

Recent ReseaRch

Trends in ManageMenT



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Recent Research Trends in Management



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Recent Research Trends in Management

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Forward from the Vice Chancellor



அண்ணாமலைப்
ANNAMALAI



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Prof. V. MURUGESAN, Ph.D.,
Vice-Chancellor

Foreword

The growing phenomenon of globalization, liberalization and privatization has been immensely influenced the recent research trends in management and social science. Research has become a pivotal tool for organizations because innovative thinking and meticulous data gathering and their analyses would help not only to improve the brand image of the organization and product improvement, but also contribute to upgrade the quality of life of employees and ultimately the society. Social science research in general and Management research in particular multidimensional impact the up to date strides and stimulations in the global scenario and competitiveness.

In today's world, we are constantly adapting to the changing and continuously evolving business environment in response to new and improved demands from the society. Such a business scenario makes multifaceted management research and allied subjects mandatory to withstand marketing strategies in the face of globalization. Without proper research, these demands would be completely unrecognized and meaningless. Progressive research activities are essential factors in determining the future of societies that are strongly influenced by creativity and innovation. Given these facts, continued improvement and upgradation through researches in the field of management and social sciences are indispensable ingredients to achieve productive and progressive higher education as well as organisational, social and economical growth indices. From this point of view, the book entitled "Recent Research Trends in Management and Social Science" by Dr.C.Samudhrarakumar, Dr.M.Ramesh, Dr.C.Kathiravan and Dr.Rincy.V.Mathew would be an incredible contribution in the field of Management and Business Administration.

The editors command appreciation especially in view of the topic, which has wide ranging ramifications in the present day society. I hope this publication would be a valuable contribution not only to the academicians and researchers, but also to the employees as well as employers. I have no hesitation to record that this book could be a good reference material for researchers, organisations, policymakers, trainers, consultants, etc. My Best wishes go to the editors for their earnest attempt, and all those who are involved in the process of bringing out this book.

(V. MURUGESAN)

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Prologue

High quality research is not only an integral part of the academic pursuits but it is the key element that drives all activities. Knowledge creation, coming out with innovative ideas, providing a scholarly eco-system and disseminating research findings are vital for the nation's growth. There are three fundamental aspects of research that every organisation strives for: Research should be innovative, impactful and socially relevant. While innovative and impactful research has long been recognized and rewarded, we share a world that is increasingly polarized between the haves and the have not. Unless research is meaningful and socially relevant, the fruits of these endeavours would not be widely shared. Given a globalized world, producing high-quality research output would be a joint endeavour leveraging international partners. Globalization as a complex process influences the whole structure of the world economy immensely. On the one hand, interconnections between individuals, institutions, and states significantly increase, bringing gross growth and prosperity to different human communities and societies. On the other hand, our modern world has turned into the world of constant changes, adjustments, and contradictions, depending on ever changing demands of the market economy system. Besides, we all encounter multi-level obstacles – individual and public – on our way to successful cross-border cooperation. Those challenges make us seek for new ways of efficiency increase and cooperation among organizations and their activities, new methods of management, manoeuvring within the terms of tense competition both on local and international levels. The book on Recent Research trends in management, social science and Business Administration has been a vehicle for communicating past and current research activities to our , students, entrepreneurs and scholars in the world . This book includes research papers, and conceptual papers related to management and social science. Our research community addresses in this book a variety of exciting problems, different from what has been done before and offers counter-intuitive insights that will challenge established viewpoints. Not only does our research make significant advancements to existing body of knowledge but also enriches the classroom experiences. We would like to thank the Management Research Forum and all faculty members of Department of Business Administration for a great year in terms of both good quality and output of research.

Acknowledgement

We feel honoured for having had opportunity to bring out this edited volume on Recent Research Trends in Management, Social science and Business Administration". First we express our sincere gratitude towards authorities of Annamalai University for giving permission to publish this book and encouragement in this endeavour. We are extremely grateful to our honorable vice chancellor Prof. Murugesan Velayutham, the distinguished registrar Prof. Dr. M.Ravichandran and Tthe esteemed Dean, Faculty of Arts Prof.Dr.E.Selvarajan for their timely help. We are deeply indebted to all the faculty members, research scholars of Department of Business Administration Annamalai University for their constant encouragement for the successful completion of this work. Our sincere thanks are also due to the Emperial International publishers for the neat execution of this work. Finally, we again thank all those who directly or indirectly helped us in this endeavour.

Editors

About Editor(s)



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WORK FAMILY CONFLICT AND PROFESSIONAL STRESS AMONG INDIAN MILITARY INTELLIGENCE PERSONNEL

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ABSTRACT

Now a days, work and family issues/ problems are becoming increasingly important for individuals as well as for organizations, because of its negative impacts. The basic purpose of this study is to explain about how work-family conflict could lead to professional stress among Indian Military Intelligence personnel. Further, this study also investigates the relationship between Work-Family Conflict and Professional Stress. The work-family conflict and professional stress among Indian Military Intelligence Personnel is a topic of increasing interest in psychological research and many are the theoretical conjectures as well as the attempts to provide adequate measuring instruments. Maximum studies are devoted to this topic mostly use Netemeyer et al. (1996) scale, which measures the work- family and family-work conflict. This study also concentrates on an Indian Military Intelligence Personnel, using stratified random sampling technique, sample size of Three hundred (300) Junior Commissioned Officers (JCOs), Non-Commissioned Officers (NCOs) & Other Ranks (ORs) of Indian Military Intelligence was chosen. Data was collected through structured questionnaire and using Kaiser-Meyer-Olkin measure of sampling adequacy, Cronbach's alpha for checking internal consistency, Bartlett's sphericity test for testing the null hypothesis and various factor analysis including Eigenvalues.

Results indicate "there is an association between work-family conflict and professional stress" is approved and "there is no association between work-family conflict and professional stress" are rejected. These results states that Indian Military Intelligence Personnel's work-family conflict perception increases the professional stress. Based on the findings, it was recommended that the Directorate of Military Intelligence may building the existing knowledge base on dealing with dual-roles conflict in the workplace for strategic Human-Resource Management. Officers/ Superiors can learn Family Supportive Behaviour. Officers/ Superiors must understand the value of personnel's personal lives through strategies like Emotional Support, Instrumental Support and Role Modelling Behaviours.

Keywords: Indian Army, Military Intelligence, Work-Family Conflict, Professional Stress.

1. INTRODUCTION

The safety, honour and welfare of your country come first, always and every time.

The honour, welfare and comfort of the men you command come next. □

Your own ease, comfort and safety come last, always and every time.

- **Field Marshal Philip Walhouse Chetwode**

Commander-in-Chief, British Indian Army in 1932

Work-family conflict occurs when there are incompatible demands between the work and family roles of an individual that makes participation in both roles more difficult. Accordingly, the conflict takes place at the work-life interface. Conflict between work and family is important for organizations and individuals because it is linked to negative consequences. For example, conflict between work and family is associated with increased occupational burnout and professional stress, and decreased health, organizational commitment and professional performance, or can, on the other hand, lead to child neglect and broken homes.

