<table>
<thead>
<tr>
<th>Variables</th>
<th>Source of Variation</th>
<th>Sum of Squares</th>
<th>d.f.</th>
<th>Mean square</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospital &amp; Health Care System</td>
<td>Between Groups</td>
<td>1.709</td>
<td>2</td>
<td>.855</td>
<td>3.565</td>
<td>.030</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>71.207</td>
<td>297</td>
<td>.240</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>72.917</td>
<td>299</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational Institutions</td>
<td>Between Groups</td>
<td>1.631</td>
<td>2</td>
<td>.816</td>
<td>6.050</td>
<td>.003</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>40.035</td>
<td>297</td>
<td>.135</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>41.667</td>
<td>299</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cafeteria &amp; Restaurants</td>
<td>Between Groups</td>
<td>2.671</td>
<td>2</td>
<td>1.336</td>
<td>6.575</td>
<td>.002</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>60.329</td>
<td>297</td>
<td>.203</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>63.000</td>
<td>299</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank/ATM</td>
<td>Between Groups</td>
<td>1.718</td>
<td>2</td>
<td>.859</td>
<td>3.534</td>
<td>.029</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>72.202</td>
<td>297</td>
<td>.243</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>73.920</td>
<td>299</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conference Hall &amp; Training Centre</td>
<td>Between Groups</td>
<td>.757</td>
<td>2</td>
<td>.378</td>
<td>1.602</td>
<td>.0023</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>70.160</td>
<td>297</td>
<td>.236</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>70.917</td>
<td>299</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

To the test significant relationship between employee satisfaction on the facilities and the position level, one-way ANOVA test has been applied. The result of ANOVA shows that for Hospital &Health care system p=0.030, for educational institutions p=0.003, for Cafeteria& restaurants p=0.002, for Bank/ATM=0.029 and for Conference hall & Training center p=0.0023. The p values are lesser than 0.05 significance level. Thus, the null hypothesis is rejected and it is clear that there is significant relationship between the employee satisfaction on the facilities and the position level of employee.

Hypothesis-2

Null Hypothesis: There is no significant relationship between the number of employees in the organisation ion and the number of floors in the building.
To test this hypothesis Pearson Product Moment Correlation (PPMC) between the number of employees and the number of floors in the building was applied.

Table-2: Correlation of Number of Employees and Number of Floors

<table>
<thead>
<tr>
<th>Employees</th>
<th>Floor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson correlation</td>
<td>0.014</td>
</tr>
<tr>
<td>Sig (2 tailed)</td>
<td>0.611</td>
</tr>
<tr>
<td>N</td>
<td>29</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-2 shows that the “p value” 0.014 is lesser than 0.05 level significance so the all hypothesis is rejected it is also clear that there is significant relationship between the number of employees in the organization and the number of floors in the building. In order to confirm the above result chi square test has been conducted.

Table-3: Chi Square Test to verify that there is Significant Relationship between the Number of Employees in the Organization and the Number of Floors in the Building

<table>
<thead>
<tr>
<th>Value</th>
<th>d.f.</th>
<th>Assuming (2 tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi Square</td>
<td>13.569</td>
<td>9</td>
</tr>
<tr>
<td>likelihood ratio</td>
<td>14.966</td>
<td>9</td>
</tr>
<tr>
<td>linear by linear association</td>
<td>0.272</td>
<td>1</td>
</tr>
<tr>
<td>N of valid cases</td>
<td>29</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-2 shows that p value 0.014 is lesser than the 0.05 level of significance so the null hypothesis is rejected it is also clear that there is significant relationship between the number of employees in the organization and the number of floors in the building.

Hypothesis-3

Null Hypothesis: There is no significant relationship between the types of the company and the infrastructure facilities in their company.

To test this hypothesis a Pearson Product Moment Correlation (PMMC) between the type of the company and the facilities in the company was applied.

Table-4: Correlation of Type of Company and the Infrastructure Facilities

<table>
<thead>
<tr>
<th>Types of Company</th>
<th>Infrastructure Facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson s correlation</td>
<td>0.785</td>
</tr>
<tr>
<td>Sig (2 tailed)</td>
<td>0.060</td>
</tr>
<tr>
<td>N</td>
<td>29</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-4 says that the correlation coefficient between the type of company and infrastructure facilities in the company is 0.785 it is positively correlated and it is clear that there is significant relationship between the type of company and the infrastructure facilities in the company. In order to confirm the above result the chi square test has been conducted.

Table-5: Friedman’s Rank Test for the Level of Satisfaction of Employees on the Facilities Available in Building

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Mean Rank</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provision For Natural Light &amp; Air</td>
<td>4.37</td>
<td>8</td>
</tr>
<tr>
<td>Wide Corridors, Verandas &amp; Passage Ways</td>
<td>4.59</td>
<td>4</td>
</tr>
<tr>
<td>Convenient Staircases</td>
<td>4.41</td>
<td>6</td>
</tr>
<tr>
<td>Adequate Number of Emergency Exists</td>
<td>4.61</td>
<td>2</td>
</tr>
<tr>
<td>Adequate Recreational Space</td>
<td>4.39</td>
<td>7</td>
</tr>
<tr>
<td>Fire Escape Staircases</td>
<td>4.62</td>
<td>1</td>
</tr>
<tr>
<td>Water Closet</td>
<td>4.42</td>
<td>5</td>
</tr>
<tr>
<td>Lift to Carry Stretcher</td>
<td>4.60</td>
<td>3</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
To test the level of satisfaction of employees on the facilities available in the building, a Friedman’s rank test has been conducted. The test results exhibit that the first and second ranks have been taken up by the highest mean values 4.62 and 4.61 which are possessed by the variables easy access to main entrance through ramp and ramp is provided with handrail, since their mean ranks are 4.08 and 4.59. The third and fourth ranks have been occupied by slopes of all ramps are constant with in a building and building exceeds 1000 sq. m. have lift with handrail, since their mean ranks are 4.80 and 4.41. Finally, the seventh and eighth ranks are taken by the least mean values 2.46 and 1.94 which are possessed by water closet at the ground floor and every floor in multiples of three and building exceeds 1000 sq. m. have lift respectively.

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Mean Rank</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Easy access to main entrance through ramp.</td>
<td>4.80</td>
<td>1</td>
</tr>
<tr>
<td>Ramp is provided with handrail.</td>
<td>4.59</td>
<td>2</td>
</tr>
<tr>
<td>Slope of all ramps are constant with in a building.</td>
<td>3.71</td>
<td>3</td>
</tr>
<tr>
<td>Building exceeds 1000 sq. m. have lift.</td>
<td>1.94</td>
<td>6</td>
</tr>
<tr>
<td>Provisions of a washbasin at an accessible location.</td>
<td>3.51</td>
<td>4</td>
</tr>
<tr>
<td>Water closet at the ground floor and every floor in multiples of three.</td>
<td>2.46</td>
<td>5</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

FINDINGS

- Among the total number of 300 employees in the Techno Park 46% of the respondents belong to the age group of 25 to 35 years and 29% belongs to the age group of 35 to 45 years.
- Out of the 300 samples, 68% are male and the remaining 32% are female. Most of the respondents had bachelor’s degree in various discipline. 30.3% were computer graduates, 29.7% are engineering graduates and 29% are postgraduates.
- There is significant relationship between employee satisfaction on the facilities and the positions level of employees.
- There is significant relationship between the number of employees in the organization and the number of floors in the building.
- There is significant relationship between the types of company and the infrastructure facilities in the company.
- Friedman’s rank test has been conducted to test the employee’s satisfaction on the provision available to disabled persons. The test results exhibit that the first two ranks were occupied by easy access to main entrance through ramp and ramp is provided with handrail, since their mean ranks are 4.80 and 4.59.

SUGGESTIONS

- Establish an IT research institute to do research on the domestic IT enablement and lead innovation in the IT sector to address the needs of the state.
- Improve infrastructure near Technopark like workers’ hostel, housing, children, parks, parking spaces, cultural center, Food courts etc.
- To increase the capacity of sewage treatment plant and to install the same for phase II phase III.
- The existing IT policy has to be amendment focusing the area for incentives to Small and Medium Enterprises.
- Better travel infrastructure in and around technopark is required.

CONCLUSION

The progress of companies in Technopark depends on the development of physical, basic and social infrastructure like land, water supply system, built-up space, e-waste management, firefighting system, connectivity, campus security, power distribution system, incubation center, health care and single window clearance. Obviously if proper attention is not paid to the development of infrastructure, it is likely to act as a severe constraint on the efficiency of the organisation and in the economic development processes in the country.
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E-GOVERNANCE IN INDIA: POTENTIALS AND PITFALLS
IN THE CONTEXT OF HIGHER EDUCATION SECTOR

Ashish Upadhyaya

ABSTRACT

**Introduction:** E-Governance simply means the usage of digital mediums in the place of traditional mediums for the deliverance of governmental services to citizens, businesses or other governmental agencies. Instead of reliance on traditional brick and mortar, physical establishments, government can now be accessed through a smart phone or a laptop. Higher Education is a cornerstone for a thriving and vibrant economy and is a pre-requisite for a transparent democracy. India, which encompasses the largest youth demographic in the world, has an even greater interest in making sure education enlightens even the darkest corners of its margins.

**Purpose:** This paper is presented with the hope that the analysis and suggestions contained herein help policy makers achieve their goal of a 100% literate India with gainful employment for everyone.

**Design Methodology:** The paper is experimental in nature, which implies it studies the impact of steps taken to promote a more electronic mechanism instead of relying on existing infrastructure for addressing issues such as policy circulation, notices posted online, new updates for eligibility for scholarship, direct real time queries entertained, a line of dialogue between students and parents and departmental heads and administrators etc. A result based management, with emphasis on grievance removal and the education of stakeholders about new and improved digital manner of acting.

**Findings and Interpretations:** The research concludes that a digital medium far surpasses previous methods for the execution and implementation of policies and the dissemination of information. If new policies and novel ideas are introduced in this manner, the probability of their attainment increases exponentially.

**Challenges:** The widespread acceptance of e-governance would require huge infrastructural investments alongside imparting expertise to villagers who are not yet in the illuminating aspect of progress.

**Research Limitation:** The research was constrained by time and the fact that it focuses on one aspect i.e. education sector, not on others.

**KEYWORDS**


**INTRODUCTION**

The “e” in e-Governance stands for ‘electronic’. Thus, e-Governance is associated with carrying out the functions and achieving the results of governance with the aid of technological innovations that happened in the past quarter century. World Bank (www.worldbank.org) definition (AOEMA report): “E-Government refers to the use by government agencies of information technologies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, businesses, and other arms of government. These technologies can serve a variety of different ends: better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information, or more efficient government management. The resulting benefits can be less corruption, increased transparency, greater convenience, revenue growth, and / or cost reductions”.

Keohane and Nye (2000) in their research theorized, “Governance implies the processes and institutions, both formal and informal that guide and restrain the collective activities of a group. Government is the subset that acts with authority and creates formal obligations. Exclusively governments need not necessarily conduct governance. Private firms, associations of firms, non-governmental organizations (NGOs), and associations of NGOs all engage in it, often in association with governmental bodies, to create governance and sometimes without governmental authority.” According to UNESCO, E-governance is the public sector's use of information and communication technologies in order to enhance information and service delivery, motivating inhabitant involvement in the decision-making process and making government more accountable, transparent and effective.
Figure 1

Figure 2

Sources: Authors Compilation
TYPES OF INTERACTIONS IN E GOVERNANCE

G2G (Government to Government) - In this case, there is interaction within government agencies to improve the efficiency and overall output. The interaction can be within a government organisation or between two government organisations. Information and Communications Technology helps not only to restructure the governmental processes involved in the functioning of government entities but also aids in increasing the flow of information and services within and between different entities. The interactions can be either vertical or horizontal. Horizontal i.e between different government agencies as well as between different functional areas within an organisation and vertical i.e. between national, provincial and local government agencies. There are also interactions between different levels within an organisation. The primary objective of G2G is to increase efficiency, performance and output.

G2C (Government to Citizens): In this case, there is an interaction between government and citizen. A common platform is created between the government and citizens, which enables the citizens to benefit from large range of public services. This provides the availability and accessibility of public services on the one hand and improves the quality of services on the other. Here is a two-way communication model in which there are direct interactions between government and citizens involving transparent dealings between the parties. It gives citizens the choice of when to interact with the government (e.g. 24 hours a day, 7 days a week), from where to interact with the government (e.g. service center, unattended kiosk or from one's home / workplace) and how to interact with the government (e.g. through internet, fax, telephone, email, face-to-face, etc.). The primary purpose is to make government, citizen-friendly.

G2B (Government to Business): In this model, there is interaction between government agency and business organisations. E-Governance tools are used to help the business community - providers of goods and services interact with the government. The objective is to cut red tapes, save time, reduce operational costs, and increase revenues and to create a more transparent business environment when dealing with the government. The G2B initiatives can be transactional, such as in licensing, permits, procurement and revenue collection. Trade, tourism and investment opportunities can be effectively handled with e governance. These measures help to provide a suitable environment to businesses and thus enable them to perform more efficiently.

G2E (Government to Employees) - In this model there is an interaction between government organisation and employees. Employees can interact with the government in regular basis. The interaction can even be vertical where the employees can give feedback at the assurance of their name held anonymous. Today through e-governance, they can also have a look at their TDS and pay roll status. E governance provides them with a common platform to remove their queries and thus giving an effective performance. This interaction is a two-way process between the organisation and the employee. Use of ICT tools helps in making these interactions fast and efficient on the one hand and increase satisfaction levels of employees on the other.

Higher education usually occurs in colleges; universities etc. and includes both graduate level studies and postgraduate level studies within its fold.

Higher Education sector has witnessed a tremendous increase in the number of Universities / University level Institutions & Colleges since Independence. The number of Universities has increased 34 times from 20 in 1950 to 677 in 2014. The sector boasts of 45 Central Universities of which 40 are under the purview of Ministry of Human Resource Development, 318 State Universities, 185 State Private universities, 129 Deemed to be Universities, 51 Institutions of National Importance (established under Acts of Parliament) under MHRD (IITs - 16, NITs - 30 and ISERs - 5) and four Institutions (established under various State legislations). The number of colleges has also registered manifold increase of 74 times with just 500 in 1950 growing to 37,204, as on 31st March 2013.

THE ROAD TO PROGRESS: 2013 TO 2030

In recent years, India has undertaken massive structural and systemic changes that have started to yield encouraging results. The country has been touted to have the best-in-class post-secondary education system at present. Some of the significant factors that have contributed to this growth and can help envision the 2030 dream includes:

- Expansion of a differentiated university system with a three-tiered formalized structure,
- Transition to a learner-centered paradigm of education,
- Intensive use of technology,
- Reforms in governance.

INDUSTRY TRENDS

The Indian Education sector is characterized by a unique set of attributes:
Collaboration with Foreign Players: Increasing affordability and growing demand in quality education drives foreign player entry. e.g., Apeejay signed MOU with Dutch universities.

Multi Campus Model: To facilitate scalability, institutes are increasingly adopting multi campus model. E.g. Amity, ISB.

Increasing Adoption of Technology: Technology solutions are gaining grounds in form of campus management software packages. This enhances quality, accessibility and increasing intervention.

Indian Players Expanding Abroad: Recognition of Indian education in global standpoint and ability of Indian players to compete globally. E.g. Manipal University in Antigua, Dubai, Malaysia, Nepal.

Stricter Policy Landscape: AICTE aims to bring in new era of accountability and transparency.

LITERATURE REVIEW

Due to technological integration in everyday life, and emphasis of governments on this issue, there is no shortage of articles published by scholars in this field. Some of the more influential ones, which this scholar felt were instrumental in this research, are as follows:

Trends in Global Higher Education: Tracking an Academic Revolution- Philip G. Altbach, Liz Reisberg, Laura E. Rumbley: This Trend Report fulfills a simple yet complex purpose-to summarize the main directions in higher education worldwide in the past decade since the 1998 UNESCO World Conference on Higher Education. The main goal is to provide background analysis and to animate discussion at the 2009 UNESCO World Conference on Higher Education. Many of the trends examined here have defined higher education over the past half-century or more, but the report focuses especially on the period since the late 1990s. As shown by the subtitle of this report, tracking an Academic Revolution, higher education has undergone deep changes that will shape the academic enterprise for decades to come. Perhaps the key engines of change consist of the massification of higher education in almost every country, the impact of information and communications technology and its impact on higher education, the "public good / private good" debate, and the rise of the global knowledge economy and other manifestations of globalization. All of the themes discussed here stem in one way or another from these motivating forces. The 21st century revolution will continue to shape higher education in the coming decades. Some key findings include:

- Student participation will continue to expand, as will higher education systems. Only a few countries will see a contraction in student numbers;
- Women will form the majority in student populations in most developed countries and will substantially expand their participation everywhere;
- The mix of the student population will become more varied, with greater numbers of international students, older students, part-time students, and other types;
- The social base in higher education will continue to broaden, along with uncertainty about how this will affect inequalities of educational opportunities between social groups;
- Attitudes and policies relating to access as well as the consciousness among disadvantaged groups will change and become more central to national debates;
- The academic profession will become more internationally oriented and mobile but will still be structured in accordance with national circumstances;
- The activities and roles of the academic profession will be more diversified and specialized and subject to varied employment contracts;
- For many developing countries, the need for ever-expanding numbers of university teachers will mean that overall qualifications, now rather low, may not improve much, and current reliance on part-time staff in many countries may continue.

Higher Education in India: Vision 2030: FICCI Higher Education Summit 2013 – The FICCI Higher Education Committee has endeavored to create the ‘Vision 2030’ for Higher Education in India. The Vision is aspirational and futuristic, looking at India as a globally dominant economy, with a high quality higher education sector that leads and fulfills the needs of society. They have sought to get away from current constraints and challenges looking anew at what India could be by 2030, focusing on the genius and capability of Indian people and Indian civilizational ethos, and meeting the Indian rightful destiny as a global leader. The authors strongly believe that a stratified three-tiered structure that enables seamless vertical and horizontal mobility of students would be able to create the desired intellectual, economic and social value. The implementation framework suggests the student at the center stage to foster innovation and choice, an ICT architecture that will increase access, equity and quality, and a transparent governance framework that will enable autonomy and self-regulation. A framework for governance has been detailed in the
Understanding India: The future of higher education and opportunities for international cooperation- India’s education system, as one of the world’s largest, has been studied and reflected on through academic papers, used as a case study and been the subject of many renowned books. This report does not set out to significantly change the way the Indian system is seen. It is about change and the future models of international collaboration. The report is based on over fifty in-depth interviews with the key people at the forefront of what will come next. India’s demographic trend means it will soon overtake China as the world’s largest population, and with an average GDP annual growth of 8% over the last decade, its middle classes that demand higher education will swell to over 500 million people in the next ten years. India’s higher education system, originally designed to serve the elite, will now have to serve the people. Innovation and change are required and understanding that change will be essential. This report not only takes a look at what is coming next in India but makes informed recommendations in areas for collaboration.

E-Governance: The Digital Government Imperative: India adopted a broad-based strategic approach to e-government in 2006 through the National E-Governance Plan. The plan set out key priority areas such as the creation of shared data and service centers. However, these changes have so far had little effect on overall governance and citizens’ quality of life. Compared with other large countries, India still has a long way to go in terms of e-government development. India scores just above Pakistan, Nigeria, Bangladesh and Ethiopia - and substantially below OECD countries - on the UNDESA E-Government Development Index, which is based on three broad components: online services, human capital, and telecommunication infrastructure. The report summarizes:

- The second most populous country in the world lags far behind on the UN E-Government Development Index.
- Simply digitizing existing processes is not the solution. Rather, processes themselves need to be overhauled to realize the full potential of digital government.
- Governments at all levels should use data analytics to improve operational efficiency and engage with citizens through social media.
- If digital government is to be successful, India will have to ensure that all segments of its highly diverse population are aware of and have access to e-government services. This will require addressing the issues of infrastructure, capacity, and content systematically.
- Use social media as part of a broader digital government strategy for openness and engagement.
- Take advantage of the significant growth in mobile telephone subscriptions, with nearly 933 million subscribers as of March 2014, to reach out to citizens by adapting electronic services to mobile technology.
- Ensure greater awareness and acceptance of e-government transactions within government agencies as well as among the public.

Role of e-Governance to strengthen higher education system in India: Dr. R. K. Shrivastava, Dr. A. K. Raizada, Mrs. Neeta Saxena- A good higher education system is required for overall development of a nation. A remarkable growth in the higher education sector had made the administration of higher education institutions intricate. Many researches reveal that the integration of ICT helps to reduce the intricacy and enhance the overall administration of higher education. Electronic Governance (e-Governance) is the use of Information and Communication Technologies (ICT) for the planning, implementation, and monitoring of government programs, projects, and activities. E-Governance is expected to help deliver cost-effective and easy-to-access citizen services, and improve processing of transactions both within the government, and between the governments other agencies. E-Governance is understood as a set of activities involving the effective contribution of information and communication technology (ICT) for strengthening administration and management in higher education system in India has declined somewhat over the past three decades due to remarkable increase in the number of colleges and universities and their privatization. It has become very important for the government to keep track of their functioning. Educational institutions may have various requirements that include computerization and management of processes such as registration, admission, student information, classes, timetable, transport, attendance, library, salary and expenses, examinations, performance, grades, hostels, security and reports. Many of the software providers allow their clients to choose from the available modules to suit their needs to monitoring of these aspects. In this study, an attempt has been made to discuss the concept of E-Governance and use of latest application in higher education sector.

FINDINGS AND INTERPRETATIONS

The view of the researcher aligns with almost every other scholar in the field, who extol the virtues of e-governance in education. From kiosks that help in filling up of exam forms and payment of fees, to registration for counselling according to ranks and real time updates so that both the students and parents can remain informed about the day to day activities of the college and children and opening up a line of communication between the government, administrations and students, e-government has come very
close to fulfilling its goal of a complete overhaul of the education system in India. If all the stakeholders continue to recognize its immense potential, and work accordingly to utilize it to the best of their abilities, the sky will be the limit.

All the established, peer-reviewed research in this field points to the positive transformation in the institutes, private or public, which jump on the electronic bandwagon. The future of education is in the present, and everyone who recognizes this fact is going to be better off in the end.

CONCLUSION

The purpose of this study was to conclusively prove whether e-governance has a positive impact on the higher education system of India and to find out whether there was a correlation between the usage of e-governance and the improvement and ease of delivering services. Both the aforementioned queries were answered with an emphatic “yes”. The advent and inclusion of electronic measures not only serves to make the safekeeping and modification and transportation of student data easier for the administration, and government, it also removes cumbersome red-tape which results in real time updates for students and ultimately a uniform, transparent and lean system which is hugely beneficial to all its stake holders.

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AN EMPIRICAL ANALYSIS ON IRREGULARITIES IN PAYMENT OF WAGES IN MANUFACTURING INDUSTRY OF INDIA WITH REFERENCE TO CONTRACT WORKERS

Deepak Verma57 Dr. Bimal Jaiswal58 Dr. Ruchi Singh59

ABSTRACT

Last two decades witnessed radical changes in Indian business environment. Temporary employment with low pay emerged as new human resource management practice though this is not any new phenomenon as to regulate contract workers, ‘The Contract Labour (Regulation and Abolition) Act was passed much before in the year of 1970s. Contract workers are third party workers who are employed through contractors and principle employers have very less control over contract workers. Most of the time it is being observed that contractors do not pay wages on the time, apart from this contract worker don’t get as many facilities which their counterparts employed on the payroll of principle employer enjoy. We observed payment of wages through bank transaction could be helpful in improving the situation. Web portals and banking systems are being very beneficial these days and these practices can be a milestone in the path of labour welfare issues.

KEYWORDS


INTRODUCTION

In the manufacturing industry, temporary workers account for a higher share due to labour-intensive jobs and because current employment laws resemble a marriage where divorce is not possible, says Manish Sabharwal, Chairman, Team Lease Services Private Limited.

Liberalization and globalization of Indian economy initiated a never-ending era of completion and efficiency. Therefore, employment generation should take account of linkage of the quality of production and productivity. The cost of material cannot be compromised to maintain the quality thus to bring the production cost down, organizations decided to cut the labour cost. Contract labour system is the best answer to cut the expenditure on human resources.

The contract labour system generally refers to labour engaged through an intermediary and is based on a triangular relationship between the principal employer, the contractor (including the sub-contractor) and the labourers. Low cost of labour induces organizations to go for contract labour but as a principal employer, these organizations are not directly in touch with contract labour. In such cases, the contractor doesn't leave any opportunity to exploit these contract workers, especially irregular payment of wages and nonpayment of social security contribution are major issues, which should be taken care of.

OBJECTIVES OF STUDY

- To observe, is there any irregularities in the payment of wages by labour contractors.
- To find out the solutions to reduce irregularities related to payment of wages.
- To explore new ways to curtail the responsibilities of principal employer related to a contract worker.

RESEARCH METHODOLOGY

Exhaustive literature survey regarding the topic and related concepts has been done. Secondary data inclusive of quantitative and qualitative is collected from various sources including books, research papers, newspapers, magazines, and websites are used for the purpose of the study.

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Primary data was collected with the help of questionnaire & observation in the industrial area of Lucknow and Greater Noida. With the help of the questionnaire, we gathered data from permanent and contract workers and compared their responses side by side. Chi-square statistical tool is used to test the hypothesis.

**HYPOTHESIS**

H0: “There is no statistical relationship between permanent & contractual workers and irregular payment of wages.”

**LITERATURE REVIEW**

According to The Contract Labour (Regulation and Abolition) Act 1970 A “workman” shall be deemed to be employed as "contract labour" in or in connection with the work of an establishment when he is hired in or in connection with such work by or through a contractor, with or without the knowledge of the principal employer.

A "contractor", in relation to an establishment, means a person who undertakes to produce a given result for the establishment, other than a mere supply of goods or articles of manufacture to such establishment, through contract labour or who supplies contract labour for any work of the establishment and includes a sub-contractor.

While an "Establishment" means, any office or department of the Government or a local authority, or any place where any industry, trade, business, manufacture or occupation is carried on.

"Principal employer" means- In relation to any office or department of the Government or a local authority, the head of that office or department or such other officer as the Government or the local authority, as the case may be, may specify in this behalf.

In a factory, the owner or occupier of the factory and where a person has been named as the manager of the factory under the Factories Act, 1948 (63 of 1948), the person so named.

The principal employer is responsible and under a legal obligation to pay wages to the workmen employed by the contractor on the premises in case contractor refuses to pay [The Contract Labour (R&A) Act 1970, Sec. 21 (4)]. Kerala High court in the case of Cominco Benoni Zink Ltd V. Pappachan (1989) has also held the id the contractor fails to pay wages to his employees engaged by him, the Principal employer would be liable to pay the same.

Minimum wages are revised twice in a year in India still, there is a huge gap between wages being paid to contract worker and permanent workers. With respect to the characteristics of the job opening, it was found that firms are less likely to negotiate about wages for contract workers. (Ryo Kambayashi, 2013)

Matsui Makoto (2013) says temporary contract workers have fewer chances to bargain for higher and timely payment. Hiring and firing cost is too low for temporary contract worker in comparison to permanent workers. However, temporary contracts are generally thought of as a means to foster job creation and cut unemployment.

Booth, L. Alison (2014) observed, there are two models of wage determination, one is a trade union and another is oligopsony (a condition where there are few employer and many job seeker in the labour market). The Labour market is not competitive. Membership in a trade union is declining which is reducing negotiation power of workers, especially there is no support of labour union for contract workers. The Higher rate of unemployment makes market oligopsony.

There are more irregularities of wage payment among lower paid contractual job. Higher paid temporary jobs do not face payment irregularities but unfortunately, contractual workers in India do not fall under such categories thus face higher irregularities of wage payment. (Bosio & Giulio, 2014)

To reduce unemployment Governments are making labour regulation flexible. Labour market flexibility making organizations employ contractual workforce to reduce manpower expenditure. Labour reforms maintained protection for a permanent job while organization got a chance to create a new contractual workforce. Reduced bargaining power creating huge wage inequality. (Elia & Leandro, 2009)

Low pay is one of the useful tools for labour market analysis. Around half of India's workers are low-paid, including around one-third of salaried workers, half of casual workers and three-quarters of the self-employed. (Uma Rani & Patrick, 2012). Low pay demotivates workers to come out of poverty and they do not save for future.

T. J. Walsh (1990) found that incentive payments for contract workers are small. Employers due to the low cost of investment prefer contract workers. Contract worker system has become unavoidable for the business these days.
In India, there has been an increasing use by firms in the formal manufacturing sector of temporary workers employed through contractors, who are not represented by trade unions and do not fall under the purview of the labour laws that are applicable to directly employed workers on long-term contracts (permanent workers). Higher import encourages employment of contract labour while higher export has opposite effect. (Saha, Bibhas et al., 2013)

Contract employment yields substantial savings on a firm’s wage bill. Savings on wage bills lead to higher job growth, but there is no guaranty to translate into higher productivity. (Kleinknecht & M. Pradhan, 2006)

It can be said that casual workers are discriminated against the permanent workers. We find a substantial wage gap exists between permanent and contract workers, where contract worker earns 45.5% less than their counterpart. (Amit K. Bhandari, 2006)

**OBSERVATIONS**

The problems and exploitation resulting from engagement of contract workers had attracted the attention of the government from time to time. British first observed contract workers system in the year of 1931 from the reports of the Royal Commission who referred contractual workers as “Jobbers”. In 1946, Rage Committee recognized the need of contractual workers yet urged for its abolition where it was possible and recommended regulation. Thus in the due course, we got The Contract Labour (Regulation and Abolition) Act in 1970 which ensures a good protection of contractual workers from exploitation but ground realities are much different from expectation. These few malpractices we observed in the context of wage payment to the contractual worker as follows:

**Irregularities in Payments by Contractors and Introduction of Banking System**

Contract workers system is a tripartite system where the principal employer pays total contract payment along with the commission of contractor and contractor pays wages to their respective workers. As per The Payment of Wages Act 1936, all the wages of the employees must be paid in form of currently using currency notes or coins or in both forms. Contractors take it as advantages and pay in cash so that the regulating agencies cannot keep their eyes on them. Asian paints Noida plant has introduces this system. More than 90% of contractors were persuaded to pay through the banking system. After implementing these practices, contractors started paying on time. Jan-Dhan accounts are being very useful to implement this idea.

**Other Malpractices Being used By Contractors**

- It has been observed that if the worker is absent during the cash payment of wages, contractors do not pay timely until principal employer intervene.
- Contractors do not maintain records of workers who come to work for six to seven days and do not pay them even minimum wages. Apart from this, contractors show workers as skilled or semiskilled ones and take calculated contract value from the principal employer but pay to their workers as unskilled works.
- If any contract worker leaves the job before completing one year, usually contractors do not pay leave encashment.

**Web Portal for Contract Labour Payment Management**

Shri Piyush Goyal, Hon’ble Minister of State (IC) for Power, Coal, New & Renewable Energy, Government of India, has launched 'Contract Labour Payment Management System' a portal of Coal India Limited, at a formal function held at the National Media Centre, New Delhi on 4th May 2016.

The Portal is created for monitoring compliance of labor payment and other benefits to the contract workers under The Contract Labour (Regulation & Abolition) Act. 1970. Its tough job for a principal employer to maintain various registers and keep watch on contractors to save contract workers from exploitation. Much organization is adapting this web portal these days to fulfill contract labor compliances.

**Introduction of Bill for Amendments in the Payment of Wages Act, 1936**

The government (Bill No. 327 of 2016) in the parliament has introduced an amendment bill after the demonetization drive. Therefore, that now principal employer may ask contractors to pay in other alternate ways instead of a traditional way to pay in cash only.
DATA ANALYSIS & INTERPRETATION

In the automobile industry, where labour unrest has been more visible in recent years, the ratio is high at 47% but it is even higher in sectors such as energy and utilities (54%) and in cement (52%). In the engineering sector, Larsen and Toubro Ltd (L&T) skew the total due to both its size and the fact that its engineering services division recruits temporary workers on a project basis. Excluding it, the sector has a ratio of 22% but including L&T’s figures takes it up to 75%. Sectors such as pharmaceuticals and consumer goods, too, have relatively lower levels. (Graph-1). Under this study total, 107 respondent from various age groups were included. 48.6% workers belong to 18-30 age groups, 49.5% workers belong to 30-40 age group and only 1.9% workers belong to 40-50 age group (Table-1). It was observed that presence of female worker is less in the area where the study was conducted. 84.1% respondents were male while only 15.9% respondents were female (Table-2), out of them 53.2 % were regular workers while 46.7% were contractual workers (table-3).