A persons' participation to work life can be defined as a landmark for the reason that a regular professional besides monetary benefits can afford considerable/ sizeable amount of the foremost demands of humankind such as mental and physical activity, social interaction, self-judgment, confidence and competition (Trevor & Enright, 1990). Quinn and Shepard (1974) stated that a profession can help an individual gain social status, social prestige, power of purchasing, serene home life and static social structure. Relevant topics like work performance, organizational commitment, employee satisfaction, absenteeism and drop out of professionals

take their places in the field of literature (Magnus and Viswesvaran, 2009; 213). In this way, work-family conflict is one of these topics which comes to evaluate, understand individuals' roles as a member of a ménage and an organization/ any department, a *mêlée* occurs due to the endeavours of an individual to meet the obligations of both roles and characters in a limited time (Greenhaus & Beutell, 1985; 80). This limitation of resources and time can cause increased performance loss, decrease of work satisfaction, stress, weariness, tiredness and organizational commitment because of self-contradictory needs of an individual (Magnus & Viswesvaran, 2005; 215-232). Many researchers underline that work-family conflict has substantial effects on especially the mind-sets of employees' towards their work place and their behaviours during work time (Frone, et al., 1992; 323-335). For this main reason, work- family conflict is gaining more attentiveness of other researchers and major concentration generally focuses on the attitudes of employees towards workplace and the work itself (Higgins & Duxbury, 1992; 390; Gutek et al., 1991; 565).

Military Intelligence personnel has gathering information from various sources i.e remote sensing equipments, human resources and trans-border activities and also conduct operations to prevent espionage, sabotage & subversion activities. After information gathering the same have been shared with other intelligence agencies i.e National Technical Research Organisation, R&AW, IB, DIA & Joint Cipher Bureau. They use this information to determine risks related to potential command decisions. They use the intelligence gathered through their specialty to resolve threats presented by an adversary and to provide operational commanders with a reduced risk of uncertainty. Hence, profession of Military Intelligence personnel is not a tiny one; they are playing with their life and against nature. Hence, the Military Intelligence department require personnels, who have strong background, not only in educational knowledge, but also in inter-personal skills such as responsibility, self-esteem, sociability, self management, integrity, effective collaboration, trust building, ability to handle confrontations constructively, treating one another in a caring manner, and honesty. All these forms the bedrock of emotional concept. Therefore, it is pertinent to mentioned that, work-family conflict, low morale, intimidated personnels, arrogant superiors, emotional instability, professional stress are indices of emotional deficiencies, which are raised due to work-family conflict and its leads to decrease in professional performance.

1.1. About the Indian Military Intelligence

History of Military Intelligence in India dates back to 1941, during the course of Second World War. It was a wing in the then British Army that aimed to gain "Field Intelligence" for army. In the beginning when the organization was set up its role was to collect intelligence information from the countries that bordered India. It was imposed with geographical limitations. But in later days when it began to play extending roles these limitations were removed. It spread its wings after Kargil war when the information provided by R&AW and other agencies were of low quality. The Indian Military Intelligence have also operated in Afghanistan and Tajikistan with the help of US led forces after the twin tower attack. Military Intelligence also put their footsteps in Myanmar to tackle the insurgent activities. During the operation a terrorist belonging to Khalistan was impersonated. It operated in Bangladesh also to tackle the problem of U.L.F.A terrorist group, U.N.L.F, Manipur.

In order to expect the proficiency from employees from Military Intelligence they must be equipped with modern devices that assist them in gathering information. Provision of these will help to increase their efficiency by reducing stress to some extent. This research works mainly aims in extracting the information regarding the impression that is left by holding or controlling the emotional intelligence. To obtain this information a case study is performed. The Military Intelligence personnel collect the information from various sources such as: remote sensors, spy at the borders etc... They also prevent illegal-Trans-border activities, espionage, sabotage and subversion activities. The collected information will be given out to other wings such as National Technical Research Organization, R&AW, IB, DIA & Joint Cipher Bureau. The obtained information is further processed and analyzed to extract the probable threats and consequences involved and finally arrive at the action plan to be conducted.

Hence, this profession has more potential risks involved when compared to other professions. Therefore, the department of Military intelligence requires a strong individual with proper inter-personal skills such as integrity, leadership, self-esteem, capability to efficiently handle risky situations, honesty etc... The requirements are more in this professional comparatively and hence more strength and preparedness is

required to handle these professionals. More the expectations from the individual more is the stress upon him to fulfill those expectations.

2. RESEARCH OBJECTIVES

The main objective of this paper is to study how work family conflict could lead to professional stress among Indian Military Intelligence Personnel. Likewise, Kim and Ling (2001; 210) carried out a research on the relation between work-family conflict and work-stress and they established a positive correlation between these two conditions. Netenmeyer et al. (2004) also found that WFC has effects on professional stress. The broad objective of this study was to examine the relation between work-family conflict and professional stress of married and unmarried Indian Military Intelligence Personnel.

3. RESEARCH HYPOTHESIS

H₀: There is no association between work family conflict and professional stress.

H₁: There is an association between work family conflict and professional stress.

4. LITERATURES REVIEWS

4.1. Work Family Conflict

Work-family conflict which is considered as individual's role (father or mother) conflict occurs when an individual has twin roles as an employed father or a mother (Dubrin, 1997). In the field of bumf, WFC is usually specified as "a form of inter-role conflict playing as an employed father or a mother in which the role pressures of the family and work spheres are mutually unsuited in some respect" (Greenhaus & Beutell, 1985; 515). The condition is generally tested within two scopes, defined as work-family conflict (WFC) and family-work conflict (FWC) and these conditions are employed in the same substance. The first one, which is work-family conflict occurs because of the lack of the responsibilities of an individual when he/she cannot carry out the duties related to the family life (Frone & Cooper, 1992; 725). The second one, which is defined as family-work conflict occurs when an individual cannot carry out his/her duties and cannot fulfil his responsibilities related to work life (Voydanoff, 2005; 500). Whether the triggering factors differentiate, in the both cases work-family or family-work conflict stands for the important fundamentals related to the work and roles of the family and previous researches are proved that there is a substantial correlation between these roles (Gutek, 1991; 565). The reasons behind the work-family conflict is stated as, lack of sufficient manpower, expectations of the family, negative attitudes of management, long and unsteady working hours, overtime working, autonomy status, the size of the organization, work relations, promotion, health status, number of children, age, income, employee performance (Frone & Cooper, 1992; 726). Employees' work-family conflicts are differed according to some demographic factors. Researches on Indian Military Intelligence Personnel are limited/ unavailable. However, through the fifteen years of experience in the Military Intelligence department, its proved that the level of conflict amongst married personnel is much higher than unmarried personnel. Furthermore, various family specialties like, the lack of support amongst couples in daily life, number of children and their ages are stated to be other reasons of work-family conflict (Voydanoff, 1988; 751).

4.2. Professional Stress

The main sources of stress, which occurs in a sort of life method can have effects on other life forms in an unexpected way (Pleck et al., 1980; 30). In other words, demands that come from both families and their employees' work can exceed the stamina of a personnel which concluded with increased tension. The stress that occurs in the department generally happens because of lack of appreciations, role overload, role ambiguity, attribution of the work, the relationship between superiors and colleagues (Drowkin et al., 1990; 66). High level of stress can cause some negative consequences like depending on alcoholism, absenteeism, leave to professional (Sharpley et al., 1996; 84; Ganster & Schaubroeck, 1991; 240). Recent researches in general way excluding Military Intelligence department underline the importance of the relation between work-family conflict and work stress (Voydanoff, 2005; Greenhaus, 2003; Frone et al., 1997). According to Greenhaus and Beutell (1985; 80) the individual's nuisance, tension, stress, anxiety and tiredness that occur because of their family or work itself causes some restraints to fulfil their other sort of duty. Some research found in the arena of literature which state findings that underline one sided positive and two-sided correlation between professional stress and work-family life and family-work life itself (Wallace, 1999; Karatepe et al., 2005). As an example, positive correlations are found between professional stress and work-

family / family-work conflict variables within different appointments and work holders like lecturers, lawyers, students, accountants, fields of research (Greenhaus et al., 2003; Frone et al., 1997; Wallace, 2005).

5. RESEARCH GAP

A number of research papers are published pertaining to the field of work-family conflict and professional and remedies for it. But a few researches are conducted based on the work-family conflict in the field of military and remedy for it. This research work mainly aims in examining in what way the work-family conflict can lead to professional stress.

6. RESEARCH METHODOLOGY

The experiments conducted were based on “quantitative approach”. The response of the individuals was collected utilizing the well framed questions that analyzed the work family conflict which leads to professional stress. 300 military intelligence personnel on ten questions were taken into account for survey. Each of them belonged to the five different ranks namely, Junior Commissioned Officers, Non Commissioned Officers, Other Ranks, Clerical staffs & Field Intelligence Operators (General Duty) and different categories like married and unmarried. The methodology used for analyzing the obtained data is Kaiser-Meyer-Olkin measure of sampling adequacy, Cronbach’s alpha for checking internal consistency, Bartlett’s sphericity test for testing the null hypothesis and various factor analysis including Eigenvalues. Both the methodologies yield the results pertaining to their category.

7. DATA ANALYSIS AND RESULT DISCUSSIONS

Tests	Category	
	Married	Unmarried
Kaiser-Meyer-Olkin measure of sampling adequacy	0.854	0.771
Cronbach's alpha	0.853	0.815
Bartlett's sphericity test:		
Chi-square (Observed value)	1157.207	521.855
Chi-square (Critical value)	30.612	30.612
DF	45	45
p-value (Two-tailed)	< 0.0001	< 0.0001
alpha	0.95	0.95

7.1. Kaiser-Meyer-Olkin measure of sampling adequacy

Sampling adequacy has been measured through Kaiser-Meyer-Olkin measure of sampling adequacy for married MI personnel and unmarried MI personnel and reflected as 0.854 and 0.771 respectively. If sampling adequacy found between 0.80 to 0.89 is meritorious (Cerny, C.A., & Kaiser, H.F. (1977), Kaiser, H. (1974)). As per result the samples are adequate.

7.2. Cronbach’s alpha

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

N is equal to the number of items, c-bar is the average inter-item covariance among the items and The alpha coefficient for the ten items for married MI personnel and unmarried MI personnel and reflected as 0.853 and 0.815 respectively, suggesting that the items have relatively high internal consistency.

7.3. Bartlett's sphericity test

This is Bartlett’s sphericity test (Bartlett, 1950) for testing the null hypothesis. As the computed p-value is lower (p-value <0.0001) than the significance level alpha = 0.95, one should reject the null hypothesis H₀, and accept the alternative hypothesis H₁. Hence, H₀: There is no association between work family conflict and professional stress is rejected and H₁: There is an association between work family conflict and professional stress is accepted. The Kaiser-Meyer-Olkin static of married MI personnel and unmarried MI personnel and reflected as 0.854 and 0.771 respectively is also large (greater than 0.50). Hence Factor Analysis is considered as an appropriate technique for further analysis of the data.

7.4. Communalities Extraction

Components	Demands_ Work_ Interfere	Fulfill_ Family_ Responsibilities	Things_ Not_ Get_ Done	Difficult_ Fulfill_ Family_ Duties	Changes_ Plans_ For_ Family_ Activities
Married	0.917	0.810	0.886	0.892	0.848
Unmarried	0.838	0.870	0.926	0.576	0.733

Components	Family_ Interfere_ with_ Work	Put_ Off_ Doing_ Things	Work_ Don't_ Get_ Done	Home_ Life_ Interferes	Family_ Related_ Strain
Married	0.890	0.459	0.501	0.855	0.856
Unmarried	0.833	0.421	0.384	0.824	0.816

Extraction Method: Principal Component Analysis.

7.5. Communalities

The communality shows how well this variable is predicted by the retained factors. Each variable's proportion of variability that is explained by the factors. From the above table examine the communality values to access how well each variable is explained by the factors. The closer the communality is to 1, the better the variable is explained by the factors. In the above results ten factors were extracted from variables, their communality values are generally high for all the variables, which indicate that variables are well represented by the factors. For example, from the above table the communality value for Married Military Intelligence Personnel, the demands of their work interfere with their home and family life (Demands_Work_Interfere) is 0.917 or 91.0% and the communality value for unmarried Military Intelligence Personnel, things they want to do at home do not get done because of the demands their professional puts on them (Things_Not_Get_Done) is 0.926 or 92.0%.

7.6. Eigenvalues

Married MI Personnel			Unmarried MI Personnel		
Total	% of Variability	Cumulative %	Total	% of Variability	Cumulative %
4.699	46.994	46.994	4.778	47.782	47.782
1.498	14.976	61.970	1.644	16.440	64.222
0.919	9.189	71.160	1.128	11.277	75.499
0.897	8.974	80.134	0.844	8.439	83.938
0.516	5.163	85.296	0.584	5.841	89.779
0.447	4.469	89.765	0.318	3.177	92.956
0.397	3.966	93.731	0.271	2.710	95.666
0.246	2.462	96.194	0.187	1.867	97.533
0.236	2.360	98.553	0.148	1.477	99.009
0.145	1.447	100.000	0.099	0.991	100.000

Extraction Method: Principal Component Analysis.

In the above mentioned table there are all factors results obtained. However, we select only first four factors. First four factors explain 80.1% of the variance in the ten work family conflict factors considered for the analysis purpose. It is more than 3/4th variation that explained by just four factors are quite interesting and potentiality of the selected factors among Married Military Intelligence personnel. While it is about 83.9% of the variance explained by four factors for the same ten work family conflict factors considered among Unmarried Military Intelligence personnel. Loading close to -1 or 1 indicate the factor strongly influences the variable. Loading close to '0' indicate that the factor has a weak influence on the variable.