Mode of Payment

Collected data shows that 56.1% workers are being paid through the banking system, whether by cheque or online transfer system while 43.9% workers are being paid through traditional cash payment (Table-4). Cross-tabulation shows that 12.2% regular workers get payment in cash only while 87.7% worker get payment through the banking system. The situation looks contradictory in the case of contractual workers where only 20% worker get payment through banking system while 80% workers are being paid in cash (Table-5).

Irregularities in Payment

It was observed that 47.7 % works share that they receive payment on time while 52.3% workers say that they do not receive payment on time (Table-6). It seems regular workers get payment on time as in most of the cases they receive payment through the banking system. Only 12.2% regular workers do not get payment on time while in the case of contractual workers, 98% workers do not get payment on time (Table-7).

Inference

Null Hypothesis (H0) rejected (Significant value of Chi-Square Tests is below 0.05 i.e. 0.0 in Table-8). Hypothesis testing shows that there are irregularities in payment of wages when we compare permanent and contractual workers.

SUGGESTIONS

There are various provisions given in labour laws to protect the interest of contract workers in our country but there are few lacunas in a system, which gives the opportunity to contractors to exploit contract workers. Few suggestions to stop malpractices in wage payments of contract workers can be as following:

- It would be best practice if a principal employer asks contractors to pay wages through the banking system. With this practice, the principal employer can keep close eyes on timely and fair wage payments.

- There can be one possibility that principal employer counts the attendance (Biometric or manually) then calculate the wage and with the help of bank send it to accounts of workers through Contractor’s account. This job should be outsourced to not to show direct involvement of the principal employer as the law suggests.

- Online management system for contract labour management is not mandatory but with the use of these online portals, fulfillment of legal compliances becomes very easy for the principal employer and for the contractors as well. The principal employer should motivate and persuade contractors to adopt online web portal system for contract labour management.

- Contractors should be asked to have independent PF code under The Employees’ Provident Fund and Miscellaneous Provisions Act, 1952, so that timely payment of PF contribution would be the liability of contractors only. With this step, there would be less burden of ensuring compliances on principal employer and contractor will submit PF contribution timely on being legally bound.

CONCLUSION

Contract workers system is necessity evil for the current business scenario. Labour legislations are so strict in India that discourage employers from hiring employees on a permanent role. Contract workers are much cheaper in comparison to
permanent workers, which attracts management to keep the cost of production low. Thus its prime and moral responsibility of the principal employer to look after their contract workers and keep them safe from any kind of exploitation.

With the help of digital surveillance, we can keep track of the labour contractors so that they cannot find ways to exploit the contract worker in any manner. Although digital infrastructure is not available in remote areas in our country now, that’s why the use of web portals to fulfill compliances are not being mandatory like web portals of EPF (employee provident fund) & ESI (employee state insurance). That is why the government should work toward making digital infrastructure stronger as soon as possible.

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Appendix

Graph-1

Sources: Mint e-Paper, 19 March 2014

Table-1: Age

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Sources: Authors Compilation
Table-2: Gender

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Sources: Authors Compilation

Table-3: Nature of Job

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<th>Cumulative Percent</th>
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</thead>
<tbody>
<tr>
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<tr>
<td>Contractual</td>
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</tr>
<tr>
<td>Total</td>
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Sources: Authors Compilation

Table-4: Mode of Wage Payment

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<th>Mode of Wage Payment</th>
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<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
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<td>43.9</td>
</tr>
<tr>
<td>Banking System</td>
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Sources: Authors Compilation

Table-5: Nature of Job * Mode of Wage Payment (Cross Tabulation)

<table>
<thead>
<tr>
<th>Nature of Job</th>
<th>Mode of Payment</th>
<th>Total</th>
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<tbody>
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<td>Cash</td>
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<td></td>
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</tr>
<tr>
<td></td>
<td>Expected Count</td>
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Sources: Authors Compilation

Table-6: Timely Wage Payment

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<th>Valid Percent</th>
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<tbody>
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<tr>
<td>No</td>
<td>56</td>
<td>52.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
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</table>

Sources: Authors Compilation

Table-7: Nature of Job * Timely Wage Payment (Cross tabulation)

<table>
<thead>
<tr>
<th>Nature of Job</th>
<th>Timely Payment</th>
<th>Total</th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Yes</td>
<td>No</td>
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<td>50</td>
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<tr>
<td>Permanent</td>
<td>Count</td>
<td>50</td>
<td>7</td>
<td>57</td>
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<td></td>
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<td>Expected Count</td>
<td>23.8</td>
<td>26.2</td>
<td>50.0</td>
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<tr>
<td>Total</td>
<td>Count</td>
<td>47</td>
<td>56</td>
<td>107</td>
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<tr>
<td></td>
<td>Expected Count</td>
<td>47.0</td>
<td>56.0</td>
<td>107.0</td>
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</tbody>
</table>

Sources: Authors Compilation
Table-8: Chi-Square Tests Nature of Job * Timely Wage Payment (Cross tabulation)

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>d.f.</th>
<th>Asymp. Sig. (2-sided)</th>
<th>Exact Sig. (2-sided)</th>
<th>Exact Sig. (1-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
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<tr>
<td>Continuity Correction</td>
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<tr>
<td>Likelihood Ratio</td>
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<td>0.00</td>
<td></td>
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<tr>
<td>Fisher's Exact Test</td>
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<td></td>
<td>.000</td>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>Linear-by-Linear Assoc.</td>
<td>77.723</td>
<td>1</td>
<td>0.00</td>
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</tr>
<tr>
<td>N of Valid Cases</td>
<td>107</td>
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</table>

Note: a. 0 cells (0%) have expected count less than 5. The minimum expected count is 23.83.
b. Computed only for a 2x2 table

Sources: Authors Compilation

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SAVING & INVESTMENT PATTERN OF PEOPLE 
IN KALYAN AND DOMBIVLI CITY

Rajeshri Krishnakant Koyande60 Dr. Vani Kamath61 Dr. Gagandeep Nagra62

ABSTRACT

“The importance of money in our life is similar to importance of food for the body”. The study has been undertaken to analyse the saving and investment pattern of people. The data was collected through structured questionnaire distributed to peoples working in different sectors and living in Dombivli & Kalyan City. The main objective of the study was to analyses the investment selection behaviour of different age group and whether people have aware about the different saving and investment schemes.

An attempt has been made to study the demographics profile and investment pattern of individuals considering the parameters like age, gender and income groups etc. the main focus was on the factor which affects individuals’ decision making, also which saving schemes attracts more people.

The research shows that majority of the respondents were saving in LIC for the safety of an unpredictable future, as most of the respondents are working in Private Sectors, they feel that the savings in different schemes will help to secure their future and it will help their family members too. Many respondents were not aware about the investment in share market, equity etc. also not ready to take risk for their funds so they are prefer to invest in fixed deposits, post office savings, insurance etc.

KEYWORDS
Saving, Investment, Rate of Returns, Security etc.

INTRODUCTION

Saving and Investments are two methods, which are used to achieve financial goal and both plays significant role in economic growth. Investment is one of the major challenges of the middle class families as their small savings of today are to meet the expenses of tomorrow. A Money which has been kept aside for the future use called “Saving”.

People earned money after lots of hard work and effort hence they want to enjoy the benefits of money, but spending all your money is not smartest thing because in long run saving will help people in uncertainties of future and help to minimize their Stress level. In today’s world, young people face very uncertain future like recession, government-spending cuts, high cost of housing hence saving money for future is very important. People can improve their Saving Structure by controlling on extra expenses.

Following are the few reasons why saving is important for People

- Safety,
- Emergencies,
- No security of Job,
- To have a good life,
- To buy home,
- To become financial independent,
- Unexpected Expenses,
- Good rate of Interest from banks.

In other word, Investment is a method of creating wealth to achieve long-term goals. It is the sacrifice of certain present value for the uncertain future reward. Investment is the expectations of people to earn positive rates of returns in future. Most of the peoples are not investing money and missing out opportunities of increasing their financial worth. Investment help to grow money in future, most investment vehicles such as Certificate of deposits, stocks, and bonds offer good returns over long run. If you are

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working and you invest money in long run then at retirement age you can live off funds earned from these investments. Now a day’s stock market is booming hence investment in equity gives best returns, most of the salaried class people are investing in equity markets.

Following are some factor, which affects the investment decision of an individual’s:

- Annual income of an individual,
- Government policies,
- Natural Calamities,
- Economical changes.

**Why is Investment Important?**

Investment is one of the most important tools of financial planning. It is a good idea to make money from extra cash that a person might have. Investing in a various schemes will grow money after few years, this is because the value of Rs. 100/- will not be same after 5 years. Following are some important reasons for investing money.

- Tax minimizing is one of the measure reasons for investment of money in various financial avenues.
- Investment will take care in emergencies of future.
- Investment provides the financial security to your family members.
- Both short term as well as long-term goal can be planned and fulfilled with relevant investments.
- Investment will give good rate of returns.

**TYPES OF INVESTMENTS**

- Mutual Funds,
- Stock,
- Deposits,
- L.I.C.,
- Post Office Schemes,
- Real Estate,
- Gold/Silver,
- Bonds.

**LITERATURE REVIEW**

Avinash Singh (2006) research on “Investment Pattern of People” which has been analyzed the investment pattern of the people living in Bangalore and Bhubaneswar City. The study was done with the help of survey. Majority of the respondents gives more important to invest in equity and some people give importance to insurance, fixed deposits and tax saving benefits. In Bangalore, People are aware about various investment patterns and aware about risk associated with that. However, in Bhubaneswar, investors prefer to invest in low risk schemes like bank deposits, small savings, post office savings etc.

Dr. T. Tirupathi & A. Ignatius Study entitled “Preferred Investment Avenues among Salaried Peoples with Reference to Namakkal Taluk, Tamil Nadu” has been undertaken with the objectives and analysis the Investment pattern among the salaried people. The analysis of the study was undertaken with the help of survey conducted. Most of the respondents are aware about various investment schemes like insurance, post office savings, bank deposits, etc. Respondents are aware about some investment choices but they do not aware about stock market, equity, bond and debentures. Most of the respondents are unaware about these new services about stock market.

Prof. CA Yogesh P. Patel & Prof. CS Charul Y. Patel (October 2012) examine the Investment perspective of Salaried people (Private Sector). They concluded that the mutual fund is most favored option amongst the youngsters. The study shows that fixed deposits are not very attractive among youngster but Senior Citizens are more attractive to fixed deposits. Tax concession is one of the major reasons behind investment by the youth. The traditional saving schemes do not provide tax benefits therefore; most of the youngsters are investing their money in mutual fund to save the tax. This study was only based on private sector people; hence they have not covered others working sectors.

Prof. Harshvardhan & N. Bhavsari (March 2013) researched on “Saving and investment pattern of School Teachers in Ahmednagar City”. This study was done in different government and private schools in Ahmednagar and concluded that most of the teachers are saving money as bank deposits for their safety, children education, marriage and other welfare expenses. This
study shows that there is significant relationship between income and saving, annual savings and expected rate of returns. In a study the majority of respondents are female members, the male respondents are very less, and LIC and mutual fund options are not given in the questionnaire.

**OBJECTIVES OF STUDY**

- To analyze the Investment selection behavior of different age group people working in different Sectors.
- To study whether people are aware about various Saving and Investment Schemes available.
- To study the saving and investment pattern of people living in Kalyan and Dombivli City.
- To study the factors affecting saving and Investment patterns of people.
- To study the demographics and investment pattern of individuals considering the parameters like age, gender and income groups etc.
- To study the problem facing by people while investing and saving their money.

**RESEARCH METHODOLOGY**

Since the study is related to know the investment and saving patterns of the different class of a people in Dombivli & Kalyan City. The research is based on field survey method. The study is based on primary and Secondary Data.

**Primary Data**

The Primary data have been collected from 46 respondents through structured questionnaire covering people living in Kalyan and Dombivli city. Inaccurate respondents were dropped out.

**Secondary Data**

The secondary data relating to the study were collected from various magazine, books, newspaper, journals, articles, magazines and websites. Researcher visited the library for the collection of some source materials.

**Sample Unit**

Individuals above the age of 18 who are either investing or saving.

**Sample Size**

The sample sizes of 46 respondents were taken for research work among Dombivli and Kalyan city.

**Sampling Procedure**

Research work carried out based on structured questionnaire, survey and Simple Random Sampling method. This study is restricted to Dombivli & Kalyan city.

**Techniques use for Data Analysis**

The data collection were systematically and accurately used with help of Microsoft excel, MS-word. The various tools used for the presentation are Pie Chart, Column graph, and Bar charts

**LIMITATIONS**

- The study of Investment and saving pattern survey restricted up to 46 respondent only
- The study conducted in Dombivli and Kalyan city only.
- This study is conducted to analyze the saving and investment pattern not for the all the factor really matter while investing.
- This study based on the assumption that the respondents have given the correct information.

**DATA ANALYSIS**

- Survey conducted to investigate “Saving and Investment Pattern of a people in Kalyan - Dombivli City” which includes all classes of people working in different sectors and Self-employed.
- The sample size of 46 respondents was surveyed out of which 26 were male and 20 Females. The graph below depicts the same.

The following data has been analyzed by using various tools from MS Excel.
Demographic Profile

It includes Age, Gender, Marital Status, Occupation, Educational Qualification & Monthly income of respondents living only in Dombivli and Kalyan City.

Graph-1: Age Group

Sources: Authors Compilation

It was observed that the maximum males & Females who like to save & invest money comes under Age group 31-40 years, then followed by 18-30 years age group, which was again followed by 41-50 years and the least age group who invested money was the age group 50 & Above.

Graph-2: Gender

Sources: Authors Compilation

It was observed that the numbers of Male respondents were more than female respondent. According to sample size, 46 there were 26 males and 20 females’ respondents.

Graph-3: Marital Status

Sources: Authors Compilation

It was evidence from the chart above that most of the respondents male as well as female were married. In the survey of 46 people, 36 were married and 8 people were unmarried.

Graph-4: Educational Qualification

Sources: Authors Compilation

It was observed that the maximum respondents were graduates, whereas minimum were non-graduates. This showed that Graduates were more interested in savings money.

Graph-5: Occupation

Sources: Authors Compilation

It was observed that there were 28 people who were involved in private sector followed by self-employment, again followed by Government employees. This means people working in private sector were the ones who invest more.

Graph-6: Monthly Income

Sources: Authors Compilation

It is observed that majority of the Male respondents have monthly Income in range of Rs. 20,000 to Rs. 40,000 while majority of Female respondents have monthly income in range of Up to Rs. 20,000/-
Investment Profile

Graph-7: Saving

It was observed that both male and female respondents were saving and investing money.

Graph-8: Percentage of Income Save or Invest

It is observed that majority of the Male & Female respondents have proportion of savings & investment to income in range of 10-20% followed by 0-10% while minimum investment was between 20-30%.

Graph-9: Saving & Investment Options

It was observed that majority of the male respondents were invested in the LIC followed by Fixed Deposit, mutual fund, saving bank, post office, and some people were investing in all schemes while the No one was investing in real estate and Gold. Whereas the majority of the female respondents were invested in the LIC followed by Fixed deposits, post office, saving bank & Mutual fund, Recurring deposit while the No one was in Real Estate & Gold.
It is observed that majority of the males and female respondents were investing on monthly basis followed by quarterly & yearly and minimum investment was in half yearly.

It was observed that the main purpose of the saving & investment was security after retirement followed by children education whereas minimum were in tax concession for both male and female respondents.

It was observed that the factors, which give priority for the investment for both male female, were safety followed by returns whereas minimum was in wealth.
It was observed that the majority of male and female were investing for long term (5 years & above) whereas, minimum investment period was short term (0-5 year.)

CONCLUSION

From the research, it is evidence that everybody saves money. As everyone’s want to secure future therefore saving & investment plays an important role in everyone’s life. The study reveals that majority of respondents are saving money in Life insurance policy followed by fixed deposits and mutual funds in Dombivli and Kalyan city and it is most preferred investments. The maximum people are saving 10-20% portion of their monthly income into various saving schemes.

The main reasons behind these savings are security after retirement, children’s educations, and marriage. All people are investing for the future benefits and invest their money in various investments schemes. Most of the people said that their investment decision is based on Rate of interest and risk involved, Past & Future performance was not given a priority. Safety & security are main reasons for long-term investment.

There are various factors which influencing the saving and investment patter such as safety, high returns, wealth, liquidity etc. This study analyzed the investment selection behavior of different age group and awareness of different saving and investment schemes among the people.

SUGGESTIONS

Stock Broking firm should conduct awareness program, because most of the respondents are not aware about the stock market, trading, how to earn profit by investing money in stock market, about demat account etc. All the people can read about Investment
but practical knowledge is very important. It is also important for the investor that the investments made by them are safe or not. It is also suggested to every investor that they have to acquire the knowledge about various new Investment Schemes and make profit. People can start from small investment amount in initial stage and once they have learned they can investment bigger amount.

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EMPLOYEE SILENCE AS AN INHIBITOR TO EMPLOYEE ENGAGEMENT: A STUDY OF SELECT INFORMATION TECHNOLOGY ORGANIZATIONS IN CHANDIGARH

Sonika63

ABSTRACT

It is observed that employees prefer to be silent at work place, as they don’t want to catch eyes and perceived as troublemakers. Many organizations feel that the climate of silence is safe for them, so they do encourage it; but such organizations do not realize that it can be a form of stagnation or can be an uprising gale. Work pressure, on the job demands, stress, anxiety, burnout and depression is also mounting in employee’s lives. Indian IT sector’s turbulent and dynamic nature is illustrious in this context. Employee retention and commitment is a challenge in IT sector. The present study examines the relationship between Employee Silence and Employee Engagement. This paper presents an empirical work conducted on data obtained from 300 employees of IT companies in Chandigarh. The results show that there exists a negative correlation between Employee Silence and Employee Engagement.

KEYWORDS

Employee Silence, Employee Engagement, IT Sector, Commitment, Employee Retention etc.

INTRODUCTION

“Silence is a Fence Around Wisdom”

A German Proverb

Employees are regarded as a major source of change, creativity, learning and innovation, factors that are critical to the success of organizations. Although employees are expected to contribute to the development of organization with their knowledge, ideas, opinions and suggestions, they sometimes prefer to remain silent. Perceptions regarding organization climate can be important in employees’ decision to speak up about organizational issues. Present study aims at understanding the discursive role of silence in employee engagement.

In today’s organizations; competition, diversity, change, retention and intricacy are the buzzing words. To deal with and acclimatize all such challenges talented and committed employees of an organization plays an important role. To retain talented workforce, employee attitude and behavior is widely studied, and it is often linked with employee’s perceptions of climate within the organization. Employees who feel that their organizational climate is supportive, fair, and open, they give their best effort and work with full enthusiasm while employees who feel that their organizational climate is unsupportive, unfair and not conducive to speak have low morale and show dissatisfaction.

Majority of organizations mean to work fairly, nevertheless corporate baseness is prevalent. Psychologically unsafe climate encourage employees to hold back information that is contentious. Employees tend to tell their superiors what they want to hear, not what is actually happening, unless it is good news. Employees do not want to get into trouble. Therefore, danger of getting distorted information and rumormongers flourish. Perception about organizational climate also leads to Employee Silence climate, which is undoubtedly invasive in contemporary corporate world due to which scandals, unethical practices and frauds are widespread. Previous research suggests that Employee Silence is an insidious, subtle and invidious issue to be managed. Negative perception of organizational climate i.e. negative perception of organizational support, trust, autonomy, fairness, cohesiveness, recognition and innovation in the organization can lead to silence climate i.e. improper communication and non-transparency; and it further influence workplace deviant behavior like withdrawal, disengagement, and poor performance etc. Therefore, negative perceptions of organizational climate can serve as an antecedent for Employee Silence. Reluctance to share information, speak up, provide feedback have the potential to negatively affect Employee Engagement.

REVIEW OF LITERATURE

In 1970, Albert Hirschman was the first to mention Silence in organizational context. In 2000, Morrison and Milliken’s studied Silence solely and completely in organizations under the title Organizational Silence; Pinder and Harlos proposed the related concept of Employee Silence in the year 2001. Employee Silence is used to discuss individual level analysis while organizational

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silence is an organizational level phenomenon. Nonetheless, terms Organizational Silence and Employee Silence have been used interchangeably at higher levels of analysis. Employee Silence is defined as the purposeful withholding of ideas, opinions, and information from others. It is intentional withholding of work-related information based on a variety of different underlying motives (Pinder & Harlos, 2001; Van Dyne, Ang, & Botero, 2003; Brinsfield, 2009).

Various studies have identified that the most common factors causing Employee Silence are: the culture of inconsistent treatment of employees, perceived injustice, lack of trust and support, lack of communication opportunities, management style, organizational culture, administrative issues, negative feedback by management, prejudice, fear of retaliation, lack of confidence, self-image, introversion, lack of trust, risk of talking, risk of isolation, bad experiences in the past, fear of damaging relationships, cultural issues and fear of management power.

Milliken, Morrison, Hewlin (2003) conducted a study in Consulting, Financial services, media, pharmaceuticals and advertising companies of USA to explore why employees hesitate to communicate upward in organizations. Forty employees were interviewed for the task. According to the responses of the respondents, results were outlined. Interviews revealed 85% of the employees, had felt that on at least one occasion, they were incapable to raise an issue or concern to their bosses even though they felt the issue was important. Major reason of silence was the fear of being viewed or labeled negatively, and therefore, damaging valued relationships. Employee silence can also create stress, dissatisfaction, cynicism and disengagement amongst employees. Thus, to design learning organizations, organizational leaders must fight against the tendency for hierarchies to impede the upward transfer of information about problems.

In any case, silence may result in low motivation, satisfaction and commitment within the workplace (Morrison and Milliken, 2000). Furthermore, it may create cynicism, dissatisfaction and disengagement among employees due to the misattribution of employee’s motive (Van Dyne et al., 2003).

Employee silence refers to a situation, where employees withhold information that might be useful to the organization of which they are a part whether intentionally or unintentionally. This can happen if employees do not speak up to a supervisor or manager. Employee silence can occur in any organization. Specifically though, employee silence occurs in most organizations where communication is suffering. In a virtual workplace, it is common phenomenon. In a virtual workplace like IT industry, the only in-person communication is in small discussion groups. This kind of organization is very susceptible to employee silence because there is almost no person-to-person communication, and it is very easy to ignore or misinterpret things like email.

Brinsfield (2009) also found relationship of employee silence with Trust and Procedural Justice, Job Withdrawal Behaviour, Job satisfaction and Workplace commitment. Following findings, Job Withdrawal positively is related to the acquiescent dimension of employee silence. Trust in management and supervisor is negatively related to the defensive dimension of employee silence. Interpersonal Justice is positively related to the relational dimension of employee silence. Procedural Justice will be negatively related to the acquiescent and defensive dimensions of employee silence. Job Satisfaction is negatively related to the acquiescent and defensive dimensions of employee silence. Organizational Commitment is negatively related to the acquiescent and defensive dimensions of employee silence.

Employee engagement is a property of the relationship between an organization and its employees. An "engaged employee" is defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. Gallup defines engaged employees as those who are involved in, enthusiastic about and committed to their work and workplace.

The key drivers of employee engagement are:

- Employee perceptions of job importance,
- Employee clarity of job expectations,
- Career advancement / improvement opportunities,
- Regular feedback and dialogue with superiors,
- Quality of working relationships with peers, superiors, and subordinates,
- Perceptions of the ethos and values,
- Effective internal employee communications

Putter (2010) also conducted a survey in 49 operating companies of a large multinational company with 30,892 respondents using standardised questionnaires. The author found that organizational climate affects company performance in terms of profitability, sustainability & growth and productivity. It was also found that organizational climate leads to higher Employee Engagement (psychological state), but that this type of Employee Engagement is not the explanatory factor for the relation between organizational climate and company performance.
In addition, Gallup study (2009) of over 1,000 US based employees revealed the impact of feedback on Employee Engagement. The study showed that when employees feel they cannot express their opinions, it detracts from their engagement and productivity. It stops the flow of information that feeds into innovative ideas and more efficient ways to solve problems.

**NEED AND SIGNIFICANCE OF STUDY**

Although substantial work has been done on Employee Silence, so far no relevant study is available which has studied Employee Silence in Indian IT industry. Review of literature suggests that Employee Silence is the function of Perceived Organizational Climate. Hence, this study is designed to find the relationship between employee silence and employee engagement in select IT companies of Chandigarh region.

**OBJECTIVES OF STUDY**

- To study level of Employee Silence and Employee Engagement in IT companies of Chandigarh region.
- To find out the relationship between Employee Silence and Employee Engagement in IT companies of Chandigarh region.

**HYPOTHESIS OF STUDY**

H_1: There is a high level of Employee Silence in IT companies of Chandigarh region.
H_2: There is low level of Employee Engagement in IT companies of Chandigarh region.
H_3: There is a significant negative relationship between Employee Silence and Employee Engagement in IT companies of Chandigarh region.

**Instruments and Data Analysis:** Data was collected from 300 employees of IT companies in Chandigarh using a standardized questionnaire for Employee Silence (Vakola and Bouradas (2003) scale) and Employee Engagement (Schaufeli & Bakker, 2003 scale).

**Statistical Tools to be used to Analyze Data**

- Descriptive Analysis measures of central tendency such as mean, standard deviation, mode etc. was worked out to study the nature and distribution of scores on various variables.
- Correlation to identify the relationship between the independent and the dependent variables were analyzed by correlation.
- Regression Analysis to study the variation explained by independent variable in dependent variable

**DATA ANALYSIS**

300 questionnaires has been obtained from employees working in IT companies in and around Chandigarh. Out of 300 respondents, the study comprised of 73% Male respondents and 27% of the Female respondents. In terms of age, the study comprised of 100 respondents in 20-30 forming 33.33%, 141 respondents in 31-40 forming 47%, and 59 respondents in 41-50 forming 19.66%. In terms of work experience, 135 respondents fall in 1-5 years of experience, 42 respondents fall in 6-10 years of experience, 73 respondents in 11-15 years and 50 respondents have more than 15 years of experience.

To test the hypothesis, the Pearson’s correlation test in SPSS software was used.

**Table-1: Descriptive Statistics**

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Silence mean</td>
<td>300</td>
<td>1.88</td>
<td>3.78</td>
<td>3.3693</td>
<td>.35244</td>
</tr>
<tr>
<td>EE mean</td>
<td>300</td>
<td>2.32</td>
<td>4.38</td>
<td>2.9100</td>
<td>.36445</td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

The above table-1 provides the descriptive statistics of Employee Silence and Employee Engagement. The mean score for Employee Silence is 3.369 and it depicts that the employees experience silence behavior in their organizations. In addition, the mean score for employee engagement i.e. 2.91 depicts that employees are less engaged to their organizations.
The above table-2 provides the correlation between Employee Silence and Employee Engagement. The value for the Pearson Correlation is -0.248 represents that there exists a moderate negative relationship between Employee Silence and Employee Engagement.

Table-3: Model Summary: Employee Silence and Employee Engagement

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.248*</td>
<td>0.059</td>
<td>0.059</td>
<td>0.39729</td>
</tr>
</tbody>
</table>

Note: a. Predictors: (Constant), Silence_mean  
Sources: Authors Compilation

In the above table-3, the R-value represents the association that the dependent variable (Employee Engagement) has with the independent variable (Employee Silence). The R² value (.061) depicts the amount of variance explained by the independent variable. Thus, employee silence can influence 6% of the Employee Engagement.

Table-4: ANOVA and Coefficient Summary: Employee Silence and Employee Engagement

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>3.647</td>
<td>0.80</td>
<td>-</td>
<td>45.859</td>
</tr>
<tr>
<td>Silence_mean</td>
<td>-1.41</td>
<td>0.26</td>
<td>-</td>
<td>-2.48</td>
</tr>
</tbody>
</table>

Note: a. Dependent Variable: EE_mean  
Sources: Authors Compilation

The above Table 4 talks about the significance of the model. The significance value less than .05 confirms that the model is significant at 95% degree of freedom.

In addition, the beta (B) value of Employee Silence comes out to be significant; thus, Employee Silence has significant negative influence on Employee Engagement.

CONCLUSIONS AND DISCUSSION

From the above analysis results, it is evident that there is a negative correlation between Employee Silence and Employee Engagement. The results fit with the results of earlier researches like Vakola, Bourdas (2005), Nikmaram (2012) Deniza (2013). In India, employee silence has received little research attention. This is a new-fangled subject to study especially in Indian bureaucratic organizations, service industries like vigorous IT sector, highly growing health, hospitality, Pharmaceuticals and FMCG companies etc., where employee retention is a challenge. Employee Engagement is more linked to organizational aspects of the work environment rather than to personal attributes. As demographics suggest that majority of employees in IT sector represent young workforce; meeting their expectations is a challenge. Exploring the reason that why there is a difference between the annual appraisal feedback report and an exit interview feedback report expected by an employee may give worthy results in
this context. It is suggested that organizations need not only to recruit but also to retain and motivate talented employees. Top managers and supervisors have to create a workplace where employees will feel safe to express their views and will be encouraged to offer their ideas and suggestions.

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IMPACT OF DIGITAL INDIA CAMPAIGN ON MUTUAL FUNDS: A STUDY WITH REFERENCE TO INDEX FUNDS

Sachin C. R.64 Dr. Kushalappa S.65

ABSTRACT

The computerized world that we live in today is the result of a few developments and innovation propels. These curiosities give better future to everybody. Today, every country needs to be completely digitalized that will enable society in a superior way. The 'Digital India' programme, an initiative of honourable Prime Minister Mr. Narendra Modi, will emerge new progressions in every sector. The Digital India drive is a dream project of the Indian Government to redesign India into a knowledgeable economy and digitally empowered society, with good governance for citizens by bringing synchronization and co-ordination in public accountability, digitally connecting and delivering the government programs and services to mobilize the capability of information technology across government departments. The Digital India would ensure that Government services are available to citizens electronically. The announcement was expected to have a positive impact on the all the economic indicators of the economy. In the present research, the authors have made an attempt to study the impact of the Digital India campaign on Mutual funds with reference to index funds of NSE. We have taken the top 15 NSE Nifty index funds as the sample of our study.

KEYWORDS

Abnormal Returns, Digital India, Index Funds, Mutual Funds etc.

INTRODUCTION

Digital India is an umbrella program in light of technology with a vision to transform India to a digitally empowered society and a knowledge economy. This campaign keeps running by the government of India to make this country a digitally empowered country. This initiative was started on 2nd of July in 2015 to connect people of rural areas with the high-speed internet networks to access any information needed. The main purpose of digitizing this country is to make available all the government services at easy reach to the citizens of India and aims to provide Indian citizens electronic government services by reducing the paperwork. It is very effective and efficient technique, which will save time and manpower to a great extent. Three important elements of digital India are like creation of digital infrastructure, digital literacy and delivering services digitally all over the country. This project has been aimed to be completed by 2019 and which will benefits both service providers and consumers.

The overall project monitoring will be under the Prime Minister himself. Citizens of digital India may improve their knowledge and skill level after being covered under the umbrella of internet. It is an ambitious project which will benefit everyone especially villagers who travel long distance and waste time and money in doing paper works for various reasons. It is a best form (with nine pillars which are broadband highways, public Internet access programme, mobile connectivity everywhere, e-Kranti, e-Governance, information for all, IT for jobs, early harvest programmes and electronics manufacturing) of officially existing National e-Governance Plan. This event has had an impact of economy as well as stock market in India. In the present research; an attempt is made to study the impact of Digital India campaign on mutual funds: a study with reference to index funds. It is an event study and the date of announcement of the campaign by the prime minister is considered as the event date. A mutual fund is a professionally managed investment scheme, usually run by an asset management company that brings together a group of people and invests their money in stocks, bonds and other securities. Index funds are mutual funds that are designed to track the performance of a particular index.

OBJECTIVES OF STUDY

The objective of the study is to find out the impact of announcement of Digital India Campaign on mutual funds.

SCOPE OF STUDY

The current study deals with the impact of Digital India Campaign on the Indian Index Mutual Funds, on the basis of their AUM. It is an event study and the event window is 41 days, including returns of 20 pre-announcement days, 20 post announcement days and the day of the event. The day of event is on July 2nd 2015.

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METHODOLOGY USED

The entire study is based on secondary data extracted from various sources like books and websites. The study period is the event window and the event date is July 2nd, 2015. Index mutual Funds were taken for the study. Various descriptive statistics, One Way Anova and T-test statistics have been used in the study to make the conclusion very effective.