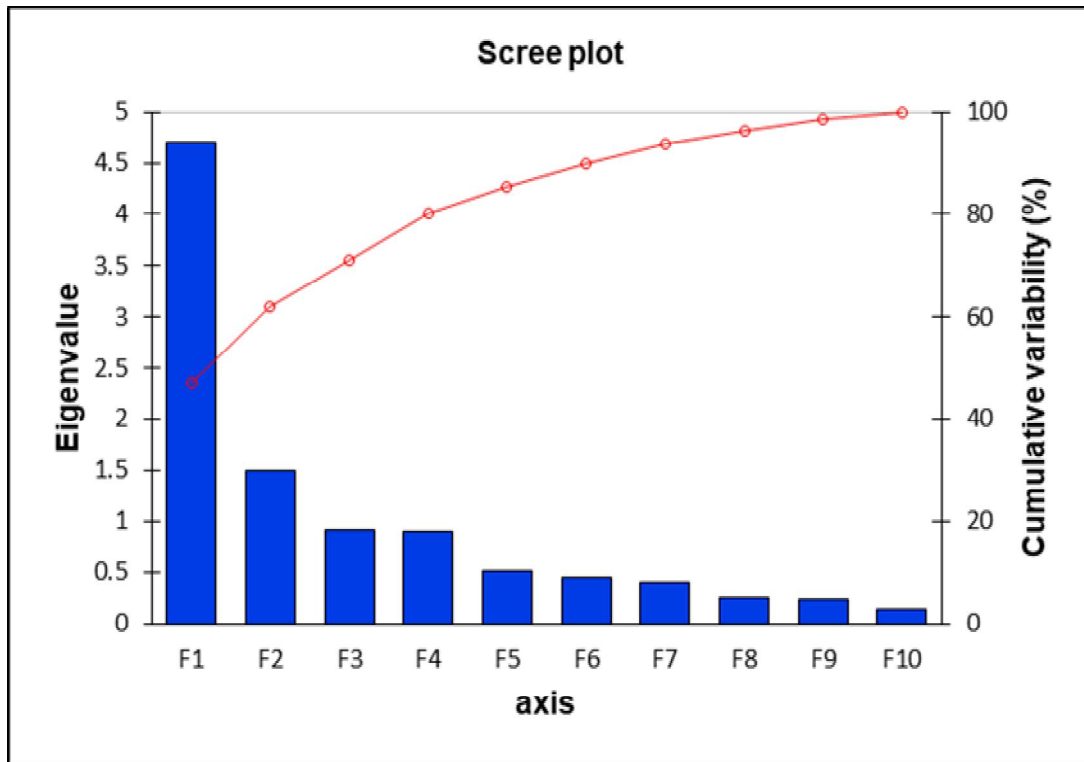


Fig-1: Scree Plot for Married Military Intelligence Personnel

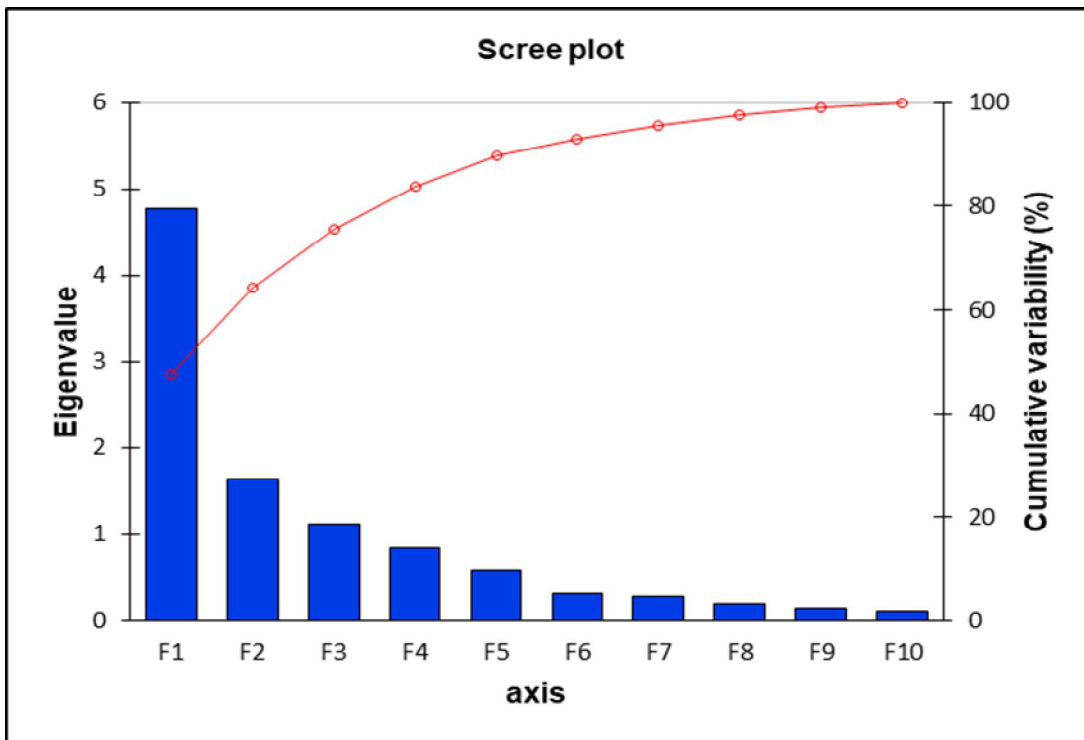


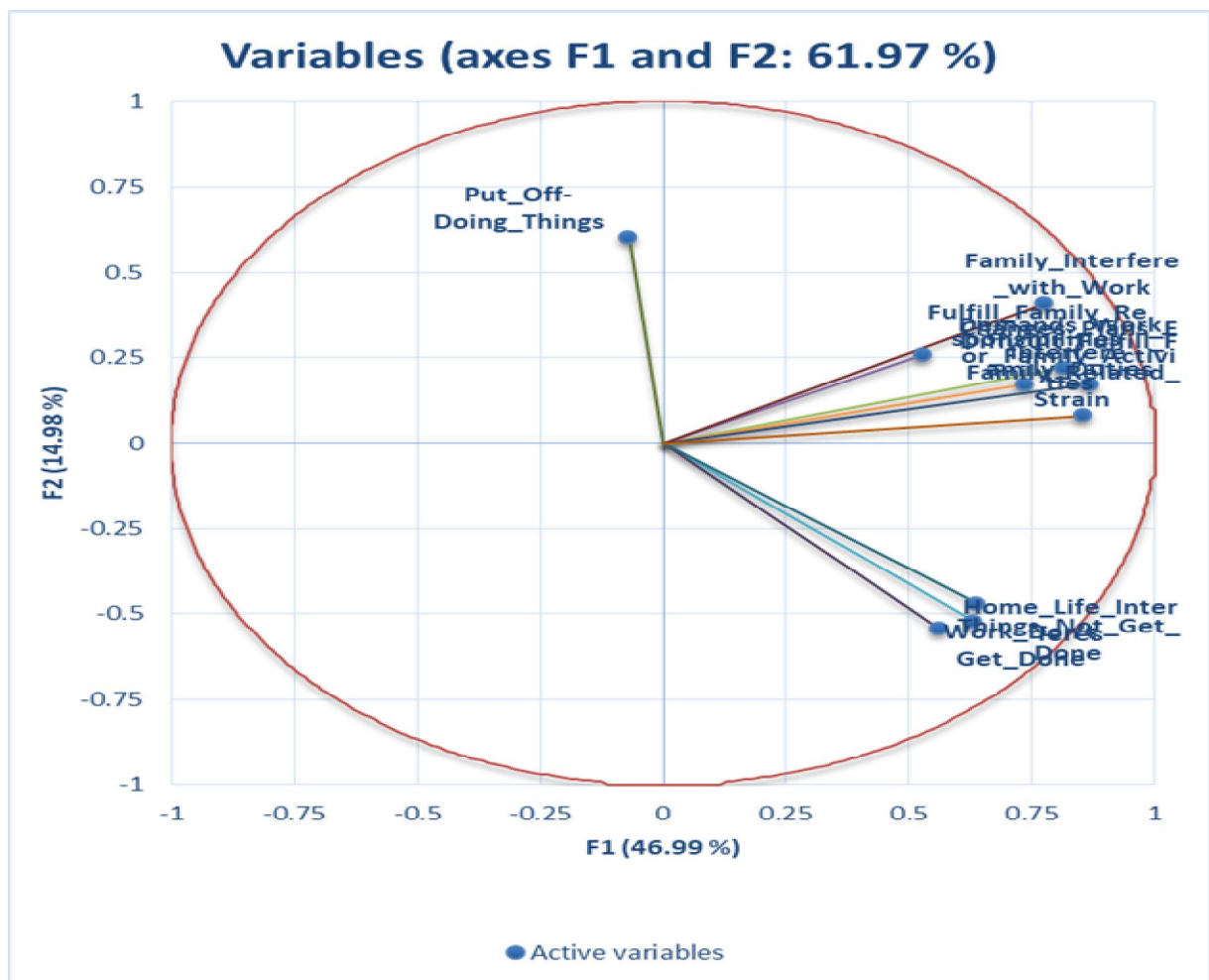
Fig-2: Scree Plot for Unmarried Military Intelligence Personnel