TECHNIQUES OF ANALYSIS

Daily returns for each sample company has been computed for the estimation period and for the event period as:

\[ R_i = \frac{P_1}{P_0} - 1 \]

Where, \( P_1 \) = Closing price of the security and \( P_0 \) is the opening price of the security:

\[ R_m = \frac{M_1}{M_0} - 1 \]

\( M_1 \) = Closing market price of the security and \( M_0 \) is the opening market price of the security:

Daily-expected Return

\[ E(R) = \alpha + \beta \times R_m + \epsilon_t \]

In the Equation \( E(R) \) is the expected return of a particular company on day \( t \), \( \alpha \) and \( \beta \) are calculated as follows

\[ \beta = \frac{\sum \sum \sum \sum \sum}{\sum \sum \sum \sum} \]

\[ \alpha = \bar{y} - \beta \bar{x} \]

Abnormal Returns

Daily abnormal return on a particular day \( t \) is the excess of the actual return on the day \( t \) over the expected return on that day.

\[ AR = R_t - E(R_t) \]

Where, \( R_t \) is the actual daily return for the share of a company \( i \) at time \( t \), and \( E(R_t) \) is the expected return on the same day in the absence of an acquisition.

Cumulative Abnormal Returns (CARs) are derived by summing the ARs over various time intervals. For Example, CARs for a time interval \( t_1 \) to \( t_2 \), are derived as follows:

\[ CARs = \sum_{t=1}^{n} A_{t} \]

T test for Cumulative Abnormal Returns

\[ T_{CAR} = \frac{CARs}{SCAR} \]

\[ S^2_C = \frac{\sum_i \epsilon_i^2}{n-1} \]

\[ S_A = \sum o \alpha r \ i \ the \ epsilon \ w \]

One-way ANOVA

One-way Anova has the following test statistics:

\[ F = \frac{M}{M} \]
Where, \( F_0 \) = Anova Coefficient
\( MST \) = Mean sum of squares due to treatment
\( MSE \) = Mean sum of squares due to error.

Formula for MST is given below:
\[
MST = \frac{S}{\overline{y} - \overline{\bar{x}}}
\]
\[
S = \sum n(x - \bar{x})^2
\]

Where, SST = Sum of squares due to treatment
\( p \) = Total number of populations
\( n \) = Total number of samples in a population.

Formula for MSE is given below:
\[
MSE = \frac{S}{N - \overline{y}}
\]
\[
S = \sum (n - 1)S^2
\]

Where, SSE = Sum of squares due to error,
\( S \) = Standard deviation of the samples
\( N \) = Total number of observations.

**Paired Comparison T-Test**

The procedure for a paired sample t-test can be summed up in three steps. The symbols to be used are defined below:

\( D \) = Differences between two paired samples
\( d_i \) = The \( i^{th} \) observation in \( D \)
\( n \) = The sample size
\( \bar{d} \) = The sample mean of the differences
\( \sigma \) = The sample standard deviation of the differences
\( T \) = The critical value of a t-distribution with \( (n - 1) \) degrees of freedom
\( t \) = The t-statistic (t-test statistic) for a paired sample t-test
\( p \) = The p-value (probability value) for the t-statistic.

The Three steps are listed below:

1. Calculate the sample mean. \( \bar{d} = \frac{d_1 + d_2 + \cdots + d_n}{n} \)
2. Calculate the sample standard deviation. \( \sigma = \sqrt{\frac{(d - \bar{d})^2 + (d - \bar{d})^2 + \cdots + (d - \bar{d})^2}{n-1}} \)
3. Calculate the test statistic. \( t = \frac{\bar{d} - 0}{\sigma / \sqrt{n}} \)

The study period used in this analysis is a 41 working days. In this, the day of Digital India announcement is designated as 0. Trading days prior to the announcement are numbered event days -1, -2 and so on. The event days following the announcement are numbered +1, +2 and so on. First, the abnormal returns (AR) for each relative day \( t \) are calculated across the securities. Daily cumulative abnormal returns (CAR) are the sum of the average abnormal returns over event time.
LIMITATIONS OF STUDY

- The entire study is based on secondary data and thus the study is not free from the limitations of secondary data.
- This study is restricted only to index funds.
- Time available for the study was very limited and thus an in-depth study could not be made.

RESULTS AND DISCUSSION

Table-1: AAR, CAR and T test results of Abnormal Returns around the Digital India Announcement (Level of Significance 5%) on Mutual Funds (Index Funds)

<table>
<thead>
<tr>
<th>Day</th>
<th>AR</th>
<th>CAR</th>
<th>T-value</th>
<th>Day</th>
<th>AR</th>
<th>CAR</th>
<th>T-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>-20</td>
<td>-0.002202</td>
<td>-0.002202</td>
<td>-0.586567</td>
<td>0</td>
<td>0.000774</td>
<td>0.013911</td>
<td>0.206319</td>
</tr>
<tr>
<td>-19</td>
<td>-0.000524</td>
<td>-0.002725</td>
<td>-0.139540</td>
<td>1</td>
<td>0.001521</td>
<td>0.015432</td>
<td>0.405119</td>
</tr>
<tr>
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<td>-0.004439</td>
<td>-0.007164</td>
<td>-1.182684</td>
<td>2</td>
<td>0.002471</td>
<td>0.017903</td>
<td>0.658320</td>
</tr>
<tr>
<td>-17</td>
<td>-0.003561</td>
<td>-0.010725</td>
<td>-0.948765</td>
<td>3</td>
<td>-0.000585</td>
<td>0.017318</td>
<td>-0.155957</td>
</tr>
<tr>
<td>-16</td>
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<td>1.020017</td>
<td>4</td>
<td>-0.010231</td>
<td>0.007087</td>
<td>-2.275786*</td>
</tr>
<tr>
<td>-15</td>
<td>-0.005562</td>
<td>-0.012459</td>
<td>-1.481984</td>
<td>5</td>
<td>-0.002166</td>
<td>0.004921</td>
<td>-0.577061</td>
</tr>
<tr>
<td>-14</td>
<td>-0.003301</td>
<td>-0.015760</td>
<td>-0.879393</td>
<td>6</td>
<td>0.001176</td>
<td>0.006097</td>
<td>0.313356</td>
</tr>
<tr>
<td>-13</td>
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<td>-0.013641</td>
<td>0.564413</td>
<td>7</td>
<td>0.006352</td>
<td>0.12449</td>
<td>1.692477</td>
</tr>
<tr>
<td>-12</td>
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</tr>
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<tr>
<td>-10</td>
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<td>-0.003558</td>
<td>1.294624</td>
<td>10</td>
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<td>0.021557</td>
<td>1.530603</td>
</tr>
<tr>
<td>-9</td>
<td>0.003754</td>
<td>0.000196</td>
<td>1.000174</td>
<td>11</td>
<td>0.003300</td>
<td>0.021887</td>
<td>0.87937</td>
</tr>
<tr>
<td>-8</td>
<td>0.006774</td>
<td>0.006971</td>
<td>1.804907</td>
<td>12</td>
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<td>0.021216</td>
<td>-0.178651</td>
</tr>
<tr>
<td>-7</td>
<td>0.003650</td>
<td>0.010621</td>
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<td>1.709913</td>
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<tr>
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<td>0.000703</td>
<td>0.010107</td>
<td>0.187176</td>
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<td>-0.002501</td>
<td>0.018523</td>
<td>-0.666373</td>
</tr>
<tr>
<td>-4</td>
<td>-0.000439</td>
<td>0.009668</td>
<td>-0.116863</td>
<td>16</td>
<td>-0.005353</td>
<td>0.013170</td>
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</tr>
<tr>
<td>-3</td>
<td>-0.004097</td>
<td>0.005572</td>
<td>-1.091513</td>
<td>17</td>
<td>-0.011156</td>
<td>0.002014</td>
<td>-2.972383*</td>
</tr>
<tr>
<td>-2</td>
<td>0.000381</td>
<td>0.005953</td>
<td>0.101488</td>
<td>18</td>
<td>-0.002306</td>
<td>-0.00293</td>
<td>-0.614414</td>
</tr>
<tr>
<td>-1</td>
<td>0.007185</td>
<td>0.013137</td>
<td>1.914196</td>
<td>19</td>
<td>0.002129</td>
<td>0.008386</td>
<td>0.561223</td>
</tr>
<tr>
<td>0</td>
<td>0.000774</td>
<td>0.013911</td>
<td>0.206319</td>
<td>20</td>
<td>0.003063</td>
<td>0.004899</td>
<td>0.816102</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Note: *Indicates significant at 5% level of significance

From the above table, it is clear that there are 11 positive average abnormal returns and 9 negative average abnormal returns during pre-announcement period. Even during post-announcement period, there are 10 positive average abnormal returns and 10 negative average abnormal returns. The average abnormal return on the date of event is positive. T test is conducted at 5% level of significance to test the existence of abnormal returns for each day during 41 days event window. It is clear in the T-test that all the T-values are lesser than the critical value (1.96) in pre announcement day event window, it shows abnormal returns are insignificant but in the post announcement day like 4 and 17 days, T-values are higher than T-critical value.

Table-2: Mean Abnormal Returns, Standard Deviation, Cumulative Average Abnormal Returns and T-Values for Various Event Windows

<table>
<thead>
<tr>
<th>Mean Abnormal Returns (%)</th>
<th>Standard Deviation (%)</th>
<th>CAR</th>
<th>T-Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre</td>
<td>Post</td>
<td>Pre</td>
<td>Post</td>
</tr>
<tr>
<td>Mean Abnormal Returns</td>
<td>Standard Deviation</td>
<td>CAR</td>
<td>T-Value</td>
</tr>
<tr>
<td>0.000656855</td>
<td>-0.00045062</td>
<td>0.003783206</td>
<td>0.004961853</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

It is clear from Table-2 that mean abnormal returns during the post-announcement period are negative and lesser than the mean abnormal returns of pre-announcement period. Therefore, it indicates that the announcement has not attracted the investors for investment in the mutual funds. Since the standard deviation of abnormal returns during the post-announcement period is higher than the pre-announcement, period, high variations in the return are found during the post announcement period. The CAR is 0.004899077. The T-value is lesser than the critical value (1.96), therefore it is understood that the announcement had no impact on the behavior of NAV.
Table-3: One Way ANOVA for Abnormal Returns around the Announcement of Digital India Campaign

<table>
<thead>
<tr>
<th>Source of Variation</th>
<th>SS</th>
<th>d.f.</th>
<th>MS</th>
<th>F</th>
<th>P-value</th>
<th>F crit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Groups</td>
<td>0.000123</td>
<td>1</td>
<td>0.00001227</td>
<td>0.630064</td>
<td>0.432261</td>
<td>4.098172</td>
</tr>
<tr>
<td>Within Groups</td>
<td>0.0007397</td>
<td>38</td>
<td>0.00001947</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>0.000751985</td>
<td>39</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-3 shows the result of One Way ANOVA test conducted to investigate the impact of digital India announcement on the price behavior of the index funds. It is found that the calculated F values are lesser than the critical value at 5% of significance indicating no significant difference in the mean abnormal returns during the pre-announcement and post-announcement period of Digital India Campaign. It indicates that there is no impact from digital India announcement on the performance of index funds.

Table-4: Paired Comparison T-test for Pre and Post Average Abnormal Returns of Various Industries under Study

<table>
<thead>
<tr>
<th>Mean Standard Deviation</th>
<th>Standard Error</th>
<th>Paired Differences 95% Confidence Interval of the Difference</th>
<th>T value @ 5% Significance</th>
<th>d.f.</th>
<th>Sig. (2 tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>-0.001</td>
<td>0.0059</td>
<td>0.0013 [-0.0038, 0.0016]</td>
<td>-0.8457</td>
<td>19</td>
<td>0.4083</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Note: Level of significance 5%

Paired Comparison T test is conducted and the results are shown in the Table 4. In this test, it is observed that the calculated T values are lesser the T critical value at 5% level of significance (1.96). Therefore, it can be concluded that there is no impact of Digital India announcement on NAV movements of Index funds.

FINDINGS AND CONCLUSION

Digital India is an ambitious programme of government of India. It was started to transform India into Digital world, empowered society and knowledge economy. It would ensure that government services are available to citizens electronically. It would also bring in public accountability through mandated delivery of government’s services electronically. A digitally connected India can help in improving social and economic condition of people through development of non-agricultural economic activities apart from providing access to education, health and financial services. According to analyst, this announcement has had an impact on economic, social and environmental system of our country. In the present research, the researcher has attempted to find out the impact of the announcement of Digital India program on mutual funds with reference of index funds.

The present study is conducted for the 41-day event window. It is fact from the study that the number of positive abnormal returns is higher during the pre-announcement period. However, during the post announcement period number of positive and negative abnormal returns is same. In event date, we found that positive abnormal return in both pre and post announcement period. In case of T-test, it observed that all the T-values are lesser than the critical value in both pre and post announcement event window except post announcement day like 4 and 17 day. The mean abnormal return is higher during the pre-announcement period than the post announcement period and higher volatility in abnormal returns is found during the post announcement period. At the end of the study, the results are tested by using One Way ANOVA and Paired Comparison T test to find out; is there any significant difference in the pre and post announcement abnormal returns. The tests have proved that there is no significant difference in the abnormal returns of pre-announcement and post announcement period. Thus, it can be concluded that there is no impact of announcement of Digital India Campaign on the NAV of Index funds.

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CHALLENGES FACED BY WOMEN ENTREPRENEURS IN WESTERN MAHARASHTRA: A CASE STUDY METHOD

Dr. Anjali Nitin Upadhye66 Dr. Prashant Kulkarni67 Anant Gore68

ABSTRACT

India, the developing nation is heading brisk to the economic growth, having shown the performing factor exceedingly glowing in versatile activities like academics, politics, administration, social look and so on. Therefore, this research study is aiming at discussing the challenges and prospects of women entrepreneurs. Several global studies throw light on the challenges faced by the women entrepreneurs. For an entrepreneur, it is must to face three major stages – creating, nurturing and nourishing – are equal for women and men both.

The problems and challenges faced by women have different dimensions and magnitudes owing to social and cultural reasons. Cumulative effects of psychological, social, economic and educational factors to women entrepreneurs entering to mainstream has an angle of gender discrimination usually seen in many societies which impacts women in industry also. The women entrepreneurs had to and have to cross over many obstacles and challenges in respect heading for the development of the nation. It is mainly because of the formal terms and its implications practically. The terms are legal aspects, technology, politics, socio-cultural factors, economic circumstances, etc. Furthermore, when a woman carry will for converting herself into an entrepreneur or to enhance the same factor needs to face harsh circumstances within local regulatory, cognitive and normative systems for an entrepreneurial part.

The study was attempted all dimensions of women entrepreneurs with the help of case study method in western Maharashtra, in India.

KEYWORDS
Women Entrepreneurs, Challenges of Entrepreneurs, Case Studies etc.

INTRODUCTION

Though women entrepreneurship development is an essential part of Human Resource Development, it is low in India, especially rural areas. Women are more aware of their existence, their rights and their work situations but it is more visible among upper class families compared to middle class. Women not eager to alter their role due to fear of social back flash. Government of India plan priorities has an important aspect of development of women entrepreneurship and several programmes and policies are implemented therefore. With same content, the women from the urban areas especially from the class of Higher’s, are really counted for having developed as the self-entrepreneurs.\(^1\) The step put ahead by the woman, irrespective of the risk & execution of the enterprise, is really progressing to the success amidst the so-called limitations, being an obstacle for them.

There are different policies and the programmes with versatile features being carried by the Indian government for the advancement of women as entrepreneurs.\(^2\) If women is educated and given opportunity to access credit or start a small business, it will prosper women, their families, communities, and countries because women invest 90 percent of their income on their families and communities. In short if women are provided with equal access to education, health care and freedom to start any new venture, the economic, social, and political ripple out far beyond their own home said by Hillary Rodham Clinton, the US Secretary of status\(^3\).

Respected Prime minister on 15th August 2014 (68th Independence Day – India), addressed to the nation with, “Brothers and sisters, I want to ignite the young generation especially those who are into industrial sector. I want to appeal the youngsters who are thorough with the field of technical education and then we can ask the world – ‘Come! Make in India’ under the assurance of zero defect and hero effect. We should be into the production of the goods with high quality holding up with zero defects and hero effect and no any negation to the environment. My focus is more towards our daughters – feel proud, who are following the direction as a social and national character.”
Women are always ready to involve themselves with all the talent they possess. Both society and family underestimate women’s support to the running family business. In contrast, there are number of private enterprise that is operated by women (especially the enterprises wherein the women needs to carry the controlling & monitoring share). Although the execution of such sectors, is practically operated by men, exposing only the name of a woman on paper who carry the powers into operations and decision-making. World economic scenario of women shows 50 percent of the world population is women. Off which 30 percent are official labour force, performs 60 percent of all working hours, receive 10 percent world income and own less than 1 percent of world’s property which is an opinion of Dr. M. A. Sudhir in 2007[4].

Women’s ability to earn their own income creates many problems and challenges though no one wants to discuss openly. It changes the sexual dynamics of the society. They do carry more power and are potential enough to face and follow with their individual desires, help other women, parenting children without men, etc. Empirical evidences proves that learned women had brought positive changes in the family and self-reliance woman could change the society. Several global studies throw light on the challenges faced by the women entrepreneurs. For an entrepreneur, it is must to face three major stages – creating, nurturing and nourishing – are equal for women and men both.

The problems and challenges faced by women have different dimensions and magnitudes owing to social and cultural reasons. Cumulative effects of psychological, social, economic and educational factors to women entrepreneurs entering to main stream has an angle of gender discrimination usually seen in many societies which impacts women in industry also [5].

STATEMENT OF RESEARCH PROBLEM

- The study attempted to identify the trends of women entrepreneurship in Sangli district in terms of community, occupation, economic origins and motivations, the life framework, empowerment, and identifies socio-cultural factors that affect the entrepreneurial process among women.
- It was found that the problems faced by women entrepreneurs were multi-dimensional and multi faced, they had to encounter additional problems because of womanhood. Aim of this research is to study these challenges and interdisciplinary relationships.

OBJECTIVES OF STUDY

- To study and analyze the socio economic profiles of women entrepreneurs in district Sangli, Maharashtra.
- To identify the challenges being faced by women entrepreneurs in district Sangli.

RESEARCH METHODOLOGY

Research Design

Researcher selected Exploratory Study design to collect the data. Exploratory research studies are also termed as formularize research studies. The main purpose of such studies is that of formulating the problem for more precise investigation or of developing working hypothesis from an optional point of view. The major emphasis in such a studies is on the discovery of ideas and insights.

One of the part of exploratory study is the Experience survey. Experience survey means to survey the people who have had practical experience with the problem to be studied. The object of such survey is to obtain insight into the relationship between variables & new ideas relating to research problem. For such study to survey, people who are competent and can contribute new ideas may carefully be selected as respondents to ensure representation of different type of experience. The investigator may interview the respondents selected then. Researcher must prepare an interview schedule for systematic questioning format. Thus, experience survey may enable the researcher to define problem more concisely. Therefore, researcher took deep interviews and explore it as a case study of women entrepreneurs.

Research Tools to be Used

- Research Design: Exploratory Study Design.
- Study Area: Sangli District.
- Sampling Method: Stratified random sampling.
- Population Size: Number of Women Entrepreneurs Percentage in Maharashtra is 32.12 (Total registered entrepreneurs are 4339 and women entrepreneurs are 1394).
- Sample Size: 10 respondent stratifying in each sector taluka.
Data Collection Method:
- Primary Data: Case Study Method, Personal Interview.
- Secondary Data: Web search, books, video, case studies women entrepreneurs.

The tools used for data collection are questionnaire for collecting information from the respondents for in depth interviews and informal interaction with the respondents. The in depth interviews of ten respondents were conducted in order to gain better understanding of their operations. Questionnaire was prepared for the respondents including open and closed ended questions.

**DISCUSSION**

In management studies here is the method of studying the women entrepreneurs is case study method. Researcher visited personally and had been taken deep detailed interviews to understand the role models of women entrepreneurs. While surveying researcher feels that, the entrepreneurial qualities have been always latent in Indian woman. They are assuring commercial form in varying degrees. The entrepreneurs has struck the note of confidence though in a protected environment. They are proving themselves strong and competent. This chapter analyses that them with the same attitude. We have mentioned below some of the names with brief:

**Case No. 1**
**Name of Women Entrepreneur:** Mrs. Kavyashree Nalawade  
**Place:** Sangli  
**Age:** 37  
**Name of Industry:** Puja Industries, Sangli

Mechanical engineering – the trade itself is fully meant for the male candidates, is very much neglected by female candidates because of its toughness, creativity, and needed more dedication. With very much of self-motivation, patience and perseverance, ‘She’, today, is the successful mechanical industrialist. This successful story has to cross through many of the disturbances in the journey.

She was born on 19th November 1969 at Sangli, Maharashtra. She had to study her primary educations until standard 7th in Kannad medium. Later the family shifted to Sangli. She took an admission to standard 8th in GA High School – a Marathi medium school. She had to start Marathi language from the very beginning. The family faced many financial problems in future. These problems made her to work in uncle’s shop or conduct private coaching classes or working as an LIC agent, etc. However, she was passing her time with her interests of works and her hobbies. She worked with the professional dramas, was part of other social activities.

While she was studying in her final year of graduation (year 1989) she got married to Ashok Sangle – a mechanical engineer. She got busy with her family life but her business will was strengthening on the other side. After the birth of her first child ‘Puja’, she immediately started the business of ‘Papad’ under the name ‘Triveni Udyog Samuh’. Within 4 to 5 years, this business spread through the areas of Sangli and Kolhapur districts. Both Mr. and Mrs. Sangle started a machine shop by the name ‘Puja Industries’ in Jaysingpur MIDC area (Akiwate). While everything was on the smooth tracks suddenly, Mr. Sangle died in the year 1998 due to weak health. This was one of the most sorrowful tracks for her to step ahead because of the loan borne by the Puja Industries and there was no any supportive hand even. Thinking over all these problems she firmly decided to overtake Puja Industries. She was nowhere connected with the technicality of the business run by her husband. Nevertheless, with no any demoralized state of mind she learnt the technical part from her workers Gafur Mujawar and Javed Mujawar. Slowly and steadily, she was a step ahead day by day.

The business field made her to meet Mr. Sharad Nalawade. The business talks converted into friendship. Mr. Nalawade was a bachelor but just because they both understood each other through all the aspects of living life, they got married. Until date, she won many awards of the industrial sectors viz. ‘Mahila Udyojak’ – 1998, ‘Maharashtra Udyogini’ – 2007, ‘Samajshri’–2009, ‘Kamaludyogini’– 2010. There is one phrase in English, “There is always room at the top”. When we think about women like Kavyashri, we definitely find the exact meaning of the phrase.

**Case No. 2**
**Name of Women Entrepreneur:** Mrs. Sangita S. Patil  
**Place:** Sangli  
**Age:** 47  
**Name of Industry:** Bharat Electricals, Kupwad MIDC, Sangli
Bharat Electricals a very well esteemed private limited company situated at MIDC, Kupwad – an industrial area in Sangli, Miraj & Kupwad Municipal Corporation. The company defines themselves as the Electrical Contractors & Manufacturers. It has been active since the day of its establishment.

Mrs. Sangita runs this; she is a married woman with two grown up children. She belongs to a traditional nuclear family. Before the establishment of Bharat Electricals she was a homemaker and this signify that she had no any experience of running such relevant enterprise earlier. Had completed her graduation with an addition of diploma in commerce. She gets manual help, emotional support, financial help or any needed situational guidance from her family. Her spouse is very optimistic towards her operations and that takes her towards an encouragement and support.

This is a first generation entrepreneurship with no any changes of the location from the day one. Bharat Electrical will be celebrating its 21st establishment anniversary in next financial year. The business had started with the employment count of five and by day, it has crossed around 100 employees out of which 75 are female employees. She devotes her 8 – 12 hours per day to the business. She had framed about 7 – 8 years for the firm stand of the business.

For any business, the most important factor is its finance. For this enterprise, the initial finance was borrowed from a private finance institute. It was the format of loan. Today the financial turnover had crossed the mark of Rs 100 lacs. For anything to reach its successful destination, it has to pass through several obstacles with different intensities. Generally, the obstacles are finance when it is business. It is the situation with the Bharat Electricals. They had to cross through the financial obstacles like shortage of working capital, collection of debts and delay in collection of payment.

For this woman, the factors that motivated she to run the business is support from family especially spouse. The other agreeing factors are unemployment, availability of infrastructural facilities, social status, nor any other income source available, etc.

Woman when on the not so popular sector for them like business might face unusual problems. As per as Mrs. Sangita S. Patil is concern, she had multiple roles to play for smooth running of the enterprise. There was no satisfying capital to start the business, lack of security, changes in lifestyle especially the time base factors and finally the decision-making.

On the social exposure as a woman entrepreneur, she had to undergo the studies of government rules and regulations, marketing strategies, management of the workforce and competition with the male dominated sector. When she was asked to rate some strategic factors comparing men and women entrepreneurs then she keeps women best in mentoring, solving a problem, influencing upwards, delegacy and decision making and she rates 6 out of 12 in networking, consultancy.

Sangli when rated on the futuristic aspect for the industrial growth, she comments that Sangli will surely get free entry to world trade with technology improvement, will assist legally to the government strategies and no doubt it will touch the zenith for the social and cultural development.

Case No. 3
Name of Women Entrepreneur: Mrs. Manisha Shrinivas Patil
Place: Maishal (Miraj)
Age: 42
Name of Industry: Sonai Agril Private Limited, Miraj, Sahyadri Fertile, Miraj

The farming and its relative factors started in her life practically after she pursued her Masters in Botany. It was the year 2000 she exposed herself into agriculture sector. It is the 14th year she is smoothly running into this sector and shall touch the zenith soon after. After having completed all the family responsibilities at house, she works her 5 – 6 hours daily for the company.

The unit basically started with grapes – its farming growth, its packaging and then finally imports & export. Describing uniquely to the traditional farming business she started grape yard in Mhaishal and Miraj. For the initial growth of the grapes and even the final product in farm, there has never been the use of chemical fertilizers rather they used only the natural fertilizers in the yards. This way the growth touched up to 5 tones. As the time passed slowly, the unit had to find solutions too many problems like finance, proper growth of the grapes, climatic conditions and especially the revolutionary initiation by the farmers. After 4 years from its establishment, the business crossed the production mark of 200 tones.

Year 2009, Sahyadri fertile on behalf of Maharashtra state organize the organic projects and this unit was a successful part of this project. Then on the working unit was converted into the ‘Sonai Agril Private Limited’ company where it had other units of productions like worm wash tonics, different fertilizer named ‘Dhashparni Arka’, etc. The company also established independent laboratory, it employed M.Sc. (Agri) candidates for different sectors like Production, Marketing. Now the production team has around 18 – 24 employees and so as marketing team is of six employees. This day-by-day growth of the company has helped
company to have 100 dealers with minimum capacity of 1 tone costing around Rs 8000/-. Different schemes are worked through the company on the commercial basis. This is always increasing the confidence. The current annual turnover is about Rs 2 crores.

The company has launched ‘Sahyadri Trust’ on the social basis. The trust organizes seasonal workshop very free to the farmers and help them accordingly. It does help women with financial freedom through the activity organized by the ‘Daily Sakal’ through its unit ‘Tanishka’. There are projects or free workshops run like making of paper bags or cloth bags. This project is for the yellow cardholders from Bank of India, Maharashtra.

She is happy commenting on the pollution free & eco-friendly nature, women labour, more production by the farmers and they should be well aware about the industrial sector.

Case No. 4
Name of Women Entrepreneur: Mrs. Meghna Rajiv Kore
Place: Tasgaon, Sangli
Age: 47
Name of Industry: Jayhinda Turmeric Private Limited, Udhogic Vasahat, Sangli

In the year 1991, she pursued her Master’s in Business Administration from Wellingkar Institute. While doing so she got married. This marriage made her to live a typical family life with the character of homemaker for about seven long years. Year 1997, she made her fully involved in the entrepreneurship or commonly called as the business. Self-entrepreneurship or involving herself into any business had been her childhood passion.

Early last year she lost her husband. This made her to face many problems like emotional stress, business burden, financial crunches, etc. With an addition the most effective problem was being unaware about the statistical steps of the business and in current view the technological development needed for her first and then to be implied on the business growth. On first step, she pushed herself to Bombay in the year 1993 and then she was there for about 4 years knowing the nook and corner of the business. As it does not satisfy her so the year 2000 – 2001 she did a consultancy based business that too again in Mumbai. Now she was confident about being well aware about the labour law, factory Act, etc.

Her business focuses on turmeric processing and the other session of the business deals with hospital waste material, CRC sheet – barracks, agriculture- fishery, construction, land deals or property deals and many more. They will be celebrating the 24th anniversary by this year-end. She employed around 400 persons at the time of survey with respect to the business awareness.

Annual turnover of the business run on the successful terms has crossed Rs 5 crores. The satisfied turnover is making her confident in investing futuristically in construction sector and forward integration. Now she is playing the role of Chairperson to the management body of Arwade high school at Sangli and with same designation to G. A. High school & Junior College this too at Sangli.

Case No. 5
Name of Women Entrepreneur: Mrs. Sayee Jinpal Patil
Place: Sangli
Age: 49
Name of Industry: Prashanti Beauty Clinic & Training Institute’, Sangli

As pursued her Bachelors in Chemistry meaning knows basics related to chemicals. This made her to think over the chemical reaction over the human bodies and slowly specified herself to the chemicals and human skin. Wow! That really fantastic! Because somewhere she did not missed her studies and found the career related with the same. She is now dealing with the beauty and the human body. In the year 1991, she practically started with Basic & Advance beauty trainings. Followed year i.e. 1992 she exposed herself to the market with advancing herself to the beauty parlor & its related terms. It was year 2011, now she was confident enough to handle any face needing the uniqueness; she thought Hair training and did so from Boutique Institute.

As on today, she is linked with ‘All India Association of Beauty Theory & Cosmetology (ABTC)’. She had acquired Lifetime membership to ‘All India Association’ this was done in the year 2012. On to the parallel terms, she pursued Post Graduation from the international institute named ‘Committee International d’Esthetic does Cosmetology’ (CIDCSCO). The institute is in Zurich. It was an honorary event of her life that was completed in March 2013.

This year count as the 22nd year for her experience in the beauty industry. Under well to do situation of her beauty sector made her to step in the Sales – Cosmetics products, on both the basis – wholesale & Retail. Her beauty sector does have a part called as the training to the new interest holders in the same sector. She runs a training Institute named ‘Prashanti Beauty Clinic & Training
Institute’. Consistency, Persistence, Customer awareness updates, advance technology, loyalty, and education updating all made her successful.

Case No. 6
Name of Women Entrepreneur: Mrs. Charuta Chandrasekhar Chinchore
Place: Isalampur
Age: 41
Name of Industry: Group Engineering, Isalampur

It all started with the school days when she led the NCC group. This leading exposed her leadership qualities that might be the first inspiration for her to get into the entrepreneurship. Post graduated herself and then got married. Her husband being an encouraging, supporting and optimistic person had made herself dedicate more towards the entrepreneurship. So was the formation of Group Engineering. Now the social role changed from a homemaker to a self-entrepreneur. Although with all the common obstacles, she operated it with all her devotion and dedication.

As on today Group Engineering, the enterprise had crossed 20 successful years. This enterprise manufactures ancillaries. She had marked her names over many awards like ‘Best Supplier’, ‘Nirani Sugar’s Award’ at Mudhol on 17/2/2014, etc. She had also won 2nd prize in 2010 named as ‘Laghudyojak Zillah Purskar’. On the social levels she is one of the most active members of Lion’s Club in Sangli. This club is well renowned club at the national and international level working towards issues focusing on the social life of people. She comments optimistically on the messages for developing the leadership qualities, creating self-image with unique identity. She does mentions about family support (if not financially but off-course mentally). For anything to be developed into ourselves most important factors are attitude building, mentally devoted & dedicated and other psychological factors. She does involve herself in all the required social issues and the events.

Case No. 7
Name of Women Entrepreneur: Mrs. Mugdha Yogendra Vaidya
Place: Jat
Age: 45
Name of Industry: Vijaya Food Products

Can you imagine a girl just HSC passed will be a successful entrepreneur in future? Of course not. However, we have such an inspiring story of Mrs. Magadha Vaidya. After completion of her 12th she was married and had to play the character of a housewife for a time. Everything started in the year 2005 and that too at the residential place. Today the enterprise is no-doubt at the best location named Madhavnagar at Sangli, Maharashtra. This was done in the year 2009 keeping in view the commercial aspects of the business. The business is all about food and its concern items. Her interview talks about covering up almost 50 % of the Maharashtra State with respect to the growth of the business.