7.8. Scree Plots and Eigenvalues

The scree plot orders the Eigen values from largest to smallest (Above figures). As per Fig.1, the ideal pattern is an arc started from 2.5 Eigenvalue and ended in 100% cumulative at Factor 10 and as per Fig.2, the ideal pattern is an arc started from 3 Eigenvalue and ended in 100% cumulative at Factor 10. We have used the components in the arc before the first point that starts the line trend. The scree plot shows that the first four factors account for most of the total variability in data.

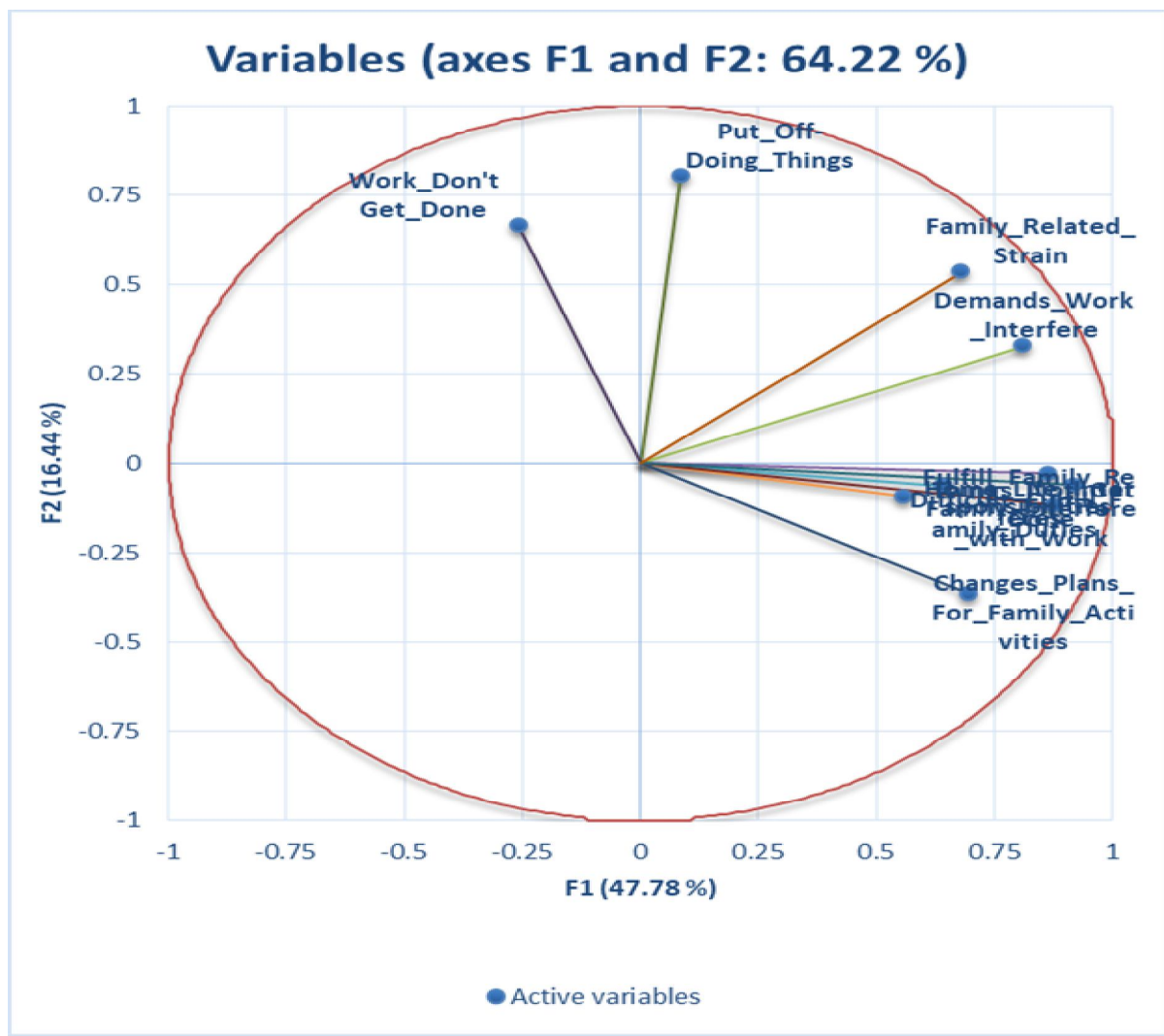
7.9. Correlations between variables and factors

	Component (Married Military Intelligence Personnel)									
	1	2	3	4	5	6	7	8	9	10
Demands_Work_I nterfere	0.816	0.220	-0.150	0.145	-0.159	-0.183	-0.280	-0.218	-0.222	-0.089
Fulfill_Family_R esponsibilities	0.529	0.259	-0.434	0.627	0.100	0.086	-0.053	0.202	0.102	-0.002
Things_Not_Get_ Done	0.631	-0.523	-0.155	0.177	0.198	-0.256	0.392	-0.114	-0.049	0.001
Difficult_Fulfill_ Family_Duties	0.737	0.172	0.020	-0.274	0.489	0.282	-0.039	0.012	-0.174	0.033
Changes_Plans_F or_Family_Activi ties	0.867	0.171	-0.018	-0.193	-0.260	-0.114	0.060	0.131	-0.056	0.276
Family_Interfere_ with_Work	0.774	0.409	-0.096	-0.242	0.002	0.044	0.064	-0.218	0.335	-0.024
Put_Off- Doing_Things	-0.071	0.603	0.651	0.409	0.102	-0.087	0.128	-0.061	-0.024	0.043
Work_Don't Get_Done	0.561	-0.542	0.248	0.296	-0.215	0.421	-0.016	-0.128	0.013	0.052
Home_Life_Interf eres	0.639	-0.469	0.369	-0.008	0.189	-0.245	-0.319	0.107	0.161	0.002
Family_Related_ Strain	0.856	0.080	0.229	-0.160	-0.206	0.043	0.185	0.220	-0.042	-0.233



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	Component (Unmarried Military Intelligence Personnel)									
	1	2	3	4	5	6	7	8	9	10
Demands_Work_Interfere	0.812	0.329	-0.001	0.203	-0.143	0.194	-0.312	0.046	0.179	-0.024
Fulfill_Family_Responsibilities	0.865	-0.029	-0.317	0.147	0.050	-0.066	-0.015	0.303	-0.167	0.054
Things_Not_Get_Done	0.644	-0.063	0.335	0.077	0.678	-0.012	-0.015	-0.032	0.039	-0.003
Difficult_Fulfill_Family_Duties	0.560	-0.094	0.730	0.189	-0.246	-0.076	-0.063	-0.054	-0.175	-0.073
Changes_Plans_For_Family_Activities	0.696	-0.364	-0.446	-0.268	0.041	0.147	-0.145	-0.213	-0.151	-0.032
Family_Interfere_with_Work	0.879	-0.118	-0.234	-0.068	-0.079	-0.283	0.133	-0.010	0.128	-0.183
Put_Off_Doing_Things	0.086	0.802	0.067	-0.511	0.034	-0.236	-0.149	-0.019	-0.047	0.042
Work_Don't_Get_Done	-0.257	0.664	-0.335	0.580	0.090	-0.057	0.033	-0.143	-0.092	-0.049
Home_Life_Interferes	0.920	-0.062	-0.002	0.146	-0.149	-0.118	0.119	-0.149	0.070	0.224
Family_Related_Strain	0.681	0.536	0.112	-0.209	-0.041	0.309	0.305	0.016	-0.027	-0.035



The married military intelligence personnel felt that the demands of work interfere with home and family life (Demands_Work_Interfere) (0.816), due to work-related duties, the personnel have to make changes to their plans for family activities (Changes_Plans_For_Family_Activities) (0.867), Family-related strain interferes with their ability to perform professional-related duties (Family_Related_Strain) (0.856) are important factors loaded strongly in Factor loading. Followed by, their professional produces strain that makes it difficult to fulfill family duties (Difficult_Fulfill_Family_Duties) (0.737), the demands of family or spouse/partner interfere with work-related activities (Family_Interfere_with_Work) (0.774), their home life interferes with their responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime (Home_Life_Interferes) (0.639), things they want to do at home do not get done because of the demands their professional puts on them (Things_Not_Get_Done) (0.631), the amount of time their professional takes up makes it difficult to fulfill family responsibilities (Fulfill_Family_Responsibilities) (0.627) and they have to put off doing things at work because of demands on their time at home (Put_Off_Doing_Things) (0.603).

In the case of, the unmarried military intelligence personnel felt that their home life interferes with their responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime (Home_Life_Interferes) (0.920), the demands of family or spouse/partner interfere with work-related activities (Family_Interfere_with_Work) (0.879), the amount of time their professional takes up makes it difficult to fulfill family responsibilities (Fulfill_Family_Responsibilities) (0.865), the demands of work interfere with home and family life (Demands_Work_Interfere) (0.812), Family-related strain interferes with their ability to perform professional-related duties (Family_Related_Strain) (0.681).

8. CONCLUSION AND RECOMMENDATIONS

This study has shown that increasing work family conflict in the military intelligence personnel's professional life is rise upon due to their family responsibilities and increasing conflict in family work life is due to their eminent professional demands of the organisation. It is concluded from the finding and discussion of this research that military intelligence personnel are facing imbalance between family life and work life its leads to the conflict. It is evidenced that a relationship exists between professional stress and work family conflict for Indian military intelligence personnel.

It is said that "individual are the assets for an organization which doesn't appear in the balance sheet, but organization endures merely depends on their ideas, creativity and their efforts towards their goal", (Usman, Ahmad & Akbar,2011). Similarly, every soldier/ personnel are considered to be one the most important pillars on which organisation stands.

The Directorate of Military Intelligence may building the existing knowledge base on dealing with dual-roles conflict in the workplace for strategic Human-Resource Management. Officers/ Superiors can learn Family Supportive Behaviour. Officers/ Superiors must understand the value of personnel's personal lives through strategies like Emotional Support, Instrumental Support and Role Modelling Behaviours. Also, extend helping hands to support and keep relaxed to its staff, with no pressure and threat stress on the job. The organisation should need to make a clear job portrayal for its personnel, instead of job ambiguous.

The Directorate of Military Intelligence should need to make friendly policies and procedures for the personnel, which would not create any sort of work family conflict. Officers and Superiors to built resilience amongst personnel, they should need to reduce job threat symptoms. The Directorate should need to focus on Employee Assistance Programs (EAPs) and person-centered stress management techniques to reduce problems of the individual.

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PLIGHT OF THE FARMERS - REASONS - RESPONSIBILITIES OF STAKE HOLDERS - REMEDIAL MEASURES

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ABSTRACT

Plight of the farmers and the difficulties faced by them and in not getting supporting price is a global phenomena and in India, a situation has come that, the farmers unable to co-adjust with the situation are ending their lives. Though majority of the state governments are waiving the loans of the farmers and which has become a plank for the elections, the situation remains same and hundreds of farmers are ending their lives.

Since farming is in unorganised sector and the farmers are having different notions and styles of farming and marketing, the study after identifying the problems, a scientific management structured programme is drafted. In addition to management techniques, e-commerce and internet and weather reports are also included to make the farmer understand the situation and change the farming methods accordingly. The main emphasis is that the farmer should not leave his place of farming for any reason and that all the requirements will be met by him at his place

A study is conducted with respect to the plight of the farmers and the unfavourable conditions of farming coupled with lack of government and other agencies timely assistance and the causes thereon and the suitable solutions to ease such situations etc., are examined to the extent possible and solution are suggested for consideration and it found reasonable for implementation.

To start with, I want this project / proposal to be implemented as a pilot project with one Panchayat as a unit in each Mandal, because different geographic regions are prevailing in each Mandal in the state, and the sum total reports of different Panchayats in different Mandals will give a comprehensive idea of the state. The state is not uniform in the cultivation habits of the farmers due to different terrains regions social conditions, climatic conditions, irrigation facilities, the crops that are raised are also different from pulses, paddy to commercial crops to vegetables; identified Panchayats in different mandals are chosen, implemented to get better results, so that the final proposal will cover the entire state.

Keywords: Farmers, Government Policies, management techniques, marketing, ecommerce etc.

INTRODUCTION

Having gone through the fate of the farmers and the news that is coming every day as a prudent citizen of this country, I made an attempt to ease the situation and drafted a suitable mechanism so that the plight of the farmers can be reduced if not eliminated. In my opinion, this draft proposal will have good bearing on the plight of the farmers and I am confident that, this proposal can give good relief to the farmers to the maximum extent with good results, to see a smile on their face.

Data Collection

Identifying one Panchayat as major, minor in each mandal of the each district in the state, following data is to be collected and recorded.