The primary product is Fasting Biscuits taking us to the religious and the orthodox culture towards the God in Maharashtra. She had to undergo the training for Food & Craft organized by agriculture sector of the Bangalore University. This training inspired her to take the step. At an initial phase of the enterprise she had to face many problems, some were with minor affect and some were with major effect. At an initial phase she took over the problems like loss in business, fund shortage, delay in payment collection, inadequate investment, etc. For all these she found the best solution occasionally. At the time of starting an enterprise, she employed only 2 members for working and 28 on field.

She herself being one woman always keeps helping women for their success. In addition, she does believe that the women work sincerely. She is well aware of the projects like MAVIM & DIC run by government especially for women entrepreneurs in Sangli district. This is true because she has also taken the benefit of subsidy through it. The annual turnover for the date is Rs 50 lacs.

The current situation of her enterprise reads about different food products that are made and supplied by the enterprise like Fasting Biscuits, Fasting Flour, and NACHANI Biscuits & RAJGIRA flour. She is always curious about new products in the market and keeps her upgraded with it in full clearance. She had already registered for the brand name. The unique part of her life is she is one among the Kirtan Singers in Maharashtra.

Case No. 8
Name of Women Entrepreneur: Mrs. Vandana Shripad Ogale
Place: Madhavnagar
Age: 38
Name of Industry: ‘Ogale Surgitex’, Madhavnagar, Sangli
It was at a very early stage of education that she had in mind to do something different and unique in the life. A graduate with special certification, got married and today she has two children aging above 25 years. The words read earlier keeps us confused. Why? Because although she wanted to do something unique what has she done by marrying and so on?

For about 13 long years, she worked as an employee under a company. This long experience inspired her to take the step with full dedication, devotion and a bit risky towards the self-entrepreneurship. In addition, off-course she did so. She enrolled an enterprise and started all its operations from her home itself without thinking of its business terms and conditions on moneymaking. This all started with only 3 employees for production and 6 on field. Today the status of the same introduces us to new location of the enterprise at Maharashtra Industrial Development Corporation area. This is the location said to be legal and government location for running the certified business.

The enterprise is all about Hospital Linen and Garment. In common words, we can describe it as the cloth making for hospitals. They are manufacturers of Industrial, Hospital Linen & Garments. It is run by the name ‘Ogale Surgitex’ at Madhavnagar, District Sangli. She very successfully and with no any legal obstacles runs this business with full support from family and friends.

Her history of running this enterprise forces us to mention about the awards won by her like ‘Sangli Zilla Yashasvi Udyojakta Purskar’ given by Charubhai Shah Industrial Trust and another ‘Sakal & MITCON Udyojakta Purskar’ in the year 2010. As a hobby and a social work she deals with many of the activities viz. being a part of ‘Bride-Groom’ matching center, organizes eye donation camps, conducts classes for Baking & Cooking, Ice-cream making. Sewing cloths is also a part of it.

Case No. 9
Name of Women Entrepreneur: Mrs. Snehlata Gadgil
Place: Miraj
Age: 52
Name of Industry: Hem Electronics, MIDC, Kupwad

She had pursued her Masters in Zoology. Before starting the enterprise, she had survey through all the institutes running the professional courses. She found at the very beginning that an engineering college needs about 200 educational aids for teaching and practical is one important & compulsory factor the student has to go through. Keeping same in the mind she started a unit for manufacturing and dealing with the educational aids and kits for colleges, institutes and if demanded then to schools.

The unit initially started at home in Nov 1977. She had found great solutions to the obstacles like finance, manpower, STD, work life balance, etc. that are compulsory at an initial phase of the business. The most effective problem was her inferior complexity towards the same. Today she tells us about her experience of many years which is fully acquired through running her own enterprise. This enterprise supplies different educational kits or different engineering aids to colleges, keeping in view all the terms & conditions of the government to the industrial sector.

The date today mentions about the turnover crossing the mark of Rs 100 lacs per annum. On the parallel terms, the unit had already invested Rs 90 lacs on Research & Development sector with No any Profit or No any Loss basis. Around 200 different products with different aspects & designs are manufactured by day today.

She passes no healthy comments on the government rules & regulations. She thinks it as the restrictions. DIC has helped her to grow her business. She had visited the ITTF exhibition organized at Delhi. She had won ‘Multitasking award’ and ‘Laghudyojak G. S. Parakh Award’ in 1991. She has already started with new concept of toy library. She is one among the founder member of Rotary Club in Sangli district. She also plays the role of Director to ‘MIDC Association’ and ‘Amateur Drama Association’. She is the President of Innerwheel club in Sangli.

She actively participates and organizes different exhibitions and events. She participated in Industrial Forum started by Gopalrav Patwardhan for development of the factories to be run through ancestral rights, to create job opportunity, to create quality circle, government rules & regulations should be reduced and flexibly restricted, there is no permission for township and government should be considerate.

Case No. 10
Name of Women Entrepreneur: Mrs. Ujwala Dilip Salunkhe
Place: Miraj
Age: 40
Name of Industry: Skylark Tools, Kupwad MIDC, Sangli

We are well aware of the Skylark Tools at MIDC Miraj Block in Sangli District, Maharashtra State. This unit manufactures products like micro grain solid Carbide Jobber drills, Coolant drills, Center drills, etc. and many more minor mechanical devices.
Firstly, the unit is fully mechanical so it is obvious that if you look at it logically then the male must own the unit. However, surprisingly speaking this is owned and successfully run by a female candidate Mrs Ujwala Salunkhe. After death of her husband she take over the business accepting all hurdles like loan, illiterate about technology so on.

She had pursued her Bachelors in Arts and Bachelors in Education. She had been running this unit on successful terms from last 16 years. She devotionally spends around 14 hours a day for the work. The initial phase before starting the unit, one needs to think of the finance needed for the same. She had some of her self-savings and had invested the same to start up.

From last 2 years, she is into the new project of CNC tools, Cutters & Grinders. This project is costing her around Rs 1.5 Crores. To acquire the same she had already put the requested wordings for loan to the renowned commercial bank. This is for the first time in her career she is dealing with the CNC machines.

When the business was at the initial steps the turnover was about Rs 35 – 40 lacs per annum. The count has changed to Rs 1.5 crores per annum on the current condition.

She focuses on the issues like time factor & funding adjustment and is some of the major problematic factors for starting or running any of the business. She passes a message to girls saying, they should be self-dependent, should create self-identity in the society, should work practically because it is more appreciable and they must be very independent.

**CONCLUSION**

It should be concluded that some entrepreneurs were forced entrepreneurs; they entered into business with death of husband. Some of them are well educated but not from the same trade, still they accepted the challenges, learned about it and running enterprise successfully. Family support is a part of their life, maintaining multiple roles also, they were very happy.

Everyone is strong, independent, decision maker, innovative, hard worker, consistent, having persistency in their work, having self-identity, self-respect, having strong extraordinary qualities to get what they wishes. Some of them are awarded by different awards like ‘Multitasking award’, ‘Laghudyojak G. S. Parakhi Award’, Sangli Zilla Yashasvi Udyojakta Purskar’, Sakal, MITCON Udyojakta Purskar’, ‘Zilla Udyojakta Purskar’ etc. Still they were busy in their schedules they were giving their social contribution to the society like being member of Rotary club, Lions club, Mahila associations, Tanishaka etc.

**REFERENCES**


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ISSUES, CHALLENGES AND PROSPECTS OF SMALL AND MEDIUM SCALE ENTERPRISES IN ETHIOPIA: A CASE STUDY ON HUMBO WOREDA OF WOLAITA ZONE IN SOUTHERN ETHIOPIA

Tariku Koleha Balango

ABSTRACT

The paper discussed Issues, Challenges and Prospects of Small and Medium Scale Enterprises (SMEs) in Humbo Woreda, Wolaita. This was informed by the high rate of unemployment in the society and the poor performance of SMEs in employment generation. While the research questions addressed the extent to which poor financing, inadequate social infrastructures, and lack of managerial skills constitute major challenges in the performance of SMEs, it assumes that government intervention through the provision of financial assistance and social infrastructures policies will reverse the trend. The paper adopted a descriptive research design using 50 randomly selected registered operators of SMEs in Humbo Woreda, Wolaita Zone. Data collected were analysed using descriptive statistics. Results from the data analysis indicated that poor financing, inadequate social infrastructures, and lack of managerial skills were major challenges confronting SMEs in Wolaita Zone, thus recommended: provision of soft loans to SMEs operators, government guaranteeing of long-term loans to SMEs operators, establishment of SMEs funding agency, public/private sector partnership in infrastructural provision, capacity building for SMEs operators and provision of tax incentives for SMEs operators.

KEYWORDS

SMEs Performance, Poor Financing, Social Infrastructure, Managerial Skills etc.

INTRODUCTION

Small and medium scale enterprises (SMEs) are generally regarded as the engine of economic growth and equitable development in developing economies. They are labour intensive, capital saving and capable of helping create most of the one billion new jobs the world will need by the end of the century. They are also perceived as the key to Ethiopia’s economic growth, poverty alleviation and employment generation. However, their unimpressive performance in employment generation in recent years has generated many research interests on their challenges and prospects.

After downfall of Dergue regime in 1974, much emphasis has been laid on the growth of small and medium scale industries as a means of reducing the incidence of poverty and unemployment in the country. Since the adoption of the economic reform programme in 1986, there has been a decisive shift from grandiose, capital intensive and large-scale industrial projects based on import substitution to small-scale industries with immense potentials for developing domestic linkages for sustainable industrial development.

Apart from SMEs potential for self-reliant industrialization using local raw materials, they are in a better position to boost employment, and guarantee even distribution of industrial development. Fissaeha, states that SMEs employ 22% of the adult population in developing countries while Fabayo observed that small firms are major source of employment opportunities for a wide cross-section of the workforce: the young, old part-time workers and the cyclically unemployed. Kombo et al, submitted, “SMEs have contributed greatly to the growth of Kenyan economy, accounting for 12-14% of GDP, through creating employment opportunities, training entrepreneurs, generating income and providing a source of livelihood for the majority of low income households in the country”.

Hence, promotion of such enterprises in developing economies like Ethiopia will bring about great distribution of income and wealth, economic self-dependence, entrepreneurial development and a host of other positive economic uplifting factors.

SMEs are veritable engines for attainment of national objective in terms of employment generation at low investment cost, development of entrepreneurial capabilities and indigenous technology. They reduce the flow of people from rural to urban areas and can easily be established with minimal skill. They also contribute substantially to the country’s gross domestic product, export earnings and development of employment opportunities.

Most SMEs in Ethiopia operate as family/sole proprietorship business and are generally classified into commercial, industrial and agricultural categories depending on their activities though commercial SMEs constitute more than 70% of the entire number.

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A lot has been said and written about SMEs the world over. It has also formed the subject of discussions in so many seminars and workshops both locally and internationally. In the same token, governments at various levels (Local, Regional and Federal levels) have in one way or the other focused on the Small and Medium Enterprises. While some governments had formulated policies aimed at facilitating and empowering the growth and development and performance of the SMEs, others had focused on assisting the SMEs to grow through soft loans and other fiscal incentives.

Most SMEs in Ethiopia die within their first five years of existence, a smaller percentage goes into extinction between the sixth and tenth year while only about five to ten percent survive, thrive and grow to maturity. Many factors have been identified contributing to this premature death of SMEs. Key among them include: insufficient capital, irregular power supply, infrastructural inadequacies (water, roads etc.), lack of focus, inadequate market research, over-concentration on one or two markets for finished products, lack of succession plan, inexperience, lack of proper book keeping, lack of proper records or lack of any records at all, inability to separate business and family or personal finances, lack of business strategy, inability to distinguish between revenue and profit, inability to procure the right plant and machinery, inability to engage or employ the right caliber of staff, cut-throat competition.

Beckman contend that most of the problems of SMEs are external to it, among them are those related to capital shortage, taxation and regulations, product liability patent and franchising abuses. The internal problems of SMEs in Ethiopia include: inadequate working capital, stiff competition from larger companies, difficulties in sourcing raw materials, low capacity utilization, lack of management strategies, poor educational background of operators, and huge financial problems while the external problems include: policy inconsistencies, harsh regulatory requirements and trade groups. It is also important to note that SMEs in Humbo Woreda are not immune from the aforementioned challenges in their day-to-day operations hence it becomes necessary to embark on a study that investigates the issues, challenges and prospects of small and medium scale enterprises in Humbo Woreda.

**OBJECTIVES OF STUDY**

The general objective of this study is to investigate the issues, challenges and prospects of small and medium scale enterprises in Humbo Woreda.

**Specific Objectives of Study**

The research objectives are as follows:

- To determine whether poor financing constitute a major challenge in the performance of SMEs in Humbo Woreda, Wolaita Zone.
- To ascertain whether inadequate social infrastructures constitute a major challenge in the performance of SMEs in Humbo Woreda, Wolaita Zone.
- To determine whether lack of managerial skills constitute a major challenge in the performance of SMEs in Humbo Woreda, Wolaita Zone.

**RESEARCH QUESTIONS**

Qualitative researches usually focus on one concept or idea and pertain to the actions or perceptions of participants. From the above research objectives, the following research questions were formulated:

- Does poor financing constitute a major challenge in the performance of SMEs in Humbo Woreda, Wolaita Zone?
- Do inadequate social infrastructures constitute a major challenge in the performance of SMEs in Humbo Woreda, Wolaita Zone?
- Does lack of managerial skills constitute a major challenge in the performance of SMEs in Humbo Woreda, Wolaita Zone?

**SIGNIFICANCE OF STUDY**

It is clear that SMEs have played and continue to play significant roles in the growth, development and industrialization of many economies the world over. Hence assessing the issues and challenges of SMEs benefits and investments would contribute overall economy of the country. SMEs will be benefited to apply the recommendations related with investments strategies. The study may open opportunities for further research in the area of SMEs.
SCOPE OF STUDY

The aim of this study is to investigate the issues, challenges and prospects of small and medium scale enterprises in Wolaita Zone. The zone has 12 Woredas in which SMEs actively operating. The study collected data from Humbo Woreda in two categories of SMEs.

LIMITATIONS OF STUDY

The small population size causes findings to only be relevant within the SMEs it was taken from, and cannot be generalized outside of this study. Work overloads and lack of access to update and audited secondary data also challenged to achieve the proposed objectives.

LITERATURE REVIEW

Small and medium-sized enterprises (SMEs; sometimes also small and medium enterprises) or small and medium-sized businesses (SMBs) are businesses whose personnel numbers fall below certain limits. The abbreviation "SME" is used in the European Union and by international organizations such as the World Bank, the United Nations and the World Trade Organization (WTO). Small enterprises outnumber large companies by a wide margin and employ many more people. SMEs are also said to be responsible for driving innovation and competition in many economic sectors.

Definition of Small and Micro Enterprise (SMEs)

According to the new Small & Micro Enterprises Development Strategy of Ethiopia (published 2011), the working definition of MSEs is based on capital and Labor.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Enterprise Level</th>
<th>Sector</th>
<th>Hired Labor</th>
<th>Capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Micro</td>
<td>Industry</td>
<td>&lt; 5</td>
<td>$6000.00 or £4500.00 &lt;Birr 100,000.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Service</td>
<td>&lt; 5</td>
<td>$3000.00 or £2200.00 or &lt;Birr 50,000.00</td>
</tr>
<tr>
<td>2</td>
<td>Small</td>
<td>Industry</td>
<td>6-30</td>
<td>$90,000.00 or £70,000.00 &lt;Birr 1,500,000.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Service</td>
<td>6-30</td>
<td>&lt;Birr 500,000.00</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Since our country has limited capital government support to SMEs depending up on the importance of the sector in the economy. Accordingly growth oriented sectors are selected for Maximum government support and the rest non-selected sectors will get Minimum support. Some of growth-oriented sectors are:

- **In the manufacturing sector**: Metal & engineering, textile and garment, lather products, woodwork products, agro processing and handicraft products.
- **In the construction sector**: contractor, building material production, cobble stone production, traditional way of mining extraction.
- **Urban agriculture**: cattle fattening, honey production, forestry, poultry farm, animal food preparation,
- **Trade sector**: domestic product whole sale and retail trade
- **Service sector**: solid waste collection and recycling, maintenance service, etc...

Copious literature exists on Small and Medium Enterprises (SMEs) written by various authors and in different languages and for various purposes. This fact underscores the essence, importance and relevance of this sub-sector in the development of any given economy. The experiences of developed economies in relation to the roles played by SMEs buttresses the fact that the relevance of SMEs cannot be overemphasized especially among the Less Developed Countries (LDCs) or rather Developing Countries. In order to highlight the significance of SMEs in relation to the growth and development of a given economy, SMEs have been variously referred to as the “engine of growth”. This stems from the fact that almost all countries that have focused on the SMEs sector and ensures its vibrancy have ended up succeeding in the significant reduction and its attendant enhancement in the quality and standard of living, reduction in crime rate, increase in per capita income as well as rapid growth in GDP among other salutary effects.

There is a consensus that if all stakeholders are to show serious commitment to the development of the SMEs sub-sector, it follows that the economy must necessarily witness meaningful transformation and prosperity. A dynamic SME sub-sector is vital and imperative for the overall economic development of the country. Aside from providing opportunities for employment
generation, SMEs help to provide effective means of curtailing rural-urban migration and resource utilization. By largely producing intermediate products for use in large-scale companies, SMEs contribute to the strengthening of industrial interlinkages and integration. A vibrant, efficient and effective SME sub-sector generates many resultant benefits for stakeholders, employees, customers, employers as well as the entire economy’s benefits. Employees require new skills and knowledge to improve their performance

Small and medium enterprises (SMEs) are considered the backbone of economic growth in all countries. They play an important role in Ethiopian’s economic growth. They also contribute to national development by positively influencing the distribution of income in both functional and nominal terms.

**EMPIRICAL REVIEW**

In emphasizing the importance of SMEs, Rogers stated that: they enhance capacity building as they serve as entrepreneurial training avenues; they create more employment opportunities per unit of investment because of their labour intensive operations; they achieve a much more relative high value added operations because they are propelled by basic economic activities that depend mostly on locally sourced raw materials; they provide feeder industry services as they serve as major suppliers of intermediate goods and components to large-scale industries as well as major agents for the distribution of final products of such industries; they provide opportunities for the development of local skills and technology acquisition through adaptation. Despite the catalytic role of SMEs in the economic emancipation of countries, some of their major operational challenges in Ethiopia include:

**Financial Problems**

About 80% of Small and medium enterprises are stifled because of poor financing and other associated problems. The problem of financing SMEs is not so much the sources of funds but its accessibility. Factors identified inhibiting funds accessibility are the stringent conditions set by financial institutions, lack of adequate collateral and credit information and cost of accessing funds. Harper believes that the capital shortage problem in the small firm sector is partly one, which stems for the uneconomic deployment of available resources by the owner-managers. Ihyembre who claimed to have seen businessmen take loan for expansion projects only to turnaround to marry new wives, acquire chieftaincy titles or buy houses abroad shared this view. Bruch and Hiemenz in a study of SMEs in Asia observed that financing working capital needs was the most frequently mentioned problem. Binks and Ennew expressed the view that the funding problem of SMEs is primarily due to the behavior of banks and imperfection of the capital markets.

**Management Problems**

Lack of trained labor and management skills constitute a major challenge to the survival of SMEs in Ethiopia. According to West and Wood, “…90% of all these business failures result from lack of experience and competence.” Rogers, also added that inefficiency in overall business management and poor record keeping is also a major feature of most SMEs; technical problems/competence and lack of essential and required expertise in production, procurement, maintenance, marketing and finances have always led to funds misapplication, wrong and costly decision making.

**Inadequate Basic Infrastructure**

Government has not done enough to create the best conducive environment for the striving of SMEs, the problem of infrastructures ranges from shortage of water supply, inadequate transport systems, lack of electricity to improper solid waste management. Ethiopia’s underdeveloped physical and social infrastructures create a binding constraint to SMEs growth, since; they heavily rely on the inefficiently provided state infrastructures and cannot afford the cost of developing alternatives.

**Socio-Cultural Problems**

Most Ethiopian Entrepreneurs do not have the investment culture of plugging back profits. Bala stressed that the attitude of a typical African entrepreneur is to invest today and reap tomorrow. In addition, the socio-political ambitions of some entrepreneurs may lead to the diversion of valuable funds and energy from business to social waste. The problem of bias against made in Ethiopia goods is significant. Most Ethiopians have developed a high propensity for the consumption of foreign goods as against their locally made substitutes.

**Strategic Planning Problems**

SMEs often do not carry out proper strategic planning in their operations. Ojiako stated that one problem of SMEs is lack of strategic planning. Sound planning is a necessary input to a sound decision-making.
Location / Economic Problems

Absentee proprietors who charge exorbitant rates dominate Market stores. The ownership of market stores by politicians is crowding real small-scale operators out of the market. The high rents charged by storeowners on good locations have forced real small-scale operators into the streets or at best into accessible places. In addition, domestic economic problems of deregulation and removal of protection as well as the global financial crisis have been detrimental to SMEs.

Poor Accounting System

The accounting system of most SMEs lack standards hence, no proper assessment of their performances. This creates opportunity for mismanagement and eventually leads to the downfall of the establishment. The survival of SMEs is only possible through a systematic analysis of the problems they are facing and mapping out appropriate strategies of overcoming them, through a proper understanding of the business environment.

For a business to survive in unfriendly environmental conditions it should adopt a strategy that utilizes its strengths to exploit opportunities while avoiding its weaknesses.

Nwoye, argued that strategic changes might take place in a firm without initial formulations, such decision could be informed by expansion strategy, preference to cash sales policy, innovation strategy, change in production techniques, local sourcing or use of alternative materials, backward integration and merger. Thus, any entrepreneur who wants to succeed must identify business opportunities, be creative, visionary, daring, risk taking, courageous and sensitive to changes in the business environment.

METHODOLOGY OF STUDY

Research Design

This study used a descriptive survey (Describing the characteristics of existing phenomenon) in soliciting information on the issues, challenges and prospects of small and medium scale enterprises. Descriptive survey design was used since it provides insights into the research problem by describing the variables of interest. It is used for defining, estimating, predicting and examining associative relationships. This helps in providing useful and accurate information to answer the questions based on who, what, when, and how (Kombo & Tromp, 2006).

Sources of Data

The data used for the study was from both primary and secondary data sources. Secondary data collected through examining the documents and archival records of the selected SMEs in Humbo Woreda, Wolaita Zone. A simple random sampling (SRS) was employed in the selection of the sample for the study. A sampling frame of each of all the members of the service sectors and manufacturing sector sub-groups of the SMSEs Humbo Woreda was developed by assigning a number to each member of the two groups. The assigned numbers (65% of target population) are shuffled and a sample drawn from each group one at a time without replacement.

Sample Size

Cormack (2000) suggests that qualitative researchers use a small selective sample, because of the in-depth nature of the study and the analysis of data required. The study selected 50 respondents / informants only from SMEs from Humbo Woreda, Wolaita Zone.

Table-2

<table>
<thead>
<tr>
<th>SMSE Sectors</th>
<th>Target Population</th>
<th>Sample Frame</th>
<th>Sample Size</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Sector</td>
<td>50</td>
<td>35</td>
<td>21</td>
<td>Sample selection was made based on sub groups in the sector.</td>
</tr>
<tr>
<td>Manufacturing Sector</td>
<td>70</td>
<td>47</td>
<td>29</td>
<td>Sample selection was made based on sub groups in the sector.</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>78</td>
<td>50</td>
<td>Sample selection was made based on sub groups in the sector.</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Data Collection Methods
A questionnaire of qualitative research method was used to gather information from 50 respondents concerning their opinions on issues, challenges and prospects of SMES in Ethiopia. This research strategy was considered appropriate because it facilitates a comprehensive and detailed view of the major questions raised in the study.

DATA PRESENTATION AND ANALYSIS

Collected data was checked for errors of omission and commission. The data collected was classified, operationalized, analyzed and interpreted to investigate the issues, challenges and prospects of small and medium scale enterprises. The data collected were analyzed, with respect to the study objectives, using descriptive analysis. The presentation, analysis and interpretation of the data are made depending up on the information gathered through questionnaire by using percent tabulation method.

Table-3: Basic Information

<table>
<thead>
<tr>
<th>Sex</th>
<th>Number of respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>37</td>
<td>74%</td>
</tr>
<tr>
<td>Female</td>
<td>13</td>
<td>26%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Education</th>
<th>Number of respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Illiterate</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td>1-4</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>5-8</td>
<td>20</td>
<td>40%</td>
</tr>
<tr>
<td>9-12</td>
<td>15</td>
<td>30%</td>
</tr>
<tr>
<td>Diploma</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td>Degree</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age</th>
<th>Number of respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-30</td>
<td>35</td>
<td>70%</td>
</tr>
<tr>
<td>31-45</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td>Above 45</td>
<td>10</td>
<td>20%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Business sector</th>
<th>Number of respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service</td>
<td>27</td>
<td>54%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>23</td>
<td>46%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

Sources: Survey, 2014

The above table shows that from the total respondents 74% of the respondents are male and 26% of the respondents are female. It also reveals that 10% of the respondents are illiterate and 70% of the respondents are under graduate or below 12th grade. The other 20% of the respondents have diploma and degree. It also shows that 70% of the respondents are between in age of 18-30 and the minority or 10% of the respondents are between in the age of 31-45. The other 20% of the respondents are above the age of 45.

Poor Financing

Table-4: Sources of Financing

<table>
<thead>
<tr>
<th>Sources of Financing</th>
<th>Number of Respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-owned</td>
<td>20</td>
<td>40%</td>
</tr>
<tr>
<td>Borrowed</td>
<td>20</td>
<td>40%</td>
</tr>
<tr>
<td>Others</td>
<td>10</td>
<td>20%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

Sources: Survey, 2014

The above table revels that 40% of the respondent said that they get source for financing of their business from own self. This shows that almost half of the SMEs found in Wolaita Zone are self-owned. The same holds true that 40% of the respondents get fund for financing of their business form borrowing. This shows that there is little access for debt financing. On the other hand, 20% of the respondents get financing capital from family and co-ownership from their friends.
Figure-1: Sources of Financing

From the 40% SMEs working in Humbo Woreda who finance by borrowing, majority of them get borrowings form financial institutions by owing their property. This shows that they have access to borrowings but still some of the small and medium scale enterprise gets borrowings form informal sources for buying inputs like machine, and to undertake small business activities. The majority use money for the purpose of purchase/built house, for emergency requirement and for educational payments and expenses.

Table-5: Spending of Borrowed Money

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th>Number of Respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did you spend the total amount borrowed on the intended purpose?</td>
<td>Yes</td>
<td>14</td>
<td>70%</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>6</td>
<td>30%</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Survey, 2014

From the above table we can understand that 70% of the respondents said that they use the amount that they borrowed from different institution for the intended purpose. However, still not smaller, remarkable amount, (30%) of the respondents told that they use the amount that they borrowed from different institution for other purpose than the intended purpose like for social welfare expenses.

Table-6: Expenses of the Enterprise

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th>Number of Respondent</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is your Operational Expense</td>
<td>Salary for Workers</td>
<td>6</td>
<td>12%</td>
</tr>
<tr>
<td></td>
<td>Equipment (Furniture and Fixture)</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td>Rent (Land and / or House)</td>
<td>13</td>
<td>26%</td>
</tr>
<tr>
<td></td>
<td>Tax</td>
<td>6</td>
<td>12%</td>
</tr>
<tr>
<td></td>
<td>Educational Fee for Workers</td>
<td>10</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td>Other Inputs of Production</td>
<td>10</td>
<td>20%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Survey, 2014

The above table indicates that 60% of the respondents said that they pay expenses for operational expenses that are other than inputs and self-development. This shows that majority of small and medium scale enterprise pay expenses for salary for workers, purchase of equipment (furniture and fixture), rent (land and/or house) and tax.

Inference: As stated in the above analyses, this indicates that poor financing is major challenge in the performance of SMEs in Humbo Woreda, Wolaita Zone.
Inadequate infrastructures

Figure 2 above shows that a total of 30 i.e. 60% of the respondents responded that they are operating by owning operating lot by rent. 10% of the SMEs are also operating in min workshop in which they purchased by their own. As it is observable that the government provided only 30% share of operating place for SMEs operating in Humbo Woreda. This shows that there is a poor infrastructural support for SMEs operating in Humbo.

Table 7: Workshop / Manufacturing Site Accessibility to Market

<table>
<thead>
<tr>
<th>Access to Market</th>
<th>Number of Respondents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accessible below 1 KM</td>
<td>20</td>
<td>40%</td>
</tr>
<tr>
<td>Accessible &gt;1 &lt; 1.5 KM</td>
<td>25</td>
<td>50%</td>
</tr>
<tr>
<td>Accessible &gt;1.5 &lt;2 KM</td>
<td>5</td>
<td>10%</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100%</td>
</tr>
</tbody>
</table>

The above table reveals that majority (60%) of the respondents told that they cannot get access to market easily to sell their products. This shows that there is over-concentration on one or two markets for finished products, lack of access to distribute products for customers in the distant areas in which market was not concentrated.

Inference: As it is observed in the above analyses that inadequate physical and social infrastructures largely constitute a major challenge in the performance of SMEs in Humbo Woreda.

Lack of Managerial Skills

Figure 3: Managerial Skill

The sources of this information are from a survey conducted in 2014.
As it is indicated in the above figure almost all (90%) of the respondents responded that lack of managerial skills largely constitute a major challenge in the performance of SMEs in Humbo Woreda. This shows that the large number of SMEs operating in Humbo Woreda, Wolaita Zone lack managerial skill that forces them to hire consultancy services in their operating expense will increase which in turn reduces performances.

Inference: From the above we can conclude that lack of managerial skills constitute a major challenge in the performance of SMEs in Humbo Woreda by almost large extent response of the sample respondents?

CONCLUSION AND RECOMMENDATION

Conclusion

To sum up the study the collected data have been analyzed and discussed with the boundary of the objective of the study. So the issue addressed in the study in relation to the issues, challenges and prospects of small and medium scale enterprise is briefly concluded in the following paragraphs.

It assumes that government intervention through the provision of financial assistance and social infrastructures policies will go a long in addressing the major challenges of SMEs.

The three major findings of the research are as follows:

- Poor financing constitutes a major challenge in the performance of SMEs in Humbo Woreda.
- Inadequate social infrastructures constitute a major challenge in the performance of SMEs in Humbo Woreda.
- Lack of managerial skills constitutes a major challenge in the performance of SMEs in Humbo Woreda.

RECOMMENDATIONS

Arising from the findings of this paper, it is suggested that Humbo Woreda SMEs development office should take the following steps to address the major challenges of SMEs in Humbo Woreda:

Government Guaranteeing of Long-term Loans to SMEs: Humbo Woreda micro & small enterprises development office should guarantee long-term loans to SMEs in Humbo since they lack the necessary collateral to access such funds from financial institutions.

Public / Private Sector Partnership in Infrastructural Provision: Humbo Woreda micro & small enterprises development office should partner with the private sector in the provision of efficient public utilities (power supply, water supply, good transport/communication facilities etc.) in Humbo to ensure uninterrupted supply of these public utilities.

Capacity building for SMEs operators: Humbo Woreda micro & small enterprises development office should coordinate with the Wolaita Zone government and other non-governmental agencies in the organization of regular training programmes / seminars for potential and actual SME operators, where they should be educated on how to plan, organize, direct and control their businesses.

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WOMEN EMPOWERMENT THROUGH MICRO-FINANCE: A CASE STUDY AT GRAMEEN KOOTA IN KARNATAKA STATE

Abhinandan N., Dr. A. M. Kadakol

ABSTRACT

Micro-finance programs are treated as a key strategy in addressing development issues across nations since the last three decades. This study attempts to explore on the women empowerment through micro-finance. A primary survey has been carried out to capture the realistic experiences and observation from the beneficiaries of Micro enterprises of Bangalore, a unique initiative of Grameen Koota an NBFC–MFI operations intended to improve the status of women.

The empirical findings of the study suggests that creation of equal opportunities and inclusive development of both urban and rural poor is what inspires the MFI to strive ahead. These loans help the clients raise their standard of living and consequently help break themselves and their families out of poverty. It has steadily groomed a class of mature and financially literate women entrepreneurs, who began to outgrow the group-lending model.

The study confirms that microfinance has its greater merits to reach the bottom of the poor. However, it is found effective in graduating the poor, the poorest, and lower middle class to a higher standard of living. This paper attempts to highlight the study on women empowerment through micro-finance in Karnataka state.

KEYWORDS

Women Empowerment, Women Participation, Income Generation Activities, SHG-Bank Linkage etc.

INTRODUCTION

Indian Microfinance Sector has witnessed phenomenal growth over the past 15 years. Number of Institutions providing microfinance services have gone up from a few numbers to several hundred (Sa-Dhan 2014). Micro finance is widely regarded as an innovation having the potential to minimize risks in the credit market. Micro finance programmes are expected to meet the survival needs of the poor by enabling them to have access to credit for both consumption and productive activities. Micro finance is expected to empower the poor by expanding the opportunities for participation in income generating activities and undertake social activities aimed at removing social and cultural factors coming in the way of their empowerment (D. Rajsekhar, 2004).

Micro finance is considered as one of the most cost effective and supplementary tools of rural credit delivery system, which facilitates prompt and timely availability of institutional credit to poor in an effective and economical manner and in small quantities and frequently without much legal procedural framework by way of promotion of functional Self Help Groups (SHGs) and their linkage with banks.

CONCEPT OF MICROFINANCE

Microfinance generally means providing very poor families with very small loans (microcredit) to help them engage in productive activities or grow their businesses. Over time, microfinance has come to include a broader range of services (credit, savings, insurance, etc.) as we have come to realize that individuals who lack access to traditional formal financial institutions require a variety of financial products.

A good definition of Microfinance given by Robinson is “Microfinance defines as a small –scale financial services for both credits and deposits that provided to people who farm or fish or herd; operate small or microenterprises where goods are produced and recycled, repaired, or traded.

Over a period, the concept of microfinance has changed its social phenomenon of women empowerment in various professions and can help the poor to increase income, build viable businesses, and reduce their vulnerability to external shocks. It can also be a powerful instrument for self-empowerment by enabling the poor, especially women, to become economic agents of change.

The typical microfinance clients are low-income persons that do not have access to formal financial institutions. Microfinance clients are typically self-employed, often household-based entrepreneurs. In rural areas, they are usually small farmers and others

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who are engaged in small income-generating activities such as food processing and informal trade. In urban areas, microfinance activities are more diverse and include shopkeepers, service providers, artisans and street vendors. Microfinance clients are poor and vulnerable non-poor who have a relatively stable source of income.

Non-Banking Financial Company Micro Finance Institutions (NBFC-MFIs) have continuously worked towards ensuring access to easy finance to the needy customer in a responsible and inclusive way. Microfinance Institutions Network (MFIN), the premier industry association and Self-Regulatory Organisation (SRO) for the microfinance industry in India works towards ensuring fulfilling of these twin responsibilities of client protection and responsible lending by its member NBFC-MFIs.

CONCEPT OF WOMEN EMPOWERMENT

Women Empowerment refers to strengthening the social, economic and educational powers of women. It refers to an environment where there is no gender bias and have equal rights in community, society and workplaces.

Which women who have been denied the ability to make strategic life choices, take control and ownership of their choices define the concept of empowerment as the process? The ability to exercise choice incorporates three inter-related dimensions: resources (defined broadly to include not only access, but also future claims, to both material and human and social resources); agency (including processes of decision making, as well as less measurable manifestations of agency such as negotiation, deception and manipulation); and achievements (well-being outcomes). The core elements of empowerment have been defined as agency (the ability to define one’s goals and act upon them), awareness of gendered power structures, self-esteem, and self-confidence.

Essentially, empowerment must include the processes that lead the individual or group to perceive itself as able to occupy a decision making position. In other words, “an empowerment focus involves the radical alteration of the structures which reproduce women’s subordinate position as a gender”.

SIGNIFICANCE OF STUDY

The bank officials working in the branches as well as most of the women are fully aware of the concept of women empowerment. From this study it has greater significance towards developing women empowerment through small financial benefits, thus Grameen Koota in Karnataka state an NBFC-microfinance banks will enhance the lending facility.

Grameen Koota provides following Credit Products

Income Generation, loans are offered to support business enterprises and income enhancement activities of our customers such as purchasing fixed assets to install additional machinery etc. These loans also meet the additional working capital requirements of the customer's business.

Home Improvement, loans are offered to our customers to avail water connections, construct toilets and for improvement and extension of existing house, including repairing or replacing of a roof, wall, floor or door, for monsoon proofing, adding a room or kitchen, etc.

Emergency Loans are short-term loans provided to our customers to help them address emergencies and short-term cash flow constraints. Timely financial assistance refrains the members from resorting to other informal sources of money, which are very expensive.

Family Welfare Loans support all those activities of our customers that can help them in improving the quality of life. These loans are aimed at fulfilling genuine consumption needs, such as purchasing cook stoves, LPG connections, bicycles, water purifiers and solar lights, meet education requirements of their children, cover medical expenses and to cater specific needs that arise during festivals.

Grameen Koota provides Home Construction Loan in collaboration with Swarna Pragathi Housing Microfinance Private Limited (SPHMPL). The loan is mainly provided for home construction and house extension by SPHMPL, while Grameen Koota does the origination work.

NEED OF STUDY

Despite in substantial contribution of women to both household and national economy, their work is considered just an extension of household domain and remains non-monitized. In India, Microfinance scene is dominated by Self Help Group (SHGs), Joint Liability Group and MFIs as an effective mechanism for providing financial services to the “Unreached Poor”, and also in strengthening their collective self-help capacities leading to their empowerment. Rapid progress in SHG formation has now turned
into an empowerment movement among women across the country. Micro finance is necessary to overcome exploitation, create confidence for economic self-reliance of the rural poor, particularly among rural women.

LITERATURE REVIEW

Dr. Taruna and Pushpanjali Yadav (2016), this present paper highlights the meaning of microfinance, emerging role, issues and challenges being faced in India. The paper represents the micro finance meaning and definition provided by the authors. This paper explains the need and challenges that are faced by the poor people in India and providing them financial helps, in way of microcredit to start their own small businesses, so they can generate income and provide for their families. Dr. T. Tirupal (2016), in this paper attempt to women empowerment through SHGs in India and Andhra Pradesh. The issues such as how helpful SHGs are to the members to achieve economic, social, political and psychological empowerment and what kind of social and economic impact they can produce are to be intensively researched. Vishal Goel (2015), this study primarily aims to analyze the impact of microfinance services on economic empowerment of rural women. The main objectives of this paper are to study the socio-economic empowerment of the SHG women and to assess whether availment of loan from Microfinance Institutions is beneficial or not in terms of employment, increase in monthly income and in domestic decision-making. Dr. Shuchi Loomba (2013), the empirical findings of the study suggests that microfinance has a profound influence on the economic status, decision-making power, knowledge and self-worthiness of women participants of self-help group linkage program in Ghaziabad. M. Jayadev A, Rudra Narasimha Rao (2012), this paper provides a contextual note on the microfinance sector and the financial sources of MFIs. The note is followed by interviews with senior executives of two microfinance institutions on the securitization deals of microfinance institutions. We argue in our note that the microfinance sector needs to be revived to meet the broader goal of financial inclusion. Banks and MFIs have to collaborate with each other to meet this objective. Banks have to encourage MFIs to shift over to low cost finance either by giving direct loans or through innovative deals like securitization. Commercial banks have to leverage MFIs for their origination and recovery capabilities in small loans. K. V. Prabhakara (2012) the present study gives an evidence for success of Micro finance in bringing about empowerment for women in a remote district of Karnataka in India. The district referred is Dakshina Kannada and the NGO is Sree Kshethra Dharmasthala Rural development project – SKDRDP (1999). The organization is fourth largest micro finance industry in the country. CRISIL has awarded mfr3 rating to SKDRDP acknowledging its strong institutional linkage, availability of financial and non-financial strength to scale up and sustain operations and good asset quality and adequate monitoring mechanisms. The hypothesis set for the study is micro finance made available through SHGs has generally empowered women members of SKDRDP, thus Micro finance leads Self Help Groups to be a substantial tool for development of the weaker sections of the society. This has been adequately achieved by the NGO in the study with reasonable success. Dr. M. Aruna and Ms. Rema Jyothirmayi (2011), it is found effective in graduating the poor, not the poorest, and lower middle class to a higher standard of living. Though different studies at various places and points of time differ in their conclusion, the present study acknowledge that despite of bottlenecks, microfinance is capable of graduating struggling poor from their shackles and helps to upscale them to a better living and playing significantly positive role in upgrading women empowerment. S. M. Sakri (2008), the study has revealed that the incidence of miss-utilization and diversion of bank loan by members of the SHGs is prevalent in the study area. There is need for proper monitoring of the proper utilization of the bank loan under the micro financing through SHG bank linkage. SHGs should try to coordinate and cooperate with the banks in this direction and follow a policy of ensuring proper utilization of the bank loans by the SHG members. In the absence of the same unscrupulous elements may enter the sector and exploit the hard-earned savings of the poor.

STATEMENT OF PROBLEM

The present study under the title, “Women Empowerment through Micro-Finance: A Case Study in Karnataka State” is an attempt to understand the women empowerment through microfinance among small-scale units in the division. It is very important to analyze the relationship between Non-Banking Financial Company- Micro Finance Institutions (NBFC-MFI) in participation towards women empowerment. It is important to study because, it focus on rural women, to understand the role of microfinance banks for empowering women to uplift the social status and make them self-reliant. Due attention was given to the different parts of division by various institution, such as, commercial banks, cooperative banks, District Industries Centre and KSFC. The study was undertaken with a view to analyze the Women Empowerment through Micro-Finance bank and to gauge their effectiveness and suggest more effective and viable measures for betterment of women’s empowerment through microfinance institution.

OBJECTIVE OF STUDY

The objective of the present study is:

- To study the role of micro finance in women empowerment.
- To analyze the relationship between Non-Banking Financial Company - Micro Finance Institutions (NBFC-MFI) in participation towards women empowerment.
- To offer suggestion for betterment of women’s empowerment through microfinance.
Hypothesis

H 1: There is no significant relationship between income of respondents before and after taking Micro Credit.
H 2: There is no significant relationship in savings of respondents before and after taking Micro credit.
H 3: There is no significant relationship between micro loan availability of respondents before and after joining MFI.
H 4: There is no significant difference in Microcredit loans for Income Generation activities.

SCOPE OF STUDY

The present study covers the various aspects of micro finance in the Bangalore rural district of Karnataka. It deals with the role of the banks in the growth and development of women empowerment. It also deals with the role of the banks participation towards women empowerment and to offer suggestion for betterment of women’s empowerment through microfinance. Further, the study covers the socio economic impact of micro finance on women members and its role in entrepreneurship development.

LIMITATIONS OF STUDY

This study is limited to Bangalore rural district of Karnataka state; most of the data collated in the pilot study were confined to Grameen Koota an NBFC–MFI. This study addresses an important but neglected topic by investigating the role of women’s entrepreneurship in the economy.

RESEARCH METHODOLOGY

Sources of Data: The study is exploratory in nature and is based on both primary and secondary data. Secondary data was collected from various journals, articles, working papers, NGO reports etc. Primary data was enumerated from a field survey in the study region. (Bangalore).

Area of Sampling: The study was conducted in the district of Bangalore through a convince sampling and field survey to get an insight of the benefits and challenges faced by women in MFI.

Sample Size: The 300 sample respondents are comprised of 150 female participants who availed microfinance loan and another 150 female participants who were not availed any microfinance loan. This splitting up of the sample will be helpful in capturing the extent of importance of microfinance loans and its influence on women empowerment.

Method for Data Collection: A structured interview schedule was prepared and used for collecting data from the women SHG member. Both open ended and close-ended questions were included in the schedule.

Statistical Tools: Simple correlation coefficient, paired t-test, cross tabulation and percentage analysis are used for the analysis of the data.

DATA ANALYSIS AND FINDINGS

Figure-1: Educational Qualification of Respondent

<table>
<thead>
<tr>
<th>Educational Qualification of Respondent</th>
<th>None of the above</th>
<th>UG</th>
<th>High School</th>
<th>Secondary</th>
<th>Primary</th>
<th>Elementary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sources: Authors Compilation</td>
<td>102</td>
<td>18</td>
<td>30</td>
<td>90</td>
<td>48</td>
<td>12</td>
</tr>
</tbody>
</table>

34% of the women are illiterate and 30 % of the women have completed up to secondary level education. It is noticeable that only 6% of the respondents are graduates.
88% of the respondents believe that microfinance has reduced their poverty levels largely.

44% of the beneficiaries use the loan for starting a new business or for expanding the existing business. It is interesting to note that 20% of the respondents take loan for the repayment of an existing loan. However, 14% of the respondents take loan for the education of their children, which signifies their awareness.

**Paired t-test**

**Hypothesis H1:** There is no significant relationship between income of respondents before and after taking Micro Credit.

**Table-1: Paired t-test**

<table>
<thead>
<tr>
<th>Paired Differences</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Std. Error Mean</th>
<th>95% Confidence Interval of the Difference</th>
<th>T</th>
<th>d.f.</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income before taking Microcredit</td>
<td>-5.08000E2</td>
<td>160.15299</td>
<td>22.64905</td>
<td>-553.51498</td>
<td>-462.48502</td>
<td>-22.429</td>
<td>149</td>
</tr>
</tbody>
</table>

Since the probability value is 0.000 (p<0.01), we reject the null hypothesis and conclude that mean salary after taking microcredit is significantly higher than the mean salary before joining taking micro credit. Thus, the microfinance is significantly
increasing the income of the respondents. Among the sample, 40% opined that they experienced positive change in their income and out of 158 unemployed respondents; half of them were able to find a new source of income. Based on t test it can be easily concluded that microfinance is playing an important role in increasing the income of women.

**Hypothesis H2:** There is no significant relationship in savings of respondents before and after taking Micro credit.

### Table-2: Micro-finance and Bank Accounts

<table>
<thead>
<tr>
<th>Number of Bank Account</th>
<th>Respondents</th>
<th>%</th>
<th>Respondents</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>276</td>
<td>92.00</td>
<td>0</td>
<td>0.00</td>
</tr>
<tr>
<td>1</td>
<td>23</td>
<td>7.67</td>
<td>270</td>
<td>90.00</td>
</tr>
<tr>
<td>2</td>
<td>1</td>
<td>0.33</td>
<td>28</td>
<td>9.67</td>
</tr>
<tr>
<td>3 &amp; more</td>
<td>0</td>
<td>0.00</td>
<td>2</td>
<td>0.67</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>300</strong></td>
<td><strong>100.00</strong></td>
<td><strong>300</strong></td>
<td><strong>100.33</strong></td>
</tr>
</tbody>
</table>

**Sources:** Primary Data

The study finds that clients who took microfinance through Non-Banking Financial Company (NBFC) model helped to mobilize, the savings of these large and scattered household sector. Cent percent of respondents opined that their savings habit is significantly improved and further data shows a 4.98% increase in average savings after taking the micro loan. Thus, microfinance found to be a more effective channel for savings mobilization.

**Hypothesis H3:** There is no significant relationship between micro loan availability of respondents before and after joining MFI.

Asset positions of women have a significant impact on their empowerment level. Change in asset will en-route for women empowerment in economic terms. It is worth noting that microfinance activities made little impact only on assets creation and its addition. 76.67% of respondents opined that NBFC-MFI participation changed their asset holdings. This finding implies that the ‘micro’ sized loans from NBFC-MFI has transformed towards asset creation. Out of 150 loan, availed respondents 28.66% got a loan amount in between the Rs. 10000 -25000. These loans help the clients raise their standard of living and consequently help break themselves and their families out of poverty. Grameen Koota steadily groomed a class of mature and financially literate women entrepreneurs, who began to outgrow the group-lending model. It is significant that microfinance exercises had greater effect on resources creation and its expansion.

### Table-3

<table>
<thead>
<tr>
<th>Individual Loans (Rs)</th>
<th>Loan Availed Before Joining MFI</th>
<th>Loan Availed After Joining MFI</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Respondents</td>
<td>%</td>
</tr>
<tr>
<td>No Loan</td>
<td>281</td>
<td>93.67</td>
</tr>
<tr>
<td>Below 2500</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>2500 - 5000</td>
<td>1</td>
<td>0.33</td>
</tr>
<tr>
<td>5000 - 7500</td>
<td>9</td>
<td>3</td>
</tr>
<tr>
<td>7500 - 10000</td>
<td>2</td>
<td>0.67</td>
</tr>
<tr>
<td>10000 - 25000</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>300</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Sources:** Authors Compilation

**Figure-4:** Microfinance and Change in Loan Availability

**Sources:** Authors Compilation
Microfinance is increasingly being considered as one of the most effective tools of reducing poverty. Microfinance has a significant role in bridging the gap between the formal financial institutions and the rural poor. The Micro Finance Institutions (MFIs) accesses financial resources from the Banks and other mainstream Financial Institutions, provide financial, and support services to the poor. Out of 150 respondents who availed microcredit, 90 (30%) were already repaid the loan and eligible for the next financial loans. As a NBFC-MFI credit are reachable for most of the respondents, majority (47.33%) depends on moneylenders for catering the immediate needs like deaths, deceases, marriage, consumption etc. However, through microfinance interventions, non-bankable poor are able to open bank accounts, which further add their eligibility for additional independent accounts. Survey results found to be proving the argument that microfinance activities help to boost financial inclusion process.

Hypothesis H₄: There is no significant difference in Microcredit loans for Income Generation activities.

Table 8: Microfinance Loan Utilization or Intended Utilization

<table>
<thead>
<tr>
<th>Loan Utilization</th>
<th>Loan Not Availed</th>
<th>Loan Availed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respondents</td>
<td>%</td>
<td>Respondents</td>
</tr>
<tr>
<td>Consumption</td>
<td>43 0.00</td>
<td>8 5.33</td>
</tr>
<tr>
<td>Education / Marriage</td>
<td>16 0.00</td>
<td>7 4.67</td>
</tr>
<tr>
<td>Modification of House</td>
<td>22 2.67</td>
<td>4 2.67</td>
</tr>
<tr>
<td>Health</td>
<td>14 0.00</td>
<td>6 4.00</td>
</tr>
<tr>
<td>Investment/ Savings</td>
<td>0 3.33</td>
<td>9 6.00</td>
</tr>
</tbody>
</table>
MFI lending as a part of their investment was indicated by maximum of 150 respondents who availed loans, and intended purpose of future loan from the rest of those who not availed loan. Among 150 respondents who availed loan, 80% utilized microfinance loan for income generating activities. After examining the responses from non-availed (intended) and loan-availed (used) on purposes of loan, it is obvious that many people found to be spending on income generating activities (Group business, Starting/Expansion of own business, Starting/Expansion of Family business, Equipment for job consumption, Investment/Savings). Thus the responses indicate that the major avenues of microcredit by the MFI given to their members for income generating activities. The study has revealed microcredit are facilitating towards Income Generation activities and building relationship between NBFC-MFI are participating towards women empowerment.

**FINDINGS AND SUGGESTIONS**

It was found that 281 respondents who are not availed loan, have lower economic score compared to their counterpart which indicates the necessity of sanctioning of microfinance loans to more beneficiaries, to upgrade themselves economically. This shows that loan availed participants are having better economic wellbeing in terms of income, asset and savings changes. These results indicate that microcredit has its productive utilization improved the economic condition of the clients.

It is found that, Income Generation Loans (IGL) are provided for trading and animal husbandry. Other IGL purposes include service sector, production, transportation services and agriculture. Non-IGL loans are given only to customers who have an active IGL loan. It is provided as an additional loan over and above IGL loans. In case IGL loan is completed, these loans may still be outstanding loans. Non-IGL products include Emergency Loans, Festival Loans, Medical Loans, Water Loans, Sanitation Loans and Home Loans.

Training Programme must be conducted at frequent intervals to help the clients update with new technologies and improve their digital payments.

The rate cut is a part of company’s social objective to pass on benefits of low operational costs and reduced borrowing costs to its customers. The new rates of interest came into effect from June 1, 2016. Grameen Koota has also reduced the core income generation loan rate by 1% from 23% to 22%.

Maximum number of respondents accepted that microcredit has brought economic development directly and indirectly and thus happiness and peace in the family. This is an important factor of economic empowerment.
There is a significant improvement in the income of the respondents after taking microcredit. Among the sample, 80% opined that they experienced positive change in their income and out of 148 unemployed respondents; half of them were able to find a new source of income.

CONCLUSION

“This is not charity. This is business: business with a social objective, which is to help people get out of poverty.”

Muhammad Yunus

In this study, we have assessed the importance of women’s entrepreneurship. The Micro Finance sector is passing through a phase that is both challenging and exciting. With the Reserve Bank of India announcing the licensing of Payment Banks and Small Finance Banks, it is about to witness the transformation of many top MFIs into Small Finance Banks. Choosing consciously to remain an NBFC-MFI in order to serve the clients, it now targets, Grameen Koota is well placed to address risks as well as capitalize on growth opportunities in the unfolding scenario.

Grameen Koota targets women because they are the most marginalized section of the society, who makes up an integral part of the family, community and country's socio-economic environment. It has been observed that women tend to use resources more productively than men, so Grameen Koota tries to help improve women's financial management and increase their participation in the family's and the community's development. The sector has witnessed many new elements like participation from private and multinational banks, private equity and venture capital funds, wholesale fund providers, rating agencies international retail institutions. Microfinance is believed to play vital role in development by helping the poor to meet basic needs improvement in economic welfare as well as women empowerment.

The foregoing analysis indicates that microfinance activities has a positive impact on the income, assets, savings, and access to loans. Microfinance loan availment and its productive utilization found to be having a profound role and impact on women empowerment. Through analysis, the study empirically supports the positive relationship between microfinance and women empowerment. The study attempts to contribute the microfinance literature by co

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EXPLORING THE IMPACT OF TRANSPORTATION AND HOLIDAY ON ENVIRONMENT:
A CASE STUDY OF PANJAB UNIVERSITY POST GRADUATE STUDENTS

Neha Gulati

ABSTRACT

Aim: To explore the impact of consumption on environment and influence of Gender on consumer preferences. The intent is to find some decisive factors that amplify Carbon Footprint (CF) and thereby suggest Eco-friendly consumer practices especially for transport and tourism.

Methodology: Purposive and snowball sampling has been used to gather data of 75 respondents: 35 Female Post Graduate Students (FPGS) and 40 Male Post Graduate Students (MPGS) of Panjab University, Chandigarh. To explore the impact of Gender on consumption and its impact on environment; mean values and Mann-Whitney U Test has been applied. The relatedness of Gender with choice of Transportation Mode (TM) and Holiday (H) has been studied through Chi-Square Test for relatedness or independence. To study whether there is an impact of TM and H on CF and EF; Kruskal-Wallis test has been used.

Findings and Conclusion: Mann-Whitney U Test confirms significant difference in the CF and EF of FPGS and MPGS. Mean CF (FPGS) = 3.02 > Mean CF (MPGS) = 2.60. Inspite of MPGS having comparatively less CF, still it is much more than worldwide target of 2 metric tonnes of CO2/year required for combating climate. Chi-Square Test for relatedness confirms the relation between TM and Gender and disagrees on the relatedness of Gender with H. Kruskal-Wallis test accepts the impact of TM and H on CF and EF. It is preferable to restrict the usage of Car to minimal, favour other greener modes like public transport, cycle, and walk. MPGS have lesser CF and EF; hence, it can be a source of motivation for FPGS for greener sustainable lifestyle.

KEYWORDS
Climate Change (CC), Carbon Footprint (CF), Ecological Footprint (EF), Environment Sustainability (ES), Global Warming (GW) etc.

INTRODUCTION

Today, Global Warming (GW) is a prime and extensive environmental challenge. With enormously growing industries and urbanization, there is substantial increase in Green House Gas (GHG) emissions. With more than 40% rise in CO2 levels in the lifetime of many people on Earth (Waldman, 2017), it is a major contributor for GW (Peattie et al., 2009). At the UN Climate Change Conference held in Paris in December 2015, an agreement was settled to restrain GW to 1.5 °C amid mounting evidence that dangerous effects could kick in sooner than previously thought (Andersland, 2016). The increase in the Earth’s mean temperature of 2 °C is the tipping point when Climate Change (CC) becomes disastrous and irremediable. It is anticipated to aggravate health troubles and decrease the economic growth. Taking note of the fact that India is one amongst the largest CO2 emitters (Burek, 2015), Indian Government has allocated Rs. 100 crore budget for climate adaptation fund3. Thus, as a responsible citizen, it is imperative to reduce emission of GHG and restrain the Carbon Footprint (CF) by adopting a greener lifestyle. CF is the measure of CO2 emissions (Kumar et al., 2014). Everyday emissions caused by an individual’s clothing, food, housing and traffic contribute to overall GW (Gao, 2014). Changes in consumption pattern have been considered as an important milestone to address the challenge of CC (Schanes, 2016). Hence, taking motivation from the existing literature, the present study attempts to explore some opportunities in the form of consumption patterns to frame more sustainable and greener lifestyle.

REVIEW OF LITERATURE

Consumer lifestyle, behavior and culture extensively influence the usage of energy and its associated emissions, hence consumer can be considered to have the potential for mitigation of CC (Schanes, 2016). Different consumption practices lead to emission of varying amount of GHG. Processes engaged in product life cycle are vital for CF (Schanes, 2016). Transportation of the goods and manpower is associated with the product life span. It amounts to primary carbon footprint (Kumar et al., 2014). Transportation has been identified as a major contributor to GHG emissions. About two-thirds of direct emissions are related to transportation; hence, significant efforts in the transport sector are streamlined to fight this prime challenge 4. Public transport

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contributes to 3% and private transport contributes to 10% of an individual’s CF (Kumar et al., 2014). Comparing the global emissions/citizen of Stavanger and Madagascar, it has been reported that if the residents of Madagascar or similar poor countries adapt the lifestyle of Stavanger citizens, then the earth will be overheated. The report also highlights that the increase in GHG emissions is mainly due to the transport section. Food preference also affects the transport related emissions. Every transport mode other than walking has a product life cycle leading to impulsive CC (Schanes, 2016). Figure-1 focuses on different targeted areas specified in report for reducing the GWG emissions during 2009-2020.

Cognizant decision for transport usage has been found to affect CF in North America. Car traffic is a major contributor to local and global pollution (Andersland, 2016). Decrease in GHG emissions from transportation has been achieved due to car sharing and it significantly reduced vehicle ownership (Martin, 2011). Encouraged use of public transport has been suggested for Social Marketing (Peattie et al., 2009). Due to GWG emission related to tourist mobility, tourism has been critiqued as an environmentally destructive industry. (Kathy Dhanda, 2014) has determined best hotels and resorts in terms of carbon neutrality.

Thus, to transform exiting unsustainable consumer behavior to eco-friendly lifestyle, it is imperative to identify the intended behavior to be achieved. This can be initiated by understanding the present behavior leading to an unsustainable lifestyle, its impact on environment and measures to achieve ES. It has been suggested by (Roos and Tjarneemo, 2011) to label each product with detailed information on GHG emissions, including cause of the emissions like production, packaging, marketing, and transport and recycling. This would educate consumers in understanding the small and big environmental impacts of their consumption.

### RESEARCH OBJECTIVES

- To study difference in the Carbon Footprint (CF), Ecological Footprint (EF) and No. of Planets Needed (NPN) to support present day global consumption of Female Post Graduate Students (FPGS) and Male Post Graduate Students (MPGS) of Panjab University, Chandigarh.
- To study whether choice for Transportation Mode (TM) and Holiday (H) depends on Gender.
- To study whether there is an impact of choice of Transportation Mode (TM) and Holiday (H) on CF and EF.

### RESEARCH MODEL

The following Independent Variables (IDV) and Dependent Variables (DV) have been identified for the present exploration. TM and H have been considered as IDV. DV includes CF i.e. CO₂ emission corresponding to the consumption pattern, Ecological Footprint (EF) in Global Hectares and No. of Planets Needed (NPN) to support the present day global consumption. As illustrated in Figure 2, the study explores whether the consumption choice for TM and H is Gender dependent or not. Further, it also analyses the impact of TM and H on CF and EF.

### RESEARCH METHODOLOGY

Purposive and snowball sampling has been used to gather primary data from 75 Post Graduates Students (35 Females and 40 Males) of Panjab University, Chandigarh. Data has been collected purposively from those students who were aware of Environmental Concerns like Global Warming. Google Form has been used to gather the primary data about demographic variables (Age, Gender) and consumption pattern (TM, H).

The pre-defined questions related to consumption pattern have been taken from website: http://ecologicalfootprint.com. The calculator computes the value of EF, NPN and CF. Online calculator helps to spread awareness about the impact of consumption pattern on the environment and hence, encourages for green consumption pattern.

### Tools used for Data Entry and Analysis

Data has been gathered online through Google sheet. Predefined functions and tests available in MS-Excel and SPSS have been used for analysis of the data.

**Mann-Whitney U Test and Mean values has been used to study the difference in CF, EF and NPN of FPGS and MPGS. For this, three objectives have been framed as follows**

- Objective 1: To study the difference in the CF (FPGS) and CF (MPGS).
- Objective 2: To study the difference in the EF (FPGS) and EF (MPGS).
- Objective 3: To study the difference in the NPN (FPGS) and NPN (MPGS).
Chi-Square Test for relatedness or independence has been used to study whether the preference for TM and H is Gender related. Two objectives have been specified as follows:

Objective 4: To study whether preference for TM is Gender related or not i.e. choice for TM depends on Gender.
Objective 5: To study whether preference for H is Gender related or not i.e. choice for H depends on Gender.

Kruskal-Wallis test has been used to study whether there is an impact of choice of TM and H on CF and EF. Four objectives have been discussed as follows:

Objective 6: To study whether there is an impact of choice of TM on CF.
Objective 7: To study whether there is an impact of choice of TM on EF.
Objective 8: To study whether there is an impact of choice of H on CF.
Objective 9: To study whether there is an impact of choice of H on EF.

**DATA ANALYSIS AND FINDINGS**

Objective 1: To study the difference in the CF (FPGS) and CF (MPGS).
Null Hypothesis H0: There is no significant difference in the CF (FPGS) and CF (MPGS).

Mann-Whitney U test (non-parametric test for two-independent samples) has been used to study whether there is any significant difference in the CF (FPGS) and CF (MPGS). Here, Grouping Variable is Gender and Test Variable is CF. As shown in Table 1 for H0, \( p = .038 \). Since \( p = .038 < .05 \), hence, the present study fails to accept the Null Hypothesis H0. This confirms significant difference in the CF (FPGS) and CF (MPGS). Moreover, from Table 2 (Column 3), Mean CF (FPGS) 3.02 > Mean CF (MPGS) 2.60. This shows that the average CO₂ emission due to lifestyle activities of FPGS is more as compared to MPGS and therefore, MPGS have greener lifestyle. Inspite of the fact that MPGS have comparatively less CF still it is much more than worldwide target of 2 metric tonnes of CO₂/year required for combating CC ****.

Objective 2: To study the difference in the EF (FPGS) and EF (MPGS).
Null Hypothesis H0: There is no significant difference in the EF (FPGS) and EF (MPGS).

Mann-Whitney U test has been used to study whether there is any significant difference in the EF (FPGS) and EF (MPGS). Here, Grouping Variable is Gender and Test Variable is EF. From as shown in Table 1 for H0, \( p = .023 \). Since \( p = .023 < .05 \), hence, the present study fails to accept the Null Hypothesis H0. This confirms significant difference in the EF (FPGS) and EF (MPGS). Moreover, from Table 2 (Column 4), Mean EF (FPGS) 2.22 > Mean EF (MPGS) 1.92. This shows that the EF due to consumption pattern of FPGS is more as compared to EF of MPGS and therefore, MPGS have greener consumption pattern.

Objective 3: To study the difference in the NPN (FPGS) and NPN (MPGS).
Null Hypothesis H0: There is no significant difference in the NPN (FPGS) and NPN (MPGS).

Mann-Whitney U test has been used to study whether there is any significant difference in the NPN (FPGS) and NPN (MPGS). Here, Grouping Variable is Gender and Test Variable is NPN. As shown in Table 1 for H0, \( p = .018 \). Since \( p = .018 < .05 \), hence, the present study fails to accept the Null Hypothesis H0. This confirms significant difference in the NPN (FPGS) and NPN (MPGS). Moreover, from Table 2 (Column 5), Mean NPN (FPGS) 1.25 > Mean NPN (MPGS) 1.07. This shows that the NPN for global consumption by FPGS is more as compared to MPGS and therefore, if everyone lived like FPGS, then 1.25 planets would be needed to support global consumption. Acc. to this study, the present global consumption of both FPGS and MPGS cannot be met, as they collectively need 1.15 planets.