1. Name of the Panchayat (Web details)
2. Total acreage of cultivable land in that Panchayat
3. Land cultivated by own farmers / lease holder with name address and description of land
4. Type of crop cultivated such as paddy, commercial crop, vegetables are also clearly noted
5. Irrigation facilities (Rain, Borewell, Canal)
6. Normal ploughing months and initial expenditure required for making the field ready for seeding (A)
7. Quality, Quantity and variety of seeds required by the farmers approximately and in which month (B)
8. Quality, Quantity of fertilizer required in which months at different levels: (C)

9. 9. Quality, Quantity and Variety of pesticides required in which month at different levels: (D)
10. 10. Approximate amount required by each farmer to their land under their cultivation for the above ingredients (cost per acre is to be calculated): (A+B+C+D)
11. Other form expenses including labor, electricity etc.,

The above information can be tabulated in the given format and put in the public domain of the Panchayat and is to be authenticated by the Panchayat officials and one copy of each to be sent to the Tahsildar and District Collector.

If the panchayats are too small they can be clubbed in to a cluster of Panchayats and can be taken as one unit.

Receiving the information, the District Collector, should obtain information regarding the companies who are supplying the above ingredients, such as seeds, pesticides, fertilizers etc., and the lead banks who are advancing loans to the farmers. The District Collector, should call for a meeting of the representatives of the companies supplying seeds, fertilizers and pesticides and appraise them the quantity and in which months the supplies are required and negotiate with them directly for the supplies to the farmers through each Panchayat.

The banks are advised to advance loan amount at regular intervals to the farmers instead of single loan. The collector or Mandal Revenue Officer, appraise the bankers with all these details and the mode of disbursement of loans. This will enable the banks to lend the loans to the farmers in phased manner at the time when they require actually instead of in one go. Otherwise, if one time loan is advanced the loan advanced may not be utilized by the farmer to the purpose for which it is advanced, thus causing problems in addition to indebtedness, when the need arises the farmer will be without funds. The Collector, Mandal Revenue Officer should negotiate the terms and conditions with the companies and a 5% commission to the Panchayat to be included. This 5% will become a good amount for the Panchayat to develop infrastructure such as well built roads, drinking water, irrigation facilities, warehouse facility etc. Thereby the villages in each Panchayat will develop simultaneously and the migration of the people can be arrested. Thus, generating local employment. This transparency and accountability will improve the efficiency.

The banks are provided with a detailed pre planned data and the funds required by each farmer and time, month and amount. This will facilitate both the farmers and the banks the actual utilization of the amount advanced. So there will be a running account of the farmers in the banks and which will make the banks to go deep into the rural areas to fulfil the motto of the central government "Bank facilities to the rural public".

As per the scheduled supplies by the companies such as seeds, fertilizers and pesticides, the farmers will acknowledge the receipt of material and the company representatives will submit the copy of the acknowledgments along with bills raised on each farmer for the supplies made to the banks. The banks will release the funds directly to the companies and debit the same to the farmer's loan account. The idea is,

The farmer to get his requirements mentioned above at his door steps, to eliminate,

- a. waste of time, money and energy spending precious time wandering for these materials, leaving his farm work;
- b. purchasing the material in black market paying more money;
- c. At times getting fake brands resulting less yield or no yield even, ineffective pest control etc.,
- d. Money advanced for the purpose it is released.

Non-dependence on private lenders

If systematic planning is provided for material and money the farmer will concentrate only on farming since the other things are at his door steps.

Banks

Amounts to be advanced to each farmers and the month of disbursement are known to the banks in advance for easy planning at their end.

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1. Advance planning will ease the farmers and the banks for the disbursement of loans uninterrupted and timely.
2. Banks and Farmers can reschedule the release of funds according to the situations.
3. Banks will have full knowledge of the loan amount spent and the farmer will have knowledge about his requirements for smooth functioning

Companies

1. Companies will be happy because the supplies are made directly to the farmers and they have direct contact with them can give advice regarding the quantity and the type of material that can be used depending upon the conditions in the field (climatic conditions will change the requirements of the farmers) as all the companies have persons with full knowledge of agriculture and farming who can better advice the farmers.
2. The other interesting point is, the movement the supplies are made and acknowledged by the farmers online payments can be made by the banks to the companies.
3. The other advantage to the company is that they will have an idea of market in that particular area and the requirement of the material, the total quantity to have their production schedules accordingly. This will enable the company to keep the requirements of each farmer ready for disbursement as the planning is made in advance. If the demand is known in advance, supplies are made accordingly, without any delay or loss of time to the farmers.
4. During the negotiations between the Collector and the companies, the schedules of supplies by each company of required quality and quantity and the area of supply are fixed. This will make the collector to fix the responsibility of variations in the produce (yield, quality etc.) and collect damages from the company.

District Collector / Mandal Revenue Officer

Mandal Revenue Officer

1. The Mandal Revenue Officer / Tahsildar will be responsible for getting the information from all the panchayats in advance under their control, for total requirement of ingredients, yield per acre, expenditure incurred per acre on the produce etc. which will give an idea to the Government about agricultural information in the state.
 - i. Total acreage in the Mandal / District
 - ii. Total quantity and type of seeds required and the month and period
 - iii. Total quantity and type of fertilizers required and the month and period.
 - iv. Total quantity of pesticides required and month and period.
 - v. Total loan advance required for the entire Mandal / District and the disbursement periods

The above information of all the Panchayats under his control are tabulated and put it in the public domain of the Tahsildar or Mandal Revenue Officer, thus giving a near information of the requirement of the agricultural ingredients and the funds (loans to farmers) required.

District Collector

The District Collector will call for the meetings of MROs / Tahsildars under his control, and will assess the total requirement of seeds, fertilizers, pesticides and bank advances in his District, to enable him to have a comprehensive planning in the agricultural sector.

This will enable him to call for a meeting of the company representatives, bank executives for a detailed discussion based on the requirement of agriculture sector in his District under his jurisdiction. Here the Collector, will categorize the banks who are having maximum representation in a particular area and make the banks responsible for that particular group of panchayats for loan advances. In case if any panchayats are not having banking facilities the lead bank in that area can introduce mobile banking system to facilitate the farmers to get the required loans. Same is the case with the companies who are having access to the areas

are given preference to that particular panchayats. This comprehensive planning by the Collector in his District make the agriculture a profit oriented industry but not as loss making industry as at present. This will benefit the state at large because the information obtained through the collector right from the grass root level will make the government to have a comprehensive plan in the field of agriculture for the entire state.

Marketing

The most difficult task in the field of agriculture is marketing of the farm produce at a supporting / reasonable price so that the farmer will have some profit to sustain himself in the field of agriculture if not, handful of profits.

The steps that are to be implemented to make the farmer cheerful, are

1. Construction of ware house at Panchayat level
2. Each Panchayat will have online trading system so that all the produce that are available in the Panchayat such as quality, quantity and variety are put in the website; market to the door steps of the farmers.
3. Since all the information is available in the website the desired trading community can have online business with the Panchayat and the farmers directly.
4. A direct negotiation between the buyer and seller (farmer and the purchaser) without middle man will benefit the farmer to get more price for his produce.
5. The farmer need not transport the produce to the market yards stay there number of days, spending time, money and energy, be at the mercy of the traders/middlemen/ agents in the market yard as seen presently and to their dictum.
6. Since the negotiation is directly between the farmer and trader one to one the farmer will be in a better position to negotiate for a proper consideration for his efforts.
7. Since the produce are in the custody of the Panchayat warehouse, theft, damages decolouring due to climatic conditions will not occur and the farmer is in a position to negotiate for better price.
8. The farmer need not pay any market yard cess, middle men commission and more so transportation.
9. Even the Government has to procure directly from the farmers through the Collector.
10. All these transactions are to be made under ecommerce / online trading which is the present motto of our Prime Minister Sri Narendra Modi (Digital India).
11. This will facilitate the government, to the Collector, to the Mandal Revenue Officer / to the Panchayat by a click of the mouse the information regarding the availability of the material, the quantity, variety place etc., so that Government can plan in such a way that where heavy procurement is needed it will be lifted by the Government.
12. Since all these transactions are through online trading the amounts are credited to the farmers account. The banks will get their loan advances cleared when the produce are traded and the farmer will get his share of profit which is credited in his bank account.