Objective 4: To study whether preference for TM is Gender related or not i.e. choice for TM depends on Gender or not.
Null Hypothesis H0: Preference for TM is not Gender related i.e. choice for TM does not depend on Gender.
Chi-Square Test for relatedness or independence (non-parametric test) has been used to study whether the preference for TM is Gender related or not. Gender * TM Cross tabulation has been done using Gender on rows and TM on columns to calculate the p value. As depicted in Table 3 for H0, \( p = .043 \). Since \( p = .043 < .05 \), hence, the present study fails to accept the Null Hypothesis H0. This confirms that preference for TM is Gender related. Moreover, as shown in Table 4, out of 35 FPGS: 58% prefer Car, 17% use Public Transport (Bus/Train) as TM. Contrarily, only 26% MPGS prefer Car. Majority of MPGS (40%) prefer Motorbike. Gender difference in the choice of TM is visible.

Objective 5: To study whether preference for H is Gender related or not i.e. choice for H depends on Gender or not.
Null Hypothesis H0: Preference for H is not Gender related i.e. choice for H does not depend on Gender.
The preference for H is described based on distance preferred to travel i.e. Close to home, a short flight away or a long flight away. Chi-Square Test for relatedness or independence has been used to study whether the preference for H is Gender related or not. Gender * H Cross tabulation has been done using Gender on rows and H on columns to calculate the p value. As shown in Table 3 for H=0, p = .096. Since p = (.096) > .05, hence, the present study accepts the Null Hypothesis H0. This confirms that preference for H is not Gender related or Gender does not influence the preference for H. Moreover, as shown in Table 5, out of 35 FPGS: 60% prefer a H close to home, 29% prefer to go to a short flight away destination. Out of 40 MPGS: 83% prefer to go Close to home for H, 13% prefer to go to a short flight away destination. A long flight away holiday destination is the least preferred amongst both the groups.

To study whether there is an impact of choice of TM on CF.
Null Hypothesis H0: There is no impact of TM on CF.

Kruskal Wallis test (one-way anova non-parametric test) has been used to study whether there is an impact of TM on CF. Here, Grouping Variable is TM and Test Variable is CF. From Table 6 for H=0, p = 0.00. Since p (0.00) < .05, hence, present study fails to accept Null Hypothesis H0. This confirms significant impact of choice of TM on CF. Moreover, from Table 7 (Column 3), Mean CF for TM = Car (heavy user) = 3.46 and this is highest. Hence, TM affects CF as CF decreases as we choose TM other than Car. For calculating CF in the study, other variables have also contributed. Hence, it is not suitable to say that only TM impacts CF.

By considering other consumption preferences as green, the impact of using Car (heavy, average and light) as TM is presented in Table 8, 9 and 10. Changes in CF by altering H are also shown.

For majority of respondents using Car, NPN > 1 Table 7 (Column 5), hence if all people on this globe live the way these respondents live, then it would be extremely difficult to meet their global consumption in one planet.

From table 8, 9 and 10: impact of Mobility on CF has been calculated using the most green or environment friendly options as follows: Infrastructure: Flat/Apartment with more than six other people; Heating/cooling bills of the home: Lower than average; Electricity: Bought from renewable sources; Tendency to conserve energy: Yes; Food Preference: Vegan; Food Consumption: Mostly convenience food; Amount of waste produced: Half the average; Type of waste produced: Recycled. The varying preferences include Transportation Mode (TM) and Holiday (H).

From Table 8, CF = 3.64 for TM = Car (heavy user) and H = A long flight away. It decreases to 2.59 for H = Close to home. Hence, TM and H impacts CF.

From Table 9, CF = 3.10 for TM = Car (heavy user) and H = A long flight away. It decreases to 2.05 for H = Close to home.

From Table 10, CF = 2.91 for TM = Car (heavy user) and H = A long flight away. It decreases to 1.86 for H = Close to home.

To study whether there is an impact of choice of H on CF.
Null Hypothesis H0: There is no impact of H on CF.

Kruskal Wallis test with Grouping Variable H and Test Variable CF (Table 6), present study fails to accept Null Hypothesis H0. This confirms significant impact of choice of H on CF.

To study whether there is an impact of choice of H on EF.
Null Hypothesis H0: There is no impact of H on EF.

Kruskal Wallis test with Grouping Variable H and Test Variable EF (Table 6), present study fails to accept Null Hypothesis H0. This confirms significant impact of choice of H on EF.

SUMMARY AND CONCLUSION

There is significant difference in the CF and EF of FPGS and MPGS. However, MPGS having comparatively less CF, still it is much more than worldwide target of 2 metric tonnes of CO2/year required for combating climate. The study concludes that the
preference for TM is Gender related. Whereas, choice for H is not influenced by Gender. The impact of TM and H on CF and EF has been studied. Different modes of transport and holidaying at varying locations affect the environment differently. Maximum CF (3.64) has been obtained for TM = Car (heavy user) and H = A long flight away. Minimum CF (1.86) has been obtained for TM = Car (light user) and H = Close to home. Hence, it is preferable to restrict the usage of Car to minimal and favor other greener modes like public transport, cycling and walking. It is suggested to revise the taxation policy to favor low emission vehicles, reduce the parking and toll charges for low emission levels. Transport policies and eco-certification can also reduce the CO₂ emission. Electrification of transport will not only reduce emission, but also have a positive impact on air pollution. Moreover, robust and regular public transport system would be advantageous. Providing sufficient walking and biking space will also decrease the GHG emissions. An Intelligent Transport System will contribute to a safer transport system, improved traffic flow and would reduce the environmental impact of road haulage.

**FUTURE WORK AND RECOMMENDATIONS**

The existing study can be further carried to explore the difference in the consumption of graduate and doctorate students. Sample from different universities located in various regions should be considered. Comparison based on age, stream of education and income can be initiated. There is an urgent call to reduce GHG emission to combat GW. The transport and land-use policy must be defined with a view to alter people’s travel habits in the direction of using public transport and to prefer zero-emission transport modes like walking and cycling.

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**Appendix**

**Figure-1: Targets for Reductions of GWG Emissions**

<table>
<thead>
<tr>
<th>Areas of focus</th>
<th>Target</th>
<th>Assumed $CO_2$ reduction (ton)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved vehicle technology</td>
<td>Reduce emissions per km driven</td>
<td>20 000</td>
<td>Improved combustion engine, smaller cars, electric cars and biogas</td>
</tr>
<tr>
<td>Concentrated land development</td>
<td>Reduce number of km per trip</td>
<td>15 000</td>
<td>Build along axis of public transport and in self-supporting parts of the city</td>
</tr>
<tr>
<td>More environmentally friendly transport</td>
<td>Reduce emissions per km driven</td>
<td>5 000</td>
<td>Give public transport high priority, Better conditions for cycling and walking</td>
</tr>
<tr>
<td>Transport efficiency improvement</td>
<td>Reduce number of km by car</td>
<td>5 000</td>
<td>Improved logistics, Intelligent transport systems and services (ITS)</td>
</tr>
</tbody>
</table>

Figure-2: Research Model

Sources: Authors Compilation

Table-1: Test Statistics – Mann-Whitney U Test

<table>
<thead>
<tr>
<th>Null Hypothesis to be Tested</th>
<th>Grouping Variable</th>
<th>Test Variable</th>
<th>Type of p Value</th>
<th>p Value</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>$H_{a0}$</td>
<td>Gender</td>
<td>CF</td>
<td>Asymp. Sig. (2-tailed)</td>
<td>0.038</td>
<td>0.038 &lt; 0.05 Fail to accept $H_{a0}$</td>
</tr>
<tr>
<td>$H_{b0}$</td>
<td>Gender</td>
<td>EF</td>
<td>Asymp. Sig. (2-tailed)</td>
<td>0.023</td>
<td>0.023 &lt; 0.05 Fail to accept $H_{b0}$</td>
</tr>
<tr>
<td>$H_{c0}$</td>
<td>Gender No. of Planets Needed (NPN)</td>
<td>Asymp. Sig. (2-tailed)</td>
<td>0.018</td>
<td>0.018 &lt; 0.05 Fail to accept $H_{c0}$</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-2: Average CF, EF and NPN

<table>
<thead>
<tr>
<th>Gender</th>
<th>Number of Respondents</th>
<th>Average CF in Tonnes of CO$_2$</th>
<th>Average EF in Global Hectares</th>
<th>Average Number of Planets Needed (NPN) to Support Global Consumption</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>35</td>
<td>3.02</td>
<td>2.22</td>
<td>1.25</td>
</tr>
<tr>
<td>Male</td>
<td>40</td>
<td>2.60</td>
<td>1.92</td>
<td>1.07</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>Average = 2.80</td>
<td>Average = 2.06</td>
<td>Average = 1.15</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Table 3: Chi-Square Test for Relatedness or Independence to Test Relatedness of Gender with TM and H

<table>
<thead>
<tr>
<th>Null Hypothesis to be tested</th>
<th>Test Type</th>
<th>Value</th>
<th>d.f.</th>
<th>Type of p Value</th>
<th>p Value</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>H_{00}</td>
<td>Pearson Chi-Square</td>
<td>11.448</td>
<td>5</td>
<td>Asymp. Sig. (2-sided)</td>
<td>0.043</td>
<td>0.043 &lt; 0.05 Fail to accept Null Hypothesis H_{00}</td>
</tr>
<tr>
<td>H_{01}</td>
<td>Pearson Chi-Square</td>
<td>4.688</td>
<td>2</td>
<td>Asymp. Sig. (2-sided)</td>
<td>0.096</td>
<td>0.096 &gt; 0.05 Accept Null Hypothesis H_{01}</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table 4: Gender Related Preference for TM and its Impact on CF

<table>
<thead>
<tr>
<th>Gender</th>
<th>Number of Respondents</th>
<th>% of Respondents</th>
<th>Average CF in Tonnes of CO₂</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>35</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Car (average user)</td>
<td>9</td>
<td>26%</td>
<td>3.22</td>
</tr>
<tr>
<td>Car (heavy user)</td>
<td>3</td>
<td>9%</td>
<td>3.47</td>
</tr>
<tr>
<td>Car (light user)</td>
<td>8</td>
<td>23%</td>
<td>2.92</td>
</tr>
<tr>
<td>Bus/Train</td>
<td>6</td>
<td>17%</td>
<td>2.65</td>
</tr>
<tr>
<td>Walking/Cycling</td>
<td>1</td>
<td>3%</td>
<td>2.76</td>
</tr>
<tr>
<td>Motorbike</td>
<td>8</td>
<td>23%</td>
<td>3.03</td>
</tr>
<tr>
<td>Male</td>
<td>40</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Car (average user)</td>
<td>5</td>
<td>13%</td>
<td>3.11</td>
</tr>
<tr>
<td>Car (heavy user)</td>
<td>4</td>
<td>10%</td>
<td>3.45</td>
</tr>
<tr>
<td>Car (light user)</td>
<td>1</td>
<td>3%</td>
<td>2.21</td>
</tr>
<tr>
<td>Bus/Train</td>
<td>12</td>
<td>30%</td>
<td>2.37</td>
</tr>
<tr>
<td>Walking/Cycling</td>
<td>2</td>
<td>5%</td>
<td>1.89</td>
</tr>
<tr>
<td>Motorbike</td>
<td>16</td>
<td>40%</td>
<td>2.52</td>
</tr>
<tr>
<td>Grand Total</td>
<td>75</td>
<td>2.80</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table 5: Holiday (H)

<table>
<thead>
<tr>
<th>Gender</th>
<th>Number of Respondents</th>
<th>% of Respondents</th>
<th>Average CF in Tonnes of CO₂</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>35</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Close to home</td>
<td>21</td>
<td>60%</td>
<td>2.64</td>
</tr>
<tr>
<td>A short flight away</td>
<td>10</td>
<td>29%</td>
<td>3.47</td>
</tr>
<tr>
<td>A long flight away</td>
<td>4</td>
<td>11%</td>
<td>3.86</td>
</tr>
<tr>
<td>Male</td>
<td>40</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Close to home</td>
<td>33</td>
<td>83%</td>
<td>2.49</td>
</tr>
<tr>
<td>A short flight away</td>
<td>5</td>
<td>13%</td>
<td>3.13</td>
</tr>
<tr>
<td>A long flight away</td>
<td>2</td>
<td>5%</td>
<td>3.05</td>
</tr>
<tr>
<td>Grand Total</td>
<td>75</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table 6: Kruskal Wallis Test to Study the Impact of TM and H on CF, EF and NPN

<table>
<thead>
<tr>
<th>Null Hypothesis to be tested</th>
<th>Chi-Square Value</th>
<th>d.f.</th>
<th>Type of p Value</th>
<th>p Value</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>H_{00}: Null Hypothesis: There is no impact of TM on CF.</td>
<td>22.962</td>
<td>5</td>
<td>Asymp. Sig. (2-sided)</td>
<td>0.00</td>
<td>0.00 &lt; 0.05 Fail to accept Null Hypothesis H_{00}</td>
</tr>
<tr>
<td></td>
<td>28.876</td>
<td>5</td>
<td>Asymp. Sig. (2-sided)</td>
<td>0.00</td>
<td>0.00 &lt; 0.05 Fail to accept Null Hypothesis H_{00}</td>
</tr>
<tr>
<td></td>
<td>21.226</td>
<td>2</td>
<td>Asymp. Sig. (2-sided)</td>
<td>0.00</td>
<td>0.00 &lt; 0.05 Fail to accept Null Hypothesis H_{00}</td>
</tr>
<tr>
<td></td>
<td>42.773</td>
<td>2</td>
<td>Asymp. Sig. (2-sided)</td>
<td>0.00</td>
<td>0.00 &lt; 0.05 Fail to accept Null Hypothesis H_{00}</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
### Table 7: Mean Values of CF, EF and NPN for TM

<table>
<thead>
<tr>
<th>TM</th>
<th>Number of Respondents</th>
<th>Average CF</th>
<th>Average EF</th>
<th>Average NPN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Car (heavy user)</td>
<td>7</td>
<td>3.46</td>
<td>2.85</td>
<td>1.60</td>
</tr>
<tr>
<td>Car (average user)</td>
<td>14</td>
<td>3.18</td>
<td>2.68</td>
<td>1.49</td>
</tr>
<tr>
<td>Car (light user)</td>
<td>9</td>
<td>2.84</td>
<td>2.01</td>
<td>1.12</td>
</tr>
<tr>
<td>Motorbike</td>
<td>24</td>
<td>2.69</td>
<td>1.70</td>
<td>0.94</td>
</tr>
<tr>
<td>Bus/Train</td>
<td>18</td>
<td>2.46</td>
<td>1.88</td>
<td>1.06</td>
</tr>
<tr>
<td>Walking/Cycling</td>
<td>3</td>
<td>2.18</td>
<td>1.53</td>
<td>0.83</td>
</tr>
<tr>
<td>Grand Total</td>
<td>75</td>
<td>2.80</td>
<td>2.06</td>
<td>1.15</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

### Table 8: Impact of TM Car (Heavy User) on CF

<table>
<thead>
<tr>
<th>TM</th>
<th>Place of H</th>
<th>Contribution to Carbon Footprint</th>
<th>Infrastructure</th>
<th>Mobility</th>
<th>Food &amp; Drink</th>
<th>Health &amp; Education</th>
<th>H</th>
<th>Goods &amp; Services</th>
<th>CF in Tonnes of CO₂ (Estimated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Car (heavy user)</td>
<td>Close to home</td>
<td>%age 29%</td>
<td>42%</td>
<td>9%</td>
<td>3%</td>
<td>15%</td>
<td>29%</td>
<td></td>
<td>2.59</td>
</tr>
<tr>
<td></td>
<td>Value</td>
<td>0.76</td>
<td>1.09</td>
<td>0.22</td>
<td>0.08</td>
<td>0.04</td>
<td>0.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Car (heavy user)</td>
<td>A short flight away</td>
<td>%age 26%</td>
<td>38%</td>
<td>8%</td>
<td>3%</td>
<td>12%</td>
<td>14%</td>
<td></td>
<td>2.89</td>
</tr>
<tr>
<td></td>
<td>value</td>
<td>0.76</td>
<td>1.09</td>
<td>0.22</td>
<td>0.08</td>
<td>0.34</td>
<td>0.4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

### Table 9: Impact of TM Car (Average User) on CF

<table>
<thead>
<tr>
<th>TM</th>
<th>Place of H</th>
<th>Contribution to Carbon Footprint</th>
<th>Infrastructure</th>
<th>Mobility</th>
<th>Food &amp; Drink</th>
<th>Health &amp; Education</th>
<th>H</th>
<th>Goods &amp; Services</th>
<th>CF in Tonnes of CO₂ (Estimated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Car (average user)</td>
<td>Close to home</td>
<td>%age 37%</td>
<td>27%</td>
<td>11%</td>
<td>4%</td>
<td>2%</td>
<td>19%</td>
<td></td>
<td>2.05</td>
</tr>
<tr>
<td></td>
<td>Value</td>
<td>0.76</td>
<td>0.55</td>
<td>0.22</td>
<td>0.08</td>
<td>0.04</td>
<td>0.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Car (average user)</td>
<td>A short flight away</td>
<td>%age 32%</td>
<td>23%</td>
<td>9%</td>
<td>4%</td>
<td>14%</td>
<td>17%</td>
<td></td>
<td>2.34</td>
</tr>
<tr>
<td></td>
<td>value</td>
<td>0.76</td>
<td>0.55</td>
<td>0.22</td>
<td>0.08</td>
<td>0.34</td>
<td>0.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Car (average user)</td>
<td>A long flight away</td>
<td>%age 24%</td>
<td>18%</td>
<td>7%</td>
<td>3%</td>
<td>35%</td>
<td>13%</td>
<td></td>
<td>3.10</td>
</tr>
<tr>
<td></td>
<td>value</td>
<td>0.76</td>
<td>0.55</td>
<td>0.22</td>
<td>0.08</td>
<td>1.09</td>
<td>0.4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

### Table 10: Impact of TM Car (Light User) on CF

<table>
<thead>
<tr>
<th>TM</th>
<th>Place of H</th>
<th>Contribution to Carbon Footprint</th>
<th>Infrastructure</th>
<th>Mobility</th>
<th>Food &amp; Drink</th>
<th>Health &amp; Education</th>
<th>H</th>
<th>Goods &amp; Services</th>
<th>CF in Tonnes of CO₂ (Estimated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Car (light user)</td>
<td>Close to home</td>
<td>%age 41%</td>
<td>19%</td>
<td>12%</td>
<td>5%</td>
<td>2%</td>
<td>21%</td>
<td></td>
<td>1.86</td>
</tr>
<tr>
<td></td>
<td>Value</td>
<td>0.76</td>
<td>0.35</td>
<td>0.22</td>
<td>0.08</td>
<td>0.04</td>
<td>0.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Car (light user)</td>
<td>A short flight away</td>
<td>%age 35%</td>
<td>17%</td>
<td>10%</td>
<td>4%</td>
<td>16%</td>
<td>19%</td>
<td></td>
<td>2.15</td>
</tr>
<tr>
<td></td>
<td>value</td>
<td>0.76</td>
<td>0.35</td>
<td>0.22</td>
<td>0.08</td>
<td>0.34</td>
<td>0.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Car (light user)</td>
<td>A long flight away</td>
<td>%age 26%</td>
<td>12%</td>
<td>8%</td>
<td>3%</td>
<td>38</td>
<td>14%</td>
<td></td>
<td>2.91</td>
</tr>
<tr>
<td></td>
<td>value</td>
<td>0.76</td>
<td>0.35</td>
<td>0.22</td>
<td>0.08</td>
<td>1.09</td>
<td>0.4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

****
SUSTAINABLE AGRICULTURE FARMING AN OPPORTUNITY FOR ENTREPRENEURSHIP: A CASE STUDY FROM STATE OF KERALA IN INDIA

Jasheena C. J.  Dr. Ashutosh Kumar

ABSTRACT

In a globalized context, entrepreneurship in agriculture farming opened new business possibilities. At the same time, its international economic deals create an acute competition in the market. It may be a challenge to small and marginal Indian farmers to global entry. Although, India itself a potential market for agriculture farming. On the other hand, trade liberalization stimulates the profit-oriented agricultural productivity. This becomes an entice for intensive massive production to many of the farmers in India. Most of them rely on industrial agricultural practices for this fulfillment. The modern research proved that industrial agriculture is not at all environmentally positive. Up to the present time, genetically modified crops are not proved its vast acceptance. This shows that both are not precisely an alternative option to address various agricultural issues. Therefore, this study focuses potentiality of sustainable agricultural entrepreneurship in the perspective of ecosystem services.

KEYWORDS

Economic, Social, Environmental, Farm, Ecosystem, Crops etc.

INTRODUCTION

Agriculture farming contributes overall wellbeing of a country. It reflects on the economic growth by reducing poverty, providing food security and employment to the population. In India, agriculture census data shows 54.6 percent of the population is directly or indirectly dependent on agriculture farming to meet their livelihood (GOI, 2016a). As stated by NABARD (2014) small and marginal farmers (less than 1 hectare) represent 67 percent of the agricultural operational holdings in the country. One of the perspectives of globalization is a source of new business opportunities including agriculture farming. Although, globalization encouraging the shift of industrial to the entrepreneurial model of production (Audretsch & Sanders, 2007). Nowadays entrepreneurship is an imperative component of globalization. Entrepreneurship stimulates economic growth and employment opportunities (Ashutosh & Jasheena, 2016). Consequently, world sustainable agriculture intensification demands an entrepreneurial culture in the agricultural sector. In this circumstances more than an agri-business firm, Indian predicament offer ‘entrepreneurial model’ of agriculture farm production to the small and marginal farmers. Indeed, agricultural entrepreneurship is a matter of concern about conflict between profit generation and socio-environmental values. Because an agricultural system relies on provisioning ecosystem services provided by natural ecosystem for human wellbeing (Power, 2010). In this context, this paper investigates how conventional agricultural entrepreneurship disappointed environmental health and social equity apart from economic profitability and why sustainable agricultural entrepreneurship became an alternation. In this context, this paper investigates the role of a farmer those who proved themselves adopting successful sustainable agriculture production systems. In addition, this study attempted to provide the feasible problem-solving feedback from the farmer’s point of view to address the various production related issues. This study has been conducted in paddy field owned by a young farmer-entrepreneur.

Background to Study

Indian agricultural sector witnessed declining trend in public-sector investments and reduction in subsidies for agricultural inputs (Salunkhe, & Deshmush, 2012; Singh, 2014). It strengthens export-driven agriculture and international deals (Wadhva, 2004). In addition, it protects the interests of corporate agribusiness (Sharma, 2008). Ahsluwalia (2002) argued that economic liberalization enhances the growth of agriculture in India. However, at the same time, he admitted that policy became critical for agricultural growth. The trade liberalization motivates the potential of agriculture farming into massive production mostly limited to the cash crops. For example, in Kerala, value share of the output of plantation crops (spices) increased from 16.7% in 1990-93 to 36.3% during 2003-06. This is because of the favorable market situation as spices are significant export crops (Bhulla& Singh, 2009). The partial shift of farmers from essential agricultural goods to cash crops promotes industrial agriculture more. Comparatively small and profitable farms that preserve higher biotic diversity as well renewable forms of energy serve as sustainable agriculture systems. Whereas the industrial agriculture system depletes unsustainable rates of topsoil, water and nonrenewable fossil fuel due to the expensive farm inputs such as pesticides, fertilizer etc. Horrigan, Lawrence, & Walker (2002). In fact, industrial agriculture for intensive massive production is not a new trend. This direction embraced since the green revolution movement in the late...
1960s (Sen, 1974; Fujita, 2012). Certainly, green revolution succored India to attained food self-sufficiency within a decade. Nevertheless, the studies like Patnaik et. al. (1990) and Pingali, (2012) explored its after impacts.

Traditionally, agriculture farming in India was undergone in limited dynamics with low technology that resulted in slow agricultural growth. It is true that the pure traditional mode of agriculture farming unbearable to feed the entire population of the country at a satisfactory level. Meanwhile, Phipps & Park (2002) argued that Genetically Modified (GM) crops are the alternative to reduce the use of pesticides. For instance, Benbrook (2012) point out that commercialization of genetically engineered, herbicide-resistant and insect-resistant crops turn into remarkable successes in the US. However, several concerns are barriers for genetically modified organisms (GMOs). For example, human health risks, identity preservation of seeds, possibly evolve into resistant weeds and insects are still under research. Indeed, Carpenter (2011) indicate that impacts of GM crops on biodiversity have not been studied yet thoroughly. Consequently, GMOs are the matter of intended to regulate for many government authorities.

In India, the report by Rajya Sabha Secretariat (LARRDIS, 2009) shows “as of now in India growing of the GM crops has limited facts and figures, moreover, the regulatory regime in India with regard to the GM crops has never been assessed thoroughly with regard to the GM risk assessment in Indian conditions”. India regulated GM crops under the provisions of the Environment (Protection) Act, 1986 and Rules 1989 implemented by the Ministry of Environment, Forest and Climate Change (MoEF&CC); Department of Biotechnology, Ministry of Science & Technology (DBT, MoS&T) and state governments (GOI, 2016b). The report by GOI (2016b) points out that since 2002 BT cotton is the first and only commercially cultivated GM crop in India under the approval of the Genetic Engineering Appraisal Committee (GEAC) of MoEF & CC. Again, field trials of 20 GM crops such as mustard, brinjal, okra, sorghum, groundnut, maize, potato, tomato, chickpea, pigeon pea, banana, castor, papaya, watermelon, sugarcane, wheat, rice, rubber tree, artemisia annua are also approved for generation of biosafety data. The recent reports show that among these crops genetically engineered (GE) mustard is under the consideration of approval by GEAC. According to GEAC genetically engineered mustard may not pose any risk to biodiversity, the agrarian ecosystem, safe for human and animal health (Hindu and PIB Crux, 2016; MPR, 2016).

Apart from the regulations, introduce GM crops into agriculture market is an expensive process. It needs a huge technical and research investment. Even though corporate agri-biotech companies may willing to invest in GM crops, of course, they expect and ensure a profitable return on their investment. For the same reason, farmers forced to depend on corporate agri-biotech companies. This lead to limited rights to retain and reuse seed by the farmers (Clancy, & Moschini, 2017). Nevertheless, lessons learned from the several decades prompt that industrial agriculture diminishes biodiversity and contributes to global climate changes. At the same time, GMOs yet to prove its aptness. The challenge is that agriculture is a matter of the human existence of our planet that only possible to maintain by balancing social, economic and environmental dimensions rather than it is simply commercialization. Despite the fact that either industrial agriculture or agriculture based on GMOs are not a contemporary solution to meet this challenge. Again, sustainable agriculture can only provide adequate capability of soil functions like biomass production, storing, filtering and transforming nutrients, substances, and water etc. (Keesstra, Quinton, Putten, Bardgett, & Fresco, 2016).

This context points out the significance of sustainable agriculture farming. Allen et. al, (1991) coined that sustainable agriculture farming is economically viable, environmentally sound and socially responsible. Sustainable agriculture farming system is a set of commonly accepted practices that protect nature, resources of the earth, socio-economic values of the farmers and rural communities. Dwivedy, (2011) states that “the current agricultural practices are neither economically nor environmentally sustainable”. Therefore, agricultural production has to be linked with rural development as well as the region of origin aimed at niche markets (Robinson, 2004). These statements clarify that a radical transformation towards sustainable agriculture farming is an alternate optimal solution.

Issues and Challenges

Agriculture sector’s contribution to the gross domestic product (GDP) of India diminishes from 54% in 1950-51 to 15.4% in 2015-16 (Deshpande, 2017). Insufficient public investment in Indian agriculture becomes an intractable challenge to the small and marginal farmers as well as peasants (Soni & Nath, 2017; Singh, 2014; Mogues, Yu, Fan, & McBride, 2012; Fan, Gulati, & Thorat, 2008; Shiva, & Jalees, 2005; Fan, Hazell, & Thorat, 1999). Small and marginal farmers have a significant role in agricultural development and poverty reduction. Indeed, private sector refuse in research for better agricultural techniques that point out more public investment in agricultural research to address the problems facing the poor farmers (Mahendra Dev, 2014).

The conventional farming method induces several issues in economic, environmental and social dimensions. For instance, economic issues such as lack of eligibility for access-institutionalized credits, government benefits, input subsidies and crop insurance schemes etc. due to the increase in small land holdings without formal lease agreements and improper land records (Deshpande, 2017).
On the other hand, trade liberalization enhances profit oriented intensive massive production. In India, the Ministry of Chemicals and Fertilizers, under the Essential Commodities Act, 1955, regulate the manufacture, sale, and distribution of fertilizers. Whereas competitive market and absence of regulations in agrochemicals usage encourage industrial farming methods in the country. Thus, the majority of the Indian farmers are still following the conventional farming methods. In addition, farmers tend to be limited to profitable crops (Mahendra Dev, 2014). Furthermore, trends of profitable crops production cause several impacts on the environment, health standards, the well-being of domestic animals, biological diversity (Magdoff, Foster, & Buttel, 2000, Narayanamoorthy, 2013). The profit based massive production promotes high yield crops and highly impact on natural resources, primarily soil, and water by the unsustainable consumption of ground water, inorganic fertilizers, and pesticides leads to various environmental issues (Magdoff, Foster, & Buttel, 2000; Hamuda & Patkó, 2010).

The social issues are a repercussion of various economic and environmental issues. For instance farmer’s suicide crisis in India. According to the data of National Crime Records Bureau, Ministry of Home Affairs Government. of India, " a total of 12,602 persons involved in farming sector (consisting of 8,007 farmers / cultivators and 4,595 agricultural labourers) have committed suicides during 2015, accounting for 9.4% of total suicides victims (1,33,623) in the country" (GOI, 2015, p. 264). The GOI (2015, p. 265) reports indicate bankruptcy or Indebtedness and farming Related Issues are the major reasons. Several studies have been conducted for the root causes for this phenomenon. For example, Deshmukh (2011, pp. 113-114) emphasizes that "absence of adequate social support infrastructure at the level of village, uncertainty of agricultural enterprise in India, reduction of agriculture subsidies" Shiva, & Jalees, (2005) states that "withdrawal of government intervention from safety nets such as fair price shops (FPS), the exclusion of poor and indebted from the food distribution system” (pp. 12); again, the living conditions of the rural poor and small farmers those who unable to manage even the most basic requirements of life fall into the trap of end their lives (pp. 6).

Detailed above shows how socio-economic and environmental issues are interconnected with agro-biodiversity. The challenge, therefore, is to realize the existing situation of Indian agricultural sector and adopt a sustainable agricultural system. It should be focused on increase the food production while avoiding the impacts of conventional farming methods. Features of Indian indigenous technical knowledge is one of the supportive elements to address these issues. Although, along with the consideration of socio-economic and environmental factors a strong political willing also required to meeting this challenge.

**STATEMENT OF PROBLEM**

Adequate returns from farm cultivation are essential for the livelihood of farmers but also equally important to reinvestment in agriculture. At the same time, agriculture production methods should respect economically, environmentally and socially in a sustainable way. Farming is an activity associated with various risks include market globalization, changes in Government policies, changes in consumer demands and in the supply chain, climate change and farming environment. Successful farmers make decisions on taking the right risks considering the future. It depends on how they manage the farm activities. It is nothing but 'entrepreneurial and innovative'. Thus, sustainable agricultural entrepreneurship can protect our land and water within the pressure to feed a substantial population of the country from the limited land resources. However, the misconception about sustainable agricultural entrepreneurship is either it is unprofitable or not economically feasible. This became a challenge to attract more conventional farmers into sustainable agricultural entrepreneurship.

**OBJECTIVES OF STUDY**

The general objective of the study is to analyze and understand an entrepreneurial opportunity recognition of a farmer through sustainable agriculture practices. The specific objectives are:

- To study sustainable agricultural entrepreneurship in the context to ecosystem services.
- To extrapolate sustainable agriculture farming under the local agricultural and environmental conditions.

**METHODOLOGY**

The research reported here was carried out over a period of one year from July 2015 to August 2016. The study was drawing upon grounded theory. The term grounded theory defined as “the theory that was derived from data, systematically gathered and analyzed through the research processes” (Strauss & Corbin 1998). The methodological approach of this study adopted based on the framework developed by Strauss & Corbin (1998). This study conducted by interviews, ethnographic field research and content analysis of relevant literature. In addition, transect walk was performed to identify the situation existing in the area. A transect is a tool to organize and refine spatial information that summarizes local conditions in the area (FAO, 2001). The information is gathered from direct observation while walking through the community. Thus a transect walk helps to focus on soils, land use and cultivation as well as learn more details about the environmental, economic and social resources.
Research Design

There are two paddy cultivation seasons per year; each consists of approximately 12-16 weeks long. Both seasons are considered for this study. The field study has been conducted in five steps as follows.

Step 1: The research round began with a preliminary discussion to the farmer-entrepreneur.

Step 2: A transect walk conducted along with the farmer entrepreneur to explore the field conditions by interrogation and observation.

Step 3: Open-ended interviews of the peasants were conducted in detail related to sustainable agricultural practices and local methods of paddy crop production.

Step 4: One more in-depth interview conducted with the farmer entrepreneur to understand his adaptations and expectations relevant to the each farming seasons.

Step 5: Specific data on crop production, economics, and marketing techniques were collected. Observations also encompassed a range of significant climate conditions.

The above all five steps are repeated twice per paddy cultivation season. Each second round of the field study used to fulfill the overlooked data from the previous round and acquire new information. The study was a relatively quick way of learning about the situations, problems, and opportunities yet the overall time span enabled the study to perform at an adequate level.

Case Study Area

![Map of India showing Kunnampully Organic Farm](image)

**Kunnampully Organic Farm**

Sources: Authors Compilation
The case study area was Kunnampully organic farm located at Kannambara Gram Panchayath in Alathur Tehsil of Palakkad district in Kerala, India. Palakkad district is known as the “Granary of Kerala”. Kannambara is located 13 km away from sub-district headquarters Alathur and 38 km away from district headquarter Palakkad (Figure-1). The topography of the area consists of small hills and cliffs. Although, the majority of the surrounding land covered by undulating. Homestead farming is commonly organized here. Generally, this place has the humid and sub-humid climate. In the month of March to June experiences with a very hot season. Approximately 90 % of the total annual rainfall depends on Southwest and Northeast monsoon seasons. Topographically the most of the land is undulating. The soils are somewhat dissimilar in nature; they are dominantly loamy and moderately deep. The majority of the rural population of this place is agriculturists and peasants. In addition, animal husbandry is practicing here along with the agriculture. The language spoken by the people of the area is Malayalam. Kunnampully organic farm has a total land area of 25 ½ acres, out of this, 10 acres of paddy field is considered to conduct this study. The remaining ½ acre allocates for turmeric cultivation, 01 acre for ginger farming, 01 acres for pepper and coconut plantation, 03 acres of vegetables and 10 acres occupies rubber plantation. Agro-ecological practice mainly depends on annual rainfall on monsoon climate. Other than, this irrigation is widely practiced with a natural pond situated near the farm as the water source. It is also advocating for water conservation.

CASE STUDY: THE FEEDBACK INTERVENTION

Historically the case study area was deliberate only for the agricultural purpose. From the period of ancestors, the paddy field was engaged with traditional agricultural practices. During the 1980s, at the time of second phase green revolution in India, the paddy field adapted industrial agricultural method. After the long period of 30 years, in 2010 May- June, the first attempt of restoring and sustaining soil fertility was started. The prime step that farmer took to attain soil fertility was the entire discontinuation of inorganic fertilizer and pesticides. Then, started the application of organic fertilizers mainly cattle manure (cow dung), green leaf manure and ‘Jeevamrutham’ (A kind of organic liquid fertilizer). After the sufficient preparation, land sowed the seeds for first crop season. The remarkable event was the cultivation of traditional rice varieties, which started 2010 May- June season onwards.

Seeds and Plant Characteristics

Only traditional seed varieties of Kerala such as ‘Njavara’, ‘Rakthashali’, ‘Thavalakannan’ and ‘Kuruva’ are using for sustainable rice cultivation. Among these varieties, Njavara and Rakthashali rice are reported for its medicinal as well as local usage. Njavara also known as Navara is a unique grain plant in the Oryza genus indigenous to Kerala. It is believed that the cultivation of this rice variety is recorded from 2500 years back. Two types of black and golden yellow Njavara are recognized based on glume color differences. According to the farmer, Njavara increases the growth of muscles, stimulates the nerve endings, and suggested for diabetic patients. There are many uses are recommended in Ayurveda. Rakthashali is red husk grain. The farmer acknowledged that Rakthashali has therapeutic value in the treatments of allergies & skin ailments, uterus related problems, gastrointestinal problems etc. The other varieties Thavalakannan and Kuruva are delicious for daily usage.

Cultivation

There are two seasons following per year. The first crop season (autumn rice season) starts the month of May- June (sowing time) and ends with September-October (harvesting time) traditionally called as Virippu (Pre-Khariat). The second crop season (winter rice season) called Mundakan (Kharif), which starts the month of September-October (sowing time) and end with December-January (sowing time). The third season (summer rice season) known as Puncha (Rabi) is not following here due to the inadequate water availability. There are two different methods adapted for each different season. They are ‘dry method’ for the first crop – Virippu - season and ‘wet method’ for the second crop - Mundakan – season.

The dry method is accomplished in first crop season (Virippu) especially if the area has insufficient water and planting is undetermined. The land is prepared by plough the nursery area to a fine tilth. Apply compost and cattle manure and mix well with the soil at the time of preparing the field. Prepare raised beds at the ploughed area. Sow the seeds evenly over the bed and cover with fine soil. Depending upon the receipt of rains, water the nursery as required. Seedlings become ready to pull out once they procure the stage of 4-5 leaves. Pull out a few seedlings at a time. It is important to supply adequate water to the seedbeds before they pull out. This helps the soil to soften and washing of roots make easier. Carefully wash off mud from the seedlings roots. Tie the seedlings into bundles and transplant. In the dry method, transplanting is done depending upon receipt of rain fall.

The wet method is usually practiced the second crop season (Mundakan) where the area has sufficient water. The land plough and harrow at least two-three times until the soil is thoroughly puddled and leveled. While preparing the field, apply compost and cattle manure and mix well with the soil. Then, a separate area of fertile land has to select for raising the nurseries. It is important that selected nursery area should have the facility of irrigation and drainage as well as exposed to sunlight. The seedbed should be prepared in the nursery area. Sow the pre-germinated seeds at beds. Irrigate the seedbed continuously. It extremely makes sure that keep the beds moist at all times. Also, drain occasionally to encourage production of vigorous seedlings with short roots. Uproot and pulling seedlings by holding a few at a time. Transplant the seedlings with extreme care.
Compost, cattle manure and green leaf manure are the major fertilizers that use in the field. In addition to this frequent use of ‘Jeevanamrutam’ ensured. Indeed, the required quantity of organic fertilizers for the entire paddy field are sourced and prepared from the own local area. The first crop and second crop-harvesting period depend on the season and variety that used to cultivate. Normally the traditional system is adopting for harvesting including manual Threshing, Winnowing.

Marketing

The harvested crops are kept dry well in condition. According to the market, requirement crops subjected to milling and produce rice. The significant remark is that while milling the rice not much exposed to polish. The prepared rice packed well and distributes to exclusive shops. Packages are labeled well as it needs to recognize well among the normal varieties. In addition, the value added products like rice flour, broken rice are marketed. Also, the supply of milk and milk products are the additional profits.

RESULTS AND DISCUSSIONS

Farmer as an Entrepreneur

Entrepreneurship has interpreted different things to various people (Gartner, 1990; McMullan & Long, 1990). Entrepreneurship is concerned with the discovery and exploitation of profitable opportunities (Shane & Venkataraman, 2000), associated with economic growth (Drucker, 1985), adding value to society (Kao, 1993), and different skills (Corman and Lussier, 2005). These arguments show entrepreneurship is an integration of certain fundamental attributes for improving the wellbeing of society. They are “personification of entrepreneurship, managerial skills, innovation, opportunity, and business”. The “opportunity” not only denotes a “market opportunity” but also a “feasible situation”. At the same time, Ashutosh & Jasheena (2016) asserts that risk perceptions such as individual motivation and family structure, education, and unemployment, demography, and socio-economic ambiance etc. influences on entrepreneurial process. However, these fundamental attributes reflect the nature of the entrepreneurship that depends on what “opportunity” an entrepreneur found. When considering agriculture farming as entrepreneurship, it became all kind of activities associated with agriculture farming, primarily aimed to farm profit. This approach differs from normal agricultural practices. Because normal agricultural practices do not include profit oriented business rather than the production. In contrast, agricultural entrepreneurship always investigates the best opportunities for the market. The nature of agricultural entrepreneurship depends on what exactly agricultural entrepreneur serve the day-to-day running of a farm.

Here one of the factors that have to be considered agricultural entrepreneurs mostly involve the farming activities in rural areas, which differ from the urban environment. However, at the same time, they have to deal with urban marketing strategies. For example requirements of packaging and labeling. These situational differences make agricultural entrepreneurial concepts are more complex than any other entrepreneurship. Hence, opportunity skills (recognizing and realizing business opportunities), strategic skills (developing and evaluating a business strategy), co-operation / networking skills (networking and utilizing contacts) are necessarily prior than professional skills (technical skills, production skills) and management skills (financial management, administrative skills) (Rudmann, 2008). For this reason, farmer entrepreneur is the one who is occupied in the agricultural practices to enhance the agricultural productivity for an adequate profit margin. De Wolf & Herman (2007) described that farmer entrepreneur creates and develop a profitable farming business by analyzing each aspect of the business. Simply, farmer entrepreneur perceives their farms as a business.

Contemplation of Agricultural Entrepreneurship

Agriculture remains the largest driver of ‘ecosystem services and biodiversity’ that connect into environmental value. At the same time, agriculture is also the essential source of ‘global food production’. These aspects linked that how individuals are valued between a given ecosystem and its goods and services. Barbier et. al, (2011) described as these values are ‘uses values’ as they involve some human “interaction” with the environment either directly or indirectly. In other words, agricultural entrepreneurship talks about ecosystem goods and services.

The case study recognized that many of the farmer entrepreneurs complain about agricultural farming is either unprofitable or not economically feasible. They have several reasons including increasing fertilizers cost, labor cost, and public policies. However, the research investigation shows that all of them are following conventional method of agriculture farming. This conventional method increasingly demands unsustainable consumption of synthetic fertilizers, pesticides and irrigation for cumulative production. In fact, this causes soil nutrient depletion and decreased its productivity. That cause more fertilizer for more production. This effected on farmer due to the increasing market price of the fertilizers; especially when the subsidies declined by the government. Similarly, large-scale irrigation, groundwater contamination, the decline of family farms, other unforeseen issues due to climate changes etc. In addition, it leads to the absence of soil microorganisms, which responsible for supply nutrient to plant by releasing nutrient from organic matter (Nishio, 1996; Horrigan et. al, 2002; Babalola, 2010). The key ecological process controlled by certain abiotic and biotic components and these may affect the nutrient uptake (Barbier, et. al, 2011).
Kunju, P. C. (2013, pp. 95) state that as part of Green Revolution, the introduction of High-yielding varieties and the increased use of agrochemical inputs deliberate through the Community Development Programme (IADP) at Alappuzha and Palakkad districts in Kerala. Thus, the case study showed that more than 30 years of industrial agriculture experience leads high declines in soil fertility as well as increased usage of synthetic fertilizers and inorganic pesticides. In addition, cultivation of high yield varieties is extensively impacted by water requirement. Later, this distinctly resulted in production efficiency. Finally, the outcome became fully depends on the selection of seeds, application of synthetic fertilizers, inorganic pesticides and the amount of water availability. In fact, the study found they are the ‘basic components’ that can control key ecological process of agriculture and these changes naturally reflect in human wellbeing. Thus, from an ecosystem service perspective, it needs to determine the above impact as what change has occurred and how it resulted. Finally, these impacts in human well-being will be assessed by existing economic valuation method. This revealed that the unsustainable ways of approaches to the ecological parameters impact on the overall process of agricultural practices. Subsequently, it leads the farming became unprofitable to many of the farmers. Nevertheless, it can be summarized as “The economic benefit provided by an environmental goods or service is the sum of what all members of society would be willing to pay for it” (Mendelsohn & Olmstead, 2009). In addition, in a broad sense, ecosystem services and biodiversity refer to the set of conditional processes that support to sustain an effective life on Earth (Daily, 1997). There are several points yet to be considered including economic valuation, which not consider here as they are beyond the limit of this research.

Why Sustainable Agriculture Farming

Fundamentally, ‘agriculture’ is a largest engineered human creation to serve human purposes. Vandermeer & Perfecto, (1995) state that the term agriculture considers as ‘agro-biodiversity’ that settle among under an ‘agro-ecosystem’ and surviving according to the local environment. Norgaard, (2006) pointed the linkage between social and agriculture system. When an agriculture system interact with human social systems include institutions, economic, social, cultural, religious and political relationships (Nabhan, 1989; Zimmerer, 1991) it became more complex in nature or difficult to define (McConnell & Dillon, 1997). According to Antle & Capalbo (2002), agriculture is a ‘managed ecosystem’. Hence, agriculture enables adaptive ecosystem-based management of goods and services.

The existing agricultural production practices mostly depend on synthetic pesticides and fertilizers as well as the highly mechanized form using high-yielding varieties. Because of this conventional agriculture practices, arise various challenges including climate change; a high rate of biodiversity loss; land degradation; depletion and pollution of water resources; rising production costs (Velten, Leventon, Jager, & Newig, 2015). In this context, one of the greatest challenges addressing by the humanity is meeting the worldwide food demands of the growing population while reducing environmental impact (Reganold, & Wachter, 2016). To meet this challenge simply relying on agro-chemical applications or technological solutions such as genetically modified organisms are not an easy remedy whereas improving the sustainability of agro-ecosystems is an ideal solution (Wezel, Casagrande, Celette, Vian, Ferrer & Peigné, 2014). Thus, according to Reganold, Papendick, & Parr (1990), "a farm is organic or alternative does not mean that it is sustainable, however, it must produce adequate amounts of high-quality food, protect its resources and be both environmentally safe and profitable. Instead of depending on purchased materials such as fertilizers, a sustainable farm relies as much as possible on beneficial natural processes and renewable resources drawn from the farm itself".

The essence of this perspective means that the agro-biodiversity is an ecological mechanism combined by ecological and social functions for human food production systems. It works very sensitively to all dimensions of ecological, economic and social interventions. These interventions seriously impinge on society in the end. The case study exemplified that, the farmer witnessed for diminishing soil fertility in paddy-dominated landscapes during the period of conventional farming. Also, observed deteriorating of the quality of rice fields and wetland habitats. Among this, reduction of earthworm population in soil, absence of different birds, insects etc. detected. One of the senior members of the farmer’s family recollected that a rich aquatic flora and fauna in the paddy landscapes during the span of monsoons was disappeared gradually. This phenomenon was continued until the agricultural area regain to its actual agro-biodiversity. The studies of Conway, (1997) and Mooney et al., (2005) show that practices of intensive agriculture are detrimental to human health, environmental quality, and the maintenance of biodiversity.

The case study found that the area able to regained its biodiversity even after the period of 30 years. According to the farmer, the recovery period was three years. The first phase of regaining i.e. immediate after the termination of industrial agricultural practices, yield showed a sudden decrease of 16 % compares with previous seasons. The second and third phase was increased up to 40% and 78% respectively. From the fourth year onwards, the output reached a satisfactory level. This experience shows that regain of soil fertility and conservation of agricultural lands are significantly important for sustainable agriculture entrepreneurship.
CONCLUSION

This study concludes that sustainable agricultural entrepreneurship can increase the potential to establish local economies as well as community sustainability. In addition, it extended to the social security system that incorporates persons with self-employment earnings from agriculture. Willingness to embrace the essence of sustainability, open mind to learning and understanding of nature and human, Preservation, and application of traditional knowledge and local wisdom to current situations, regain of soil fertility and conservation of agricultural lands are the essential qualities required for a sustainable agriculture entrepreneur. Sustainable agricultural entrepreneurship is economically feasible and profitable; the contradictory is only a misconception. It provides an ecological choice of quality of life for all. Anyhow ‘became sustainable agriculture entrepreneur is a wise choice for a better life’.

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FACTORS AFFECTING QWL: 
A STUDY ON EMPLOYEES OF TEXTILE INDUSTRY IN PUNJAB

Dr. B. P. Gupta¹ Dr. Parul Khanna² Heena Basra³

ABSTRACT

Human resources are the most valuable assets of the organization. In the current scenario, the concept of quality of work life (QWL) is one of the most eminent aspects that address the various issues related to the workplace. This paper is an attempt to determine the most essential factors those determine the level of quality of work life of an employee. The present research focuses on the textile industry in Punjab, as it is one of the fastest growing industries. A sample of 100 employees was taken for the purpose of study across the different textile companies in Punjab. The findings of the study have come out with the four most important factors that determine the level of QWL are Employee Friendly Policies and their Proper Implementation, Career Growth and Fringe Benefits, Conductive Work Environment, Fairness and Integrity in work environment.

KEYWORDS
QWL, Job Satisfaction, Salary, Motivation, EFA etc.

INTRODUCTION

Human resources are the most valuable assets of the organization. In the current scenario, the concept of quality of work life (QWL) is one of the most eminent aspects that address the various issues related to the workplace. QWL is concurrently a goal, a process and a philosophy (Carlson, 1980). A goal characterizes the commitment of an organization towards a particular vision that stimulate work improvement, the process encompasses efforts to attain that goal with the involvement of people in that organization and a philosophy specifies the fundamental human dignity of all participants of that organization. QWL can be explained in terms of industrial democracy, increased level worker participation in decision-making. In management, this concept includes the various efforts to improve the productivity through the improvement in human resources. Finally, according to workers and union QWL contains the equitable sharing of income, resources, and better working conditions where they have to work. In short all the views are somewhat related with the job satisfaction, humanization of work and work environment.

QWL is a important factor that needs to be verified repeatedly in any of the organization. The present research focuses on the textile industry in Punjab. The reason for choosing this particular industry for our research is its fastest growth rate. This industry is at very large scale in the Punjab state and it fulfills the employment needs of majority of the population in Punjab. This industry is also on fastest growing stage, so its efficiency and productivity in form of human resources must remain at highest level. The employees of this industry must be satisfied from the job and work life. The present study will try to determine the most important factors that determine the QWL in textile industry in Punjab state.

Before conducting, any research there is a need to explore the previous pool of studies. The QWL remained a matter of interest for various researches worldwide. A number of studies have been conducted in different industries and in different countries to determine the level of QWL and number of measures have recommended for improvement in QWL. In the next section, we have reviewed various research studies carried out worldwide to analyze the QWL.

REVIEW OF LITERATURE

Delamotte and Walker (1974) indicated that QWL leads to greater productivity, superior humanization and democratization of work place. This will resulted in protection of workers from health and safety, wage-work bargaining, illness, unemployment and arbitrary authority of management. Smith and Nock (1980) observed the perception of employees regarding the QWL by dividing them into two groups i.e. public sector and private sector in U.S. The findings of the study revealed that the blue-collar workers in public sector are more satisfied as compared to private sector blue-collar workers. On the other hand, white-collar public sector employees are less satisfied about the social relations and fundamental aspects of their work as compared to white-collar private sector employees. The study concluded that the models and assumptions adopted for private sector employees are not applicable in public sector. Lawler and Ledford (1982) in their study revealed that QWL helps in improving the productivity and organizational effectiveness and reducing industrial accidents, employee turnover, absenteeism and grievances. They also found

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association between high level of QWL and high level of job performance. According to Nadler and Lawler (1983) work restructuring, innovative reward systems, improvement in work environment and participative approach to problem solving are the crucial factors of quality. Shamir and Salomn (1985) have found a link between QWL and levels of job satisfaction. The work-family contract is anticipated to affect the quality of family life. Davis and Newstrom (1989) observed in their study that equitable rewards, job security, participation of employees in job designing and open communication are the main determinants of quality of work life. They also suggested the importance of co-operation between employee and management, reduction in occupational stress and development of employees’ skills to enhance the QWL. Mortimer and Lorence (1989) observed in their research that job related social psychosomatic outcomes were strongly affected by the level of quality of work life. Wilcock and Wright (1991) recognized the availability of information and its exchange as a crucial element in QWL due to its importance in decision-making. They also compared the factors determining QWL between the employees of medium range and large-scale companies and concluded that the employees of medium scale companies are satisfied with fulfillment of factors i.e. working conditions, social integration, work life balance and constitution. Haque (1992) found significant positive correlation between QWL and job satisfaction. He also observed the strong influence of education and income level on the perception level of employees regarding the quality of work life. He reported that employees with lower income and education level possess higher level of perception of quality of work life and vice-versa. According to Casio (1992), quality of work life is same like the application of motivation theory at the workplace that is equally beneficial for both employees and employers. Heskett et al. (1994) observed that the presence of QWL initiatives in the organization contribute in the employee satisfaction. They feel safe and more satisfied with job security, better working conditions, assurance of growth and fair pay system. Gani and Ahmad (1995) observed that QWL is important for both workers and management and both of them perceived the low quality of work life in the organization. Both parties agreed upon the prevalence of poor working conditions and unsatisfactory work environment in the organization. The treatment received from the employer heavily affects the quality of work life of employees. Hossain (1997) revealed that the overall quality of work life is influenced by age, experience and income of the employee. He also found significant positive correlation between QWL and job performance. Verma and Roy (1998) found that the work motivation and job satisfaction positively affect the organizational commitment. They reported that the employees with higher job satisfaction shown higher degree of organizational commitment as compared to those having lower degree of job satisfaction. Lau and May (1998) depicted that the QWL is related to job satisfaction, personalizing the organization and organizational development programme. This study exhibited two main determinants of QWL first, those influence the importance of a particular need to an individual and those, which satisfy or aggravate that need. Quality of work life is determined by the interaction of individual and situational factors that implies the priority of satisfaction of employees’ important needs to improve the QWL. Hossain and Islam (1999) documented the significant positive correlation between the QWL and job satisfaction. They reported the QWL as the highest contributor in job performance. They also observed significantly higher perception of QWL and job satisfaction in case of small-scale organization employees as compared to of large-scale organization employees. The findings of study carried out in Texas Instruments Malaysia (TIM) by Mahyudi (2001) evident that the firm’s adoption to Walton’s factors to study the QWL improved the productivity three times and factory output by two times. As the employees are willing to work and stay in the organizations providing high quality of working life that result in lower turnover rate as well as reduced absenteeism. The firm’s investment in QWL programs resulted in increased productivity as well as better customer services. Kirby and Harter (2001) pointed the increased interest in the issue of QWL with the increased speed and rate of change in the organizations. Variables that are of paramount importance for employees’ group are job security and working conditions. On the other hand, employee dissatisfaction and associated effects on productivity are the main concerns for employers’ group. A study by Wyatt and Wah (2001) in Singapore extracted four important factors of quality of work life labeled personal growth and autonomy, favorable work environment, stimulating opportunities and coworkers and finally the nature of job. Saklini (2003) has established likert type summated altitudinal scale to determine the QWL. In his study, he had extracted thirteen factors to judge the quality of work life of both managerial and non-managerial employees across different industries. These were adequate and fair compensation, fringe benefits and welfare measures, job security, physical environment, work load and job stress, opportunity to use and develop human potential, career growth opportunities, interpersonal relations and social aspects of life, helpless position decision making, reward and penalty administration, equality, justice and grievance handling, work and total life space and social relevance of work life. Beasley et al. (2005) points out that the independent physicians had given higher rating of various aspects of quality of their working life as compared to the physician employed by health care organizations in Wisconsin. Roy (2006) also observed the positive relation between the quality of work life and job performance.

**DETERMINANTS OF QWL**

Walton (1973) has given the eight elements that together make the quality of work life i.e. adequate and fair compensation, healthy and safe working conditions, opportunity to use and develop human potential, opportunity to career growth and security, Social Integration in the Work Organization, Constitutionalisation in the work Organization, Work and the Total Life Space, The Social Relevance of Work Life. According to ILO (1982) the determinants of QWL are: Hours of work and arrangements of working time, Work organization and job content. Impact of new technologies on working conditions. Working conditions of women, young workers, older workers and other special categories. Work-related welfare services and facilities. Shop floor participation in the improvement of working conditions. Herrick and Maccoy (1975) explained the concept of QWL in form of four principles i.e. Principle of Security, Equity, Individuation and Democracy. There are many crucial factors that arose the need
to study QWL are like changing scenario of economic environment, necessity to improve the performance, increased competitions, heterogeneous workforce, changing work culture, increased level of output, complexity of organizational goals, integration of world economy etc. After rigorous study of literature, we have taken the most important factors that will determine the degree of quality of work life. They are as follow:

- Extent of Job Security,
- Comfort with the work environment,
- Rewards and recognition policies,
- Grievance procedure,
- Worker’s participation in decision making,
- Organization's employee grievance handling cell,
- Effective counseling arrangements,
- Health and medical care facilities,
- Motivation in the work environment,
- Fairness & integrity in organization atmosphere,
- Opportunities for career growth,
- Comfort with the working timings,
- Regularity of training & development programmes,
- Adequate compensation,
- Performance appraisal,
- Congenial superior subordinate relationship.

OBJECTIVES OF STUDY

- To find out the factors that determines the quality of work life in Textile Industry in Punjab.
- To give certain recommendations for improving quality of work life in Textile Industry in Punjab.

RESEARCH METHODOLOGY

The research design adopted for the study is descriptive. The study is carried out on the textile industry in Punjab. A sample of 100 employees is taken for the purpose of study across the different textile companies in Punjab. The sample is selected based on convenient sampling technique. The selected respondents belong to finance/accounting, operations and human resource department. The data has been collected through structured questionnaire from the employees containing 16 statements determining QWL. The reliability of the questionnaire is also checked with internal consistency test i.e. Cronbach Alpha. The value of this test comes 0.87. Exploratory factor analysis (EFA) technique is used to find out the factors determining QWL through SPSS.

RESULTS AND DISCUSSION

Factor Analysis

The first objective is to find out the essential factors determining QWL. Factor analysis technique has been applied to extract the eminent factors. Before applying the factor analysis, it is important to know that whether the sample is adequate for the application of factor analysis or not. For the test of sample adequacy we have calculated the KMO measure (refer table-1). The rule of thumb is that the KMO value should be higher than 0.6. The results of the test came with the value of 0.701. The result of Bartlett’s Test of Sphericity also came significant that shows the high degree of correlation between the statements.

Table-1: KMO and Bartlett's Test

| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .701 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 916.007 |
| | d.f. | 120 |
| | Sig. | .000 |

Sources: Authors Compilation

After confirming about the sample adequacy, the next step is to calculate the variance explained by the components. We have applies the principle component analysis method to extract the factors. In table-2 the Eigen value, total variance, percentage of
variance, cumulative percentage variance is given. From this table four factors have been extracted having Eigen value more than 1. As the total variance explained by these four factors is nearly 67% that is quietly a good result. This table produces four components out of 16 variables.

Table-2: Total Variance Explained

<table>
<thead>
<tr>
<th>Component</th>
<th>Initial Eigenvalues</th>
<th>Extraction Sums of Squared Loadings</th>
<th>Rotation Sums of Squared Loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>% of Variance</td>
<td>Cumulative %</td>
<td>Total</td>
</tr>
<tr>
<td>1</td>
<td>5.400</td>
<td>33.751</td>
<td>5.400</td>
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<td>2</td>
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<td>14.294</td>
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<td>0.416</td>
<td>2.599</td>
<td>0.416</td>
</tr>
<tr>
<td>11</td>
<td>0.361</td>
<td>2.254</td>
<td>0.361</td>
</tr>
<tr>
<td>12</td>
<td>0.205</td>
<td>1.281</td>
<td>0.205</td>
</tr>
<tr>
<td>13</td>
<td>0.175</td>
<td>1.094</td>
<td>0.175</td>
</tr>
<tr>
<td>14</td>
<td>0.154</td>
<td>0.960</td>
<td>0.154</td>
</tr>
<tr>
<td>15</td>
<td>0.114</td>
<td>0.714</td>
<td>0.114</td>
</tr>
<tr>
<td>16</td>
<td>0.071</td>
<td>0.443</td>
<td>0.071</td>
</tr>
</tbody>
</table>

Note: Extraction Method: Principal Component Analysis.

Sources: Authors Compilation

Table-3 represents the rotated component matrix. The varimax method is applied to rotate the factors. The values of factor loading less than 0.40 have been suppressed being too small to consider. This table tells us that in which particular factor a particular statement should be clubbed. As the Factor-1 contains the variables- Grievance procedure (0.841), Rewards and recognition policies (0.840), Organization’s employee grievance handling cell (0.822), and Adequate compensation (0.673) named as Employee friendly policies and their proper Implementation. The Factor-2 contains the variables- Comfort with the working timings (0.725), Motivation in the work environment (0.715), Opportunities for career growth (0.641), Performance appraisal (0.627), Health and medical care facilities (0.627), Extent of Job Security (0.434) named as Career Growth and Fringe Benefits. The Factor-3 contains the variables- Effective counseling arrangements (0.779), Congenial superior subordinate relationship (0.598), Regularity of training & development programmes (0.592), Comfort with the work environment (0.573), Worker’s participation in decision making (0.507) named as Conducive Work Environment. Factor-4 contains only one variable-Fairness & integrity in organization atmosphere (0.883) named as Fairness and Integrity in work environment. The final summary of factors extracted is given in table-4.

Table-3: Rotated Component Matrix (Varimax)

<table>
<thead>
<tr>
<th>Statements</th>
<th>Component</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Grievance procedure</td>
<td>0.841</td>
</tr>
<tr>
<td>Rewards and recognition policies</td>
<td>0.840</td>
</tr>
<tr>
<td>Organization’s employee grievance handling cell</td>
<td>0.822</td>
</tr>
<tr>
<td>Adequate compensation</td>
<td>0.673</td>
</tr>
<tr>
<td>Comfort with the working timings</td>
<td>0.725</td>
</tr>
<tr>
<td>Motivation in the work environment</td>
<td>0.715</td>
</tr>
</tbody>
</table>
Opportunities for career growth 0.641
Performance appraisal 0.627
Health and medical care facilities 0.432 0.627
Extent of Job Security 0.434
Effective counseling arrangements 0.779
Congenial superior subordinate relationship 0.598
Regularity of training & development programmes 0.561 0.592
Comfort with the work environment 0.451 0.573
Worker’s participation in decision making 0.507
Fairness & integrity in organization atmosphere 0.883

**Note:** Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
Rotation converged in 51 iterations.

**Sources:** Authors Compilation

**Table-4: Final Factor Matrix**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Statements</th>
<th>Factor Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Fairness &amp; integrity in organization atmosphere.</td>
<td>Fairness and Integrity in work environment</td>
</tr>
</tbody>
</table>

**RECOMMENDATIONS FOR IMPROVING QWL IN TEXTILE INDUSTRY**

The second main objective of this research is to suggest the measures to improve the QWL in textile industry in Punjab. Although there are various provision under various labour laws to maintain and improve the level of QWL in industries, still a lot needs to be done to enhance the quality of work life of the employees working in textile companies. Based on the data collected from the employees, some of the measures are recommended to improve the QWL so that overall efficiency and productivity can be increased.

- The company should adopt equitable and fair reward policy for the employees. It will give immense motivation to the employees to work more efficiently. Higher productivity and efficiency will lead improved QWL in the organization.
- Job security plays a very important role for strengthening the QWL. If the security needs of the employees will be fulfilled then they will be stable and loyal to the organization that will ultimately lead to enhanced quality of work life.
- Participative climate and team spirit should be imbibed among the employees as it enhances their self-esteem and hence improve QWL.
- Reasonable autonomy should be given to employees so that they can take the decisions in order to deliver results. Autonomy increases the morale of the employees that make them feel as the valuable assets of the organization.
- Recognition should be given to every employee for the work done by him or her.
- Congenial worker supervisor relation should be maintained in the organization for the smooth operations.
- Open and transparent management style should be followed in the organization as it encourages the employees to come out with their problems.
- An atmosphere of trust and open communication should prevail in the organization.
CONCLUSION

To be successful, QWL programmes must be planned thoroughly. Adequate quality of work life should be maintained for the employees working in the organization so that they feel satisfied and motivated. The aspirations and attitudes of employees must be examined closely before launching any programme. The work must be studied carefully and a congenial work atmosphere must be provided where the work itself provokes interest and employees genuinely desire to progress on their own. So in order to retain a good talent in the organization it is important for the organization that he should have low stress level and high quality of work life.

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ENTREPRENEURSHIP IN EMERGING MARKETS:
GOVERNMENT PERSPECTIVE VIA MSME

Dr. Harish D. N.¹

ABSTRACT

The term “entrepreneur” is derived from the French verb entreprendre, which means, “to undertake.” The Frenchmen who organised and led military expeditions were referred to as “entrepreneurs.” Around 1700 A.D. the term was used for architects and contractor of public works. Moving forward it came to be associated with risk taking and has stuck with financial risk taking while experimenting / ideating. The entrepreneurial process was utterly debilitated, deceased, and paralysed under the British Raj, which has gained momentum again owing to revival and rejuvenation of pro-entrepreneur policies under the charismatic guidance, counselling, role, and leadership of the Indian development banks. That apart, government too plays a catalytic role and making a meaningful contribution in numerous areas of entrepreneurisation such as entrepreneurship promotion, development of viable entrepreneur, entrepreneurial education and training, creation of new manufacturing, trading and servicing enterprises, proliferation and upgradation of generated entrepreneurship, promotion of entrepreneurial management and supportive infrastructure.

KEYWORDS

Entrepreneurship, Emerging Markets, Make in India, Skill India, MSME etc.

INTRODUCTION

India, being the culmination of a pluralistic society, is home to 190 religions, 3,742 castes, 1652 languages, 29 states, and 7 union territories with the following religious composition: Hindu (79.80), Muslim (14.23), Christian (2.30), Sikh (1.72), Buddhist (0.70), Jain (0.37) and others (0.66) (Census Survey, 2011). Sometimes it makes one wonder how, for so many millennia, the multitude of religions coexisted so peacefully which formed the basis of its prosperity. Nevertheless, the fact remains that India managed to clock only 101 dollar billionaires in the latest count (Forbes, 2017). Since India is a secular democratic republic, it becomes all the more important that the religious identities do not come in the way of developing people, particularly entrepreneurship. We have to appreciate the truth that each of the religion that one belongs to has a definite impact in terms of belief systems which include one’s attitude towards self-employment as well which, in turn, influence the entrepreneurial instinct of an individual.

The ever increasing competitive markets along with the not-to-die-any-time-sooner global economic crises have compelled the organisations to look out for ways and means to remain on top and during this entire period they ought to see to it that the end users are offered high-end value-added products and services.

Productivity is the core of any organisation’s efforts and high performance is the bottom-line to organisational success. All the same, the surest way to do this is to enhance the entrepreneurial confidence of its nationals.

The role of emotional phenomena in the work and organisational domain has mainly been studied through the lens of the broad dimensions of positive and negative emotions (Gooty et al., 2009). Although these two broad dimensions certainly capture a fundamental source of variation in the emotion domain, they overlook the very different dynamics that differentiate specific positive and negative emotions which are likely to lead to very different behavioural outcomes. For instance, action tendencies

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such as aggression, flight, and apathy differentiate respectively the typical negative emotions of anger, fear, and sadness (Frijda, 1986). A strong plea to go beyond the broad positive-negative distinction and to focus on the role of specific emotions in work and organisational phenomena has therefore been voiced. Building on this movement to study specific emotions in the work and organisational context, this paper focuses on entrepreneurship in the emerging markets.

**REVIEW OF LITERATURE**

The last two decades witnessed a boom in research on entrepreneurship with exclusive emphasis on emerging markets. Yet, this enthusiasm has met with little response in the area of industrial and organisational milieu. Apart from a few studies that investigated them in specific contexts, such as women/female entrepreneurship, social entrepreneurship, digital entrepreneurship, academic entrepreneurship, rural entrepreneurship among others, little is known about their role in the up-and-coming context i.e. India as the next global force.

Joseph Alois Schumpeter (1883-1950) was probably the first scholar to theorise about entrepreneurship, and the field owes and continues to owe much to his contributions. He coined the word Unternehmergeist, German for “entrepreneur-spirit”, and asserted that “... the doing of new things or the doing of things that are already being done in a new way” (Schumpeter, 1947). He believed very strongly that among the factors which determine any given business situation there are some which act from within and some which act from without the economic sphere. Economic consideration can fully account for the former only; the latter must be accepted as data and all one can do about them in economic analysis is to explain their effects on economic life. Hence, we arrive at the very important concept of factors acting from without i.e. external factors, which we must try to abstract from when working out an explanation of the causation of economic fluctuations properly so called, that is, of those economic changes which are inherent in the working of the economic organism itself.

For actions which consist in carrying out innovations we reserve the term enterprise; the individuals who carry them out we call entrepreneurs. This terminological decision is based on a historical fact and a theoretical proposition, viz. that earning out innovations is the only function which is fundamental in history and essential in theory to the type usually designated by that term. The distinction between the entrepreneur and the mere head or manager of a firm who runs it on established lines or, as both functions will often coincide in one and the same person, between the entrepreneurial and the managerial function, is no more difficult than the distinction between a workman and a landowner (Schumpeter, 1939).

Sinha (2003) observes that while economists have long recognised the role of entrepreneurs in economic growth, Schumpeter was the first economist to formalise the myriad roles that they play. Entrepreneurs have the following functions according to Schumpeter (1934 and 1939). First, they have the task of reorganising industry; second, they exploit new sources of inputs; third, they introduce new technologies to reduce the inputs needed to produce a given amount of output; fourth, they open up markets; and fifth, they introduce new products.

Vaduva et al. (2005) consider the process of emerging entrepreneurship in Eastern Europe and discuss both theoretical and managerial implications. This means understanding the characteristics of these markets is vital for any firm(s) attempting to successfully operate in these markets.

Khavul et al. (2010) argue that organisational entrainment between international new ventures (INVs) and their most important international customers positively moderates the relationship between the degree, scope, and speed of internationalisation and performance of INVs. The authors test the hypotheses on INVs from China, India and South Africa. The results support the contingent role of entrainment for degree and scope of internationalisation but not for speed. Findings suggest that, when INVs attain temporal fit with their most important international customers, they can implement their strategic goals in international markets more effectively.

Claessens & Yurtoglu (2013) examine recent research on corporate governance, with a special focus on emerging markets and find that better corporate governance benefit firms through greater access to financing, lower cost of capital, better performance, and more favourable treatment of all stakeholders. They conclude by identifying issues requiring further study, including the special corporate governance issues of banks, and family-owned and state-owned firms, and the nature and determinants of public and private enforcement.

Salamouris (2013) highlight the impact of overconfidence in entrepreneurial behaviour. Similar to the majority of people, entrepreneurs detest the market risk but, on the other hand, they much appreciate their own abilities (overconfidence) that compensate for their dislike of risk. Entrepreneurs believe that uncertainty has two dimensions: the market uncertainty and the uncertainty regarding ability. Entrepreneurs seem to set different dimensions for uncertainty; thus, the oxymoron suggested above actually justifies their actions. Such finding sounds controversial, but in reality it is not.
Ratten (2014) focuses on how small and medium-sized enterprises (SMEs) in developing countries are encouraging an entrepreneurial spirit in their business environment. The research suggestions include the role of individual entrepreneurship factors, culture, government intervention, the informal or grey sector, family business, historical development, demographic differences and technological innovation in developing countries in Africa, South America, the Middle East, and the South Pacific.

Potabatti & Boob (2015) provide an insight into the current scenario of today’s engineering graduates; the careers opted by various engineering students, either jobs or higher education. The role of these young and dynamic students with potential in entrepreneurship is been focused and given a broader aspect; current challenges that are faced by the young entrepreneurs and the opportunities lay for them in entrepreneurship. The study also lists some suggestions on possible roles of government, educational, and financial institutes. A case study on Aspiring Young Entrepreneurs is discussed where undergraduate students of Walchand College of Engineering, Sangli mutually endeavour to gain entrepreneurial skills collectively.

Cumming & Zhang (2016) review the alternative investments literature in emerging markets, with a focus on art and wine, angel investment, venture capital and private equity, private debt, hedge funds, and IPOs and show that there has been relatively more growth in the scholarly interest in alternative investments in emerging markets compared to alternative investments and compared to emerging markets over the period 2000-2016. The study highlights topics that have been the subject of scholarly focus, and identify topics for future research.

The literature reviewed above reveals that not many works have been undertaken on entrepreneurship in the emerging economies, particularly in the sub continental context with exclusive emphasis after the initiation of the schemes like Skill India and Make in India. This paper endeavours fill in this gap.

STATEMENT OF PROBLEM

Puberty is a very important process for adolescents. Physiological changes and body modifications lead to great vulnerability. This vulnerability is connected to the adolescent’s perceptions of the uncertainty of outcomes due to the transformation of their infant body into an adult one. Care has to be taken to ensure that one has a very good functional understanding of the mind and its mechanisms of the youth’s mind, particularly the organisations who seek to hire and recruit them for the attainment of the organisational goals.

The twenty-first century does not contribute to the belief that conformance to requirements is quality. The core of an organisation is its belief systems. Undoubtedly, unconsciously even, each activity of the organisation reflects the values that are established and continuously practiced. They become beacons for every stakeholder to move forward not only for regular and routine functioning, but also for exceptional activities towards success or achievement.

ENTREPRENEURSHIP AND HUMAN RESOURCE DEVELOPMENT

Etymologically, Human Resource Development (HRD), broken into bits is a mélange of three independent adapted English words with Latin roots: humus (earth or ground); resurgere (rise again); des (undo) + veloper (wrap up).

(a) humus – in the ancient Greek mythological literature/folklore it was believed that Gods lived in the heaven and looked down upon the mortals who crawled upon the earth. In another sense, it also meant God, the Almighty created (hu)man out of mud and His creation will ultimately dissolve in the mud;
(b) resurgere – it simply means some tangible matter which is inexhaustible in the sense, over a period, it is self-renewable;
(c) des + veloper – Nature provides its living creatures with sustenance, but it does not make it blatantly obvious. Here, the precious, semi-precious and the mundane are hidden in the deep recesses (enveloped) of the earth which need to be uncovered.

A country with a billion and a quarter as its population and with over 600 million people below the age of 35 years has to have every strategy at its disposal to develop its subjects so as to see to it that in the longer run they not only get productive and efficient but also shape the present and future of the nation state by taking it to the next level. It is here that entrepreneurship certainly comes in handy to meet the aspirations of the billion plus populace.

ENTREPRENEURSHIP: THE GOVERNMENT STANDPOINT

Conventionally, Government of India has been pushing the entrepreneurial development through the creation of accommodating policies, enhancement of educational and training fronts, and provision of financial resources through its multiple arms like Micro, Small, and Medium Enterprises (MSME), National Institute for Entrepreneurship and Small Business Development (NIESBUD), EDII, among others (see Table-1).
The initiatives of the current dispensation like the emphatic mentions of Skill India mission (with a target of skilling 40.2 crore people by 2022) and the Make in India have galvanised the nation into action inviting multinationals to leverage India for manufacturing. Announcements such as these could have far reaching impact on the Indian entrepreneurial ecosystem, particularly maturity in encouraging start-ups and entrepreneurs. In the 1960s, the entrepreneurial movement began in India in a small way with the establishment of NISIET (National Institute of Small Industry Extension Training) for promoting and encouraging entrepreneurship amongst the people of India. India has taken many steps since then in building up a start-up ecosystem. Nevertheless, not all the 29 states and the 7 union territories are at the same level in terms of encouraging entrepreneurship on Indian soil. Some states are more advanced in terms of their policy implementation due to various historical, political, legal and infrastructural conditions.

Entrepreneurship Development Institute of India (EDII), based in Gujarat, a national resource institution, focuses on entrepreneurship education, training and research with eighteen (up to December 2015) fully functional centres across the length and breadth of India. It offers various programmes both diploma and postgraduate diploma. In view of EDI’s expertise in entrepreneurship, the University Grants Commission (UGC) had assigned it with the task of developing curriculum. The Gujarat Textbook Board assigned the Institute the task of developing textbooks in entrepreneurship for classes XI and XII.

Furthermore, as a mark of India’s commitment to the initiative of ASEAN integration, Government of India has commissioned EDII to set up Entrepreneurship Development Centres (EDCs) in Cambodia, Laos, Myanmar, and Vietnam (CLMV). Centres in the other countries have already started functioning. Similarly, the Confederation of Indian Industry (CII) sponsored programme conducted by EDI to promote entrepreneurship among the SC/ST community through the entrepreneurship development programme strategy has yielded worthwhile results.

### Table 1: Government SME Initiatives / Schemes

<table>
<thead>
<tr>
<th>Particulars</th>
<th>International Cooperation</th>
<th>Performance and Credit Rating</th>
<th>Assistance to Training Institutions</th>
<th>Marketing Assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>The scheme encompasses: (a) Deputation of MSME business delegations to other countries for exploring new areas of technology infusion/upgradation, facilitating joint ventures, improving market of MSMEs products, foreign collaborations, etc. (b) Participation by Indian MSMEs in international exhibitions, trade fairs and buyer-seller meets in foreign countries as well as in India, in which there is international participation. (c) (c) Holding international conferences and seminars on topics and themes of interest to the MSME.</td>
<td>The objective here is to create awareness amongst MSMEs about the strengths and weaknesses of their operations and also their credit worthiness. The Scheme is implemented by National Small Industries Corporation (NSIC) and rating under the scheme is being carried out through empanelled rating agencies i.e. CRISIL, ONICRA, ICRA, SMERA, Brickwork, India Ratings (earlier known as FITCH) and CARE. The enterprises are at liberty to select any of the rating agencies empanelled with NSIC.</td>
<td>The scheme provides grant for: (a) Infrastructure support and capacity building of training institutions of Ministry of MSME and the existing State Level EDIs; (b) Research and studies on MSME related matters; (c) MSME Chair; and (d) Training (Skill Development Programmes/Training of Trainers) by training institutions of Ministry of MSME.</td>
<td>It provides assistance for: (a) Organising exhibitions abroad and participation in International Exhibitions/Trade Fairs (b) Co-sponsoring of exhibitions organised by other organisations/industry associations/agencies (c) Organising Buyer-Seller Meets, Intensive Campaigns, and Marketing Promotion Events</td>
</tr>
<tr>
<td><strong>Nature of Assistance</strong></td>
<td>It provides financial assistance of up to 95% of the airfare and space rent of entrepreneurs. Assistance is provided on the basis of size and the type of the enterprise. It also provides assistance for common expenses of the delegation like freight and insurance, local transport, secretarial/communication services, printing of common catalogue, etc.</td>
<td>(a) 75% of the rating fee subject to a maximum of Rs. 25,000 will be reimbursed to the micro or small enterprise with a turnover up to Rs.50 lac (b) 75% of the rating fee subject to a maximum of Rs. 30,000 will be reimbursed to the micro or small enterprise with a turnover above Rs.50 lac to Rs.200 lac. (c) (c) 75% of the rating fee subject to a maximum of (a) The maximum assistance under the scheme to a State level EDI will be restricted to Rs.250 lac in each case. (b) Research and Studies: The maximum assistance will be Rs. 15 lac in each case. (c) Training (SDP): Assistance will be provided to training institutions of Ministry of MSME for conducting SDPs.</td>
<td>Financial assistance of up to 95% of the airfare and space rent of entrepreneurs. Assistance is provided on the basis of size and the type of the enterprise.</td>
<td>Financial assistance for co-sponsoring would be limited to 40 % of the net expenditure, subject to maximum amount of Rs. 5 lac</td>
</tr>
</tbody>
</table>
Rs. 40,000 will be reimbursed to the micro or small enterprise with a turnover above Rs.200 lac.

Eligibility

| (a) State / Central Government Organisations; | Any enterprise registered in India as a micro or small enterprise. | Existing State-level EDIs owned and controlled by a State/UT Government; Training institutions of Ministry of MSME. | MSMEs, industry associations and other organisations related to MSME sector. |
| (b) Industry / Enterprise Associations; and | | | |
| (c) Registered societies/trusts and organisations associated with the promotion and development of MSMEs | | | |

SourceS: [http://msme.gov.in/sme-division-scheme](http://msme.gov.in/sme-division-scheme)

**MSME AND ENTREPRENEURSHIP**

Micro, Small, and Medium Enterprises (MSME) sector has emerged as a highly vibrant and dynamic sector of the Indian economy over the last five decades. MSMEs not only play crucial role in providing large employment opportunities at comparatively lower capital cost than large industries, but also help in industrialisation of rural and backward areas, thereby, reducing regional imbalances, assuring more equitable distribution of national income and wealth. MSMEs are complementary to large industries as ancillary units and this sector contributes enormously to the socio-economic development of the country.

The Sector consists of 36 million units, as of today, provides employment to over 80 million persons. The Sector through more than 6,000 products contributes about 8% to GDP besides 45% to the total manufacturing output and 40% to the exports from the country. The MSME sector has the potential to spread industrial growth across the country and can be a major partner in the process of inclusive growth.

The primary responsibility of promotion and development of MSMEs is of the State Governments. However, the Government of India, supplements the efforts of the State Governments through various initiatives. The role of the M/o MSME and its organisations is to assist the States in their efforts to encourage entrepreneurship, employment, and livelihood opportunities and enhance the competitiveness of MSMEs in the changed economic scenario.

The schemes/programmes undertaken by the Ministry and its organisations seek to facilitate/provide:

- Adequate flow of credit from financial institutions/banks;
- Support for technology upgradation and modernisation;
- Integrated infrastructural facilities;
- Modern testing facilities and quality certification;
- Access to modern management practices;
- Entrepreneurship development and skill upgradation through appropriate training facilities;
- Support for product development, design intervention and packaging;
- Welfare of artisans and workers;
- Assistance for better access to domestic and export markets; and
- Cluster-wise measures to promote capacity-building and empowerment of the units and their collectives.

Nonetheless, the major schemes of the Ministry of MSME could be broadly classified into the following:

**The Ministry**

- Schemes for MSME Sector,
  - Performance and Credit Rating Scheme,
- Marketing Assistance Scheme,
- International Cooperation (IC) Scheme,
- Assistance to Training Institutions Scheme,
- Survey, Studies, and Policy Research,
- Schemes for Khadi and Village Industries Sector,
- Scheme of Fund for Regeneration of Traditional Industries (SFURTI),
- Market Promotion and Development Assistance (MPDA),
- Schemes for Coir Sector,
Recent Initiatives of the Ministry

- ASPIRE: A Scheme for Promoting Innovation and Rural Entrepreneurship,
- New Initiatives under PMEGP,
- Revamped Coir Udyami Yojana (CUY) and Coir Vikas Yojana (CVY),
- Technology Centre Systems Programmes,
- Change of Definition of MSMEs,
- Udyog Aadhaar: Ease of Registration Process through Udyog Aadhaar Memorandum (UAM),
- Quality Management System (ISO) in Ministry of MSME, KVIC, and Coir Board,
- District Industry Profile,
- Skill Mapping,
- MSME Policy,
- Framework for Revival and Rehabilitation of MSME,
- Digital Initiatives.

Schemes being implemented by Development Commissioner, MSME

- Credit Guarantee Scheme (CGTMSE),
- Credit Linked Capital Subsidy Scheme (CLCSS),
- Micro and Small Enterprises Cluster Development Programme (MSE-CDP),
- Lean Manufacturing (NMCP),
- Design Clinic Scheme (NMCP),
- Information and Communication Technology (NMCP),
- Intellectual Property Rights,
- Incubation,
- Bar Code Scheme (MDA),
- Marketing Development Assistance (MDA) Scheme,
- ZED Maturity Model: Quality Management Standards (QMS) and Quality Technology Tools (QTT) – NMCP,
- Trade Related Entrepreneurship Assistance and Development (TREAD) for Women,
- Public Procurement Policy,
- Marketing Assistance and Technology Upgradation (MATU),
- Technology Centre Systems Programme (TCSP),
- MSME Technology Centres (TCS),
- Technology and Quality Upgradation Support to MSMEs.

RESOURCE EFFECTIVENESS FOR ENTREPRENEURSHIP

An analysis of the resourcefulness, including various areas of human resource and different types of their virtual presence that make great leaders, reveals to any researcher that almost all of them were known for their effectiveness rather than their success.

A list of achievements and reasons for reaching them, of a leader provides enough evidence to prove that all success need not guarantee effectiveness. One of the simplest examples is the widely recognised fact that successful graduates and postgraduates are not effective professionally, in some cases even after employability has been an area of learning and development during their educational career.

There are different types of effectiveness. Personal effectiveness needs to be coupled with leader effectiveness so that every person carries success and effectiveness together, especially in areas where an individual has to work in a team or in association with other groups or teams or assemblies of people.

Professional effectiveness assures the quality in products of professionals. All three types of effectiveness become valuable to both individuals and societies only when they are allied with human effectiveness. All four demand development of resourcefulness in different areas by developing capabilities and competencies, use of which leads to greater effectiveness (see Figure-1).
ENTREPRENEURSHIP IN PLURALISTIC SOCIETY

As a political philosophy, pluralism is the recognition and affirmation of the diversity within a political body, which permits the peaceful coexistence of different interests, convictions and lifestyles. Political pluralists are not inherently socialists (who put equality as their guiding principle), liberals (who place liberty as their guiding principle) or conservatives (who place tradition as their guiding principle) but advocate a form of political moderation. Nor are political pluralists necessarily advocates of a democratic plurality, but generally agree that this form of government is often best at moderating discrete values (Flathman, 2005).

Every culture brings with it, rather has within it, a belief system whose values and principles are coherent within that particular community or set of people alone. Nevertheless, with more and more nations and nation states claiming political freedom have to keep in mind the fact that we are increasingly living in a more pluralistic society than ever in the recorded history of humankind ever. Given this fact the world community can no longer afford to run its social and executive machinery on conservatives alone who have tradition and culture which are a byproduct of religion. Time has long passed when we should learn to live amicably in a mixed society.

CONCLUSION

Chindia (China and India) is painted as emerging third world economies notwithstanding their fast-paced economic development. An undeniable raison d'être for this standing is the scarcity of jobs and the resultant rate (high) of poor and unemployed populace. One way to create and sustain jobs and foster economic growth is the establishment of new enterprises i.e. entrepreneurship. All the same, this predicament gets pronounced since the majority of the unemployed population in Chindia is female. This paper – based on comprehensive literature and empirical research – intends to identify and interpret the barriers and opportunities influencing entrepreneurs in their venture creation.

To take on the biggies in the international arena, the Central Government would do good to promote policies contributing towards expansion and upgradation of technology-based start-ups with simultaneous presence in multiple countries which calls for the relaxation and/or dumping of the erstwhile laws of the redundant socialist era and brace up for the forever dynamic world of innovation and pure/applied science-based precision know-how.

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ANALYSING EXTENT OF DECISION MAKING BY ADOPTION OF HR ANALYTICS IN RESPONDENT ORGANISATIONS: A STUDY ON SELECTED INDIAN PRIVATE MULTINATIONAL COMPANY

Malini N.\(^5\) Dr. Manasa Nagabhushanam\(^6\)

ABSTRACT

Human Resource Information Systems and Analytics have transformed the delivery of HR services and the role of HR within organizations. Over the last three decades, the practice of HR has experienced significant transformation. This has included HR moving from being a lower level, administrative and maintenance oriented function to operating in many organizations as a core business function and a strategic business partner. Because of dramatic changes that have occurred in HR, the question arises whether HR has arrived at its final destination or whether the journey will continue and if so, what is next for HR? In setting the stage to discuss the future of HR, we briefly describe the journey HR has travelled thus far since its emergence as a field. This paper focuses on Analysing Extent of usage of HR Analytics in different HR functions in Indian Private Multinational Company.

KEYWORDS

HR Analytics, Administrative Transformation etc.

LITERATURE REVIEW

With recent advances in data-driven analytics, and the resultant improved capabilities in working with huge datasets, strategic planning has become more complex for business units, and subsequently for the human resource (HR) function. Most business units have already adopted predictive analytics to guide their decision-making and strategy development processes. The new opportunities offered by predictive analytics are applicable to all core HR processes such as talent acquisition, attrition risk management, employee sentiment analysis, and capacity planning.

The new generation of HR executives is moving from making reactive decisions solely based on reports and dashboards towards correlating business data and human resource data to predict future outcomes. Predictive analytics for HR is based on establishing a data-driven statistical relationship between the goals and initiatives of the HR function and the success or failure of an organization in achieving strategic goals.

Every business function has to reduce costs, increase revenue, maximize operational efficiency, and focus on strategic initiatives to stay profitable, sustain agility, and grow. Whether in developed or emerging markets, HR leaders often struggle to support the business with the skilled workforce it needs, due to budget and time constraints. One of the biggest challenges a company faces when it plans to launch a new line of services or products is recruiting the right people for the job in time for execution.

What HR analytics does is correlate business data and people data, which can help establish important connections later on. The key aspect of HR analytics is to conclusively show the impact the HR department has on the organization as a whole. Establishing a cause-and-effect relationship between what HR does and business outcomes - and then creating strategies based on that information.

HR has core functions that can be enhanced by applying processes in analytics. These are acquisition, optimization, paying and developing the workforce of the organization. HR analytics can help to dig problems and issues surrounding these requirements and using analytical workflow will guide the managers to answer questions and gain insights from information at hand, then make relevant decisions and take appropriate actions.

OBJECTIVES

To study the extent of decision making by adoption of HR metrics and analytics in organization.

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HYPOTHESIS

H₀: Decisions are least based on Metrics & Analytics in organization.
H₁: Decisions are influenced based on Metrics & Analytics in organization.

H₀: There is a relationship between Adoption of HR Analytics and suitable environment.
H₁: There is no relationship between Adoption of HR Analytics and suitable environment.

DATA COLLECTION & ANALYSIS

Selection of Organisation

- 25 Indian private Multinational companies are selected on the basis of top 50 Indian companies in Forbes Global lists of various years between 2003-2014.
- These companies are also selected on the basis of top 100 companies ranked by HR Analytics Association.

Sampling Population: As many as 100 samples were included as part of data for the study. These samples were collected from Top and Middle management executive’s level.

Data Collection: An exhaustive questionnaire was prepared and data was collected with regard to adoption of HR metrics and analytics, ways of generating reports, factors influencing adoption of analytics, constraints for adoption of analytics and level of sophistication by adoption of HR analytics in respondent organization.

Cronbach Alpha Test: Cronbach’s alpha is a statistic. It is generally used as a measure of internal consistency or reliability of a psychometric instrument.

### Table-1

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>Internal Consistency</th>
</tr>
</thead>
<tbody>
<tr>
<td>α ≥ 0.9</td>
<td>Excellent (High-Stakes testing)</td>
</tr>
<tr>
<td>0.7 ≤ α &lt; 0.9</td>
<td>Good (Low-Stakes testing)</td>
</tr>
<tr>
<td>0.6 ≤ α &lt; 0.7</td>
<td>Acceptable</td>
</tr>
<tr>
<td>0.5 ≤ α &lt; 0.6</td>
<td>Poor</td>
</tr>
<tr>
<td>α &lt; 0.5</td>
<td>Unacceptable</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

### Table-2

<table>
<thead>
<tr>
<th>Reliability Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach’s Alpha</td>
</tr>
<tr>
<td>.78</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

The Cronbach alpha value is .78, which says questionnaire is Good (Low stakes testing)

RESULTS

Table-3: Type of Analytics used in Organization to Generate Reports

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile BI (Smart Phones &amp; Tablets)</td>
<td>34</td>
<td>34.0</td>
<td>34.0</td>
</tr>
<tr>
<td>ERP Supported</td>
<td>23</td>
<td>23.0</td>
<td>23.0</td>
</tr>
<tr>
<td>Independent analytics</td>
<td>13</td>
<td>13.0</td>
<td>13.0</td>
</tr>
<tr>
<td>EEO Compliance &amp; Audit Reports</td>
<td>10</td>
<td>10.0</td>
<td>10.0</td>
</tr>
<tr>
<td>VETS-100 Reports</td>
<td>10</td>
<td>10.0</td>
<td>10.0</td>
</tr>
<tr>
<td>AAP Reports</td>
<td>10</td>
<td>10.0</td>
<td>10.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Table-4: Factors that have Influenced in Adoption of Analytics in Organization

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus Data &amp; Analysis on Business Results</td>
<td>28</td>
<td>28.0</td>
<td>28.0</td>
<td>28.0</td>
</tr>
<tr>
<td>Start with the Goal in your Mind</td>
<td>23</td>
<td>23.0</td>
<td>23.0</td>
<td>51.0</td>
</tr>
<tr>
<td>Use a Data Driven Business Case</td>
<td>22</td>
<td>22.0</td>
<td>22.0</td>
<td>73.0</td>
</tr>
<tr>
<td>Manage Change</td>
<td>27</td>
<td>27.0</td>
<td>27.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-5: How satisfied are the Organization by Adopting Analytics

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Dissatisfied</td>
<td>14</td>
<td>14.0</td>
<td>14.0</td>
<td>14.0</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>13</td>
<td>13.0</td>
<td>13.0</td>
<td>27.0</td>
</tr>
<tr>
<td>Neutral</td>
<td>12</td>
<td>12.0</td>
<td>12.0</td>
<td>39.0</td>
</tr>
<tr>
<td>Satisfied</td>
<td>37</td>
<td>37.0</td>
<td>37.0</td>
<td>76.0</td>
</tr>
<tr>
<td>Very Satisfied</td>
<td>24</td>
<td>24.0</td>
<td>24.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-6: Adoption of Metrics & Analytics Applied in Organization

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>100</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-7: The Extent of Decision Making in Organization by Adoption of Metrics & Analytics

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Great Extent</td>
<td>16</td>
<td>16.0</td>
<td>16.0</td>
<td>16.0</td>
</tr>
<tr>
<td>Higher Extent</td>
<td>51</td>
<td>51.0</td>
<td>51.0</td>
<td>67.0</td>
</tr>
<tr>
<td>Neutral</td>
<td>8</td>
<td>8.0</td>
<td>8.0</td>
<td>75.0</td>
</tr>
<tr>
<td>Some Extent</td>
<td>16</td>
<td>16.0</td>
<td>16.0</td>
<td>91.0</td>
</tr>
<tr>
<td>Least</td>
<td>9</td>
<td>9.0</td>
<td>9.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

Table-8: Reasons for Not Adopting Analytics in Organization

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget Constraint</td>
<td>30</td>
<td>30.0</td>
<td>30.0</td>
<td>30.0</td>
</tr>
<tr>
<td>Time Consuming</td>
<td>17</td>
<td>17.0</td>
<td>17.0</td>
<td>47.0</td>
</tr>
<tr>
<td>Lack of Training</td>
<td>16</td>
<td>16.0</td>
<td>16.0</td>
<td>63.0</td>
</tr>
<tr>
<td>Lack of Data</td>
<td>13</td>
<td>13.0</td>
<td>13.0</td>
<td>76.0</td>
</tr>
<tr>
<td>Complications in Procedure</td>
<td>5</td>
<td>5.0</td>
<td>5.0</td>
<td>81.0</td>
</tr>
<tr>
<td>Comfort with the Present System</td>
<td>6</td>
<td>6.0</td>
<td>6.0</td>
<td>87.0</td>
</tr>
<tr>
<td>Unaware of the Usage</td>
<td>6</td>
<td>6.0</td>
<td>6.0</td>
<td>93.0</td>
</tr>
<tr>
<td>Limited Knowledge on the Benefits</td>
<td>7</td>
<td>7.0</td>
<td>7.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation

**ANALYSIS & INTERPRETATION**

- The Data collected has been primarily tabulated & Master table was prepared.
- Sample was tested for reliability using Cronbach’s alpha.
- Percentage analysis is the basic tool for analysis.
- Regression analysis a statistical process for estimating the relationships among variables is used.
Regression Analysis

Table-9: Model Summary – 1

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.743a</td>
<td>.552</td>
<td>.550</td>
<td>.847</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Note: a. Predictors: (Constant),
Is there any kind of adoption of metrics & analytics applied in your organization?

Dependent Variable (X): To what extent decisions are based on Metrics & Analytics in your organization?
Independent Variable(Y): Is there any kind of adoption of metrics & analytics applied in your organization?

In Model Summary 1 – 0.74 means that 74% of the variation of y-values around the mean is explained by the x-values. In other words, 74% of the values fit the model.

H₀: Decisions are least based on Metrics & Analytics in your organization.
H₁: Decisions are influenced based on Metrics & Analytics in your organization.

Alternate Hypothesis is accepted.

Table-10: Model Summary – 2

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.890a</td>
<td>.792</td>
<td>.791</td>
<td>.488</td>
</tr>
</tbody>
</table>

Sources: Authors Compilation
Note: a. Predictors: (Constant),
Is there any kind of adoption of metrics & analytics applied in your organization?

Dependent Variable(X): Factors that influence adoption of metrics and analytics.
Independent Variable(Y): Is there any kind of adoption of metrics & analytics applied in organization?

In Model Summary 2 – 0.81 means that 81% of the variation of y-values around the mean is explained by the x-values. In other words, 81% of the values fit the model.

H₀: There is no relationship between Adoption of HR Analytics and suitable environment.
H₁: There is a relationship between Adoption of HR Analytics and suitable environment.

Alternate Hypothesis is accepted.

CONCLUSION

Human resource information systems and analytics have transformed the delivery of HR services and the role of HR within organizations. In spite of the complexity of HR and the different roles HR plays, there has been limited research which helps inform the selection, application and use of HR metrics and analytics to the operational, managerial, and strategic levels that HR occupies. Therefore, by our research we found the significant usage of HR metrics to these different levels of HR activity and decision-making.

- Decisions are influenced based on Metrics & Analytics in your organization
- Suitable environmental factors influence the adoption of metrics and analytics.

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