Government

The Government can appoint BSc. (Agriculture) graduate in each panchayat who is responsible for the data collection in the panchayat with the approval of the Panchayat till it is put in the website of that panchayat and he /she should make, on field enquiries regarding the authenticity of the information given by the farmers, correct it get the signatures of the farmers and the same will be submitted to the Panchayat, and a copy to the MRO and District Collector. Being an agricultural graduate, he can advise the farmers and solve their problems because he is the person who is in touch with the farmers and the fields and the produce personally. He can even give his suggestions to the Collector regarding any changes that are needed according to the situations and conditions prevailing in the Panchayat so that the collector can have review meetings with the companies who are supplying the material, bank officials who are advancing the loans, and even the traders who are lifting the produce so that the situation can be stream lined if needed. This

Agricultural Graduate is directly under the control of collector, but he cannot super seed the Panchayat. This will generate employment potential for agriculture graduates or otherwise unemployed or doing clerical work in agriculture departments. This will reduce unwanted employees in the agriculture departments who are not qualified on the other hand will bring maximum utilization of the agriculture graduates.

At a later stage, each Panchayat can have a Small Research Development Centre for development and modernization of agriculture, developing variety of seeds., farming techniques better utilization of natural resources etc., since the farmers are non equal to the scientists who can develop better seeds/ better organic manures and better farming methods. In this way we are developing every village as a centre of excellence in the field of agriculture and other activities.

Now by virtue of this comprehensive planning all the stake holders such as

1. Farmers
2. Suppliers (Companies)
3. Banks
4. Government officials right from Panchayat to the District Level
5. Traders

are involved in one way or other make the chain move smoothly and the mitigation of the farmers can be reduced to the possible extent if not eliminated.

In my opinion, this is one way of brining agriculture a profitable industry.

Crop Insurance

As already mentioned above, crop insurance is one of the factors that makes the farmer ease from his difficulties / to reduce the financial burden to some extent. Crop insurance can be created by the government by taking Panchayats as one unit and that gives an added advantage to disperse the insured amounts directly to the effected farmer which will be reflected in the website of the Panchayat reducing dubious payments. In case if any crop holiday is given that also can be compensated through this insurance scheme

A suitable mechanism is introduced for different insurance schemes for different crops taking into account Floods, Cyclones, Drought, Heavy Rains which will facilitates the government to know the exact yield and the loss of crop and reasons for the same, so that government can reassess the future plans to the betterment of farmers.

Control Room

A control rooms is to be provided in the Panchayat Office with internet facility to be manned by a qualified person having basic knowledge of farmers, their wanting and such other related matter. The main aim of establishing this control room is

1. To give access to the farmers to internet
2. To give the farmers regarding the latest developments in other states in India and Abroad, in the field of farming technology.
3. To give access to the farmers regarding the latest developments in the use of
 - a. Seeds
 - b. Fertilizers
 - c. Pesticides
 - d. In a manner to give maximum benefit to the farmer with minimum investment
 - e. To appraise the farmer every now and then regarding the climatic conditions and also to forecast of
 - i. Heavy Rains
 - ii. Cold weather conditions

- iii. Cyclones
 - iv. Floods
 - v. Earth Quakes
4. The control room should also update itself inline with the state and central government administrative reforms such as
- a. G.Os., that are being issued by the state and central government regarding farmers/ farming
 - b. Change in existing acts
 - c. Government Policies in such situations to declare crop holidays, alternative farming of different farm products
 - d. The farmer should have access not only to his farm details but also to other farmers and their activities which will help him to modify / reschedule his farming methods to suit his conditions.
 - e. The farmer will have access to the markets regarding farm produce and the buyers and sellers information which will be helpful for him
 - f. The farmer will have access to the varying economic conditions in the state / country regarding demand / supply of farm produce
 - g. All this information will help the farmer to decide the course of action in his / her agriculture activities.
 - h. In a way the Hon'ble Prime Minister's desire of technology to the farmers and Digital India can be fulfilled at grass root level.

Solar Energy

As already mentioned, ware-houses that are to be built to keep the produce of the Panchayat, can be made cold storage to minimize the crop damage by solar energy instead of conventional system. Slowly each Panchayat will be given priority in utilizing solar energy to the farm equipments, bore-wells even their houses. So that consumption of conventional energy can be reduced to zero.

Administration to the Panchayat

The motto of the government is to bring administration to the Panchayat (Panchayat Raj) level by introducing the above mentioned principles this motto can be achieved to the extent possible: because by introducing the above said facts the Panchayat will become self sufficient in due course and less burden on the State Government because the source of income in addition to the government grants is increased as mentioned above by way of commission from the companies and 1% cess or collection for produce from the farmers will enhance the capacity of each Panchayat to become self sufficient, since the Panchayat knows the priorities in their own Panchayat utilization of funds will be done accordingly and since there will be a competition on Panchayats to become the best Panchayats, the state government can introduce monetary schemes and benefits for Panchayats who will come in order

Benefits

1. Comprehensive planning of agriculture in the state.
2. Bringing administration to the Panchayat
3. Reducing dependence on conventional energy
4. Reducing farmers dependence on loans and material
5. Online marketing for getting better price to the farmers.
6. Material, Money and Marketing at the door steps of the farmer.
7. Farmer kept in a better position from the present situation of dependence to the level of bargaining.
8. Introduction of Central Government Policy of 'Digital India'
9. Introduction of E-Commerce at Panchayat Level.

10. Development of Panchayat and bringing them on par with towns.
11. Reduce migration of youth since opportunities are provided at Panchayat level itself.
12. Developing infrastructure at Panchayat level.
13. Making Panchayat self sufficient.
14. More control over agriculture.
15. Since supply of fertilizers, pesticides and seeds are streamlined as mentioned above hoarding and black marketing can be reduced if not eliminated.
16. Supply of fertilizers, pesticides and seeds are open and responsibility can be fixed on the company which supplied the same since evidence is available, compensation can be claimed from the companies thereby companies would be more vigilant and duplication and adulteration can be eliminated.
17. Instead of making input subsidy to all the farmers the same can be provided to whom it is needed.
18. Subsidies given to the companies will be as per the actual quantity supplied to the farmers only. Hence dubious payments can be arrested.
19. Any malpractice by any company is more easy to locate and identify the culprit and such companies can be black listed.
20. Making agriculture a profit oriented industry than a loss making industry.
21. Finally to see a farmer with a smile and pride on his face and well deserved recognition to him and his service to the nation.

Future Study

After conducting field trial in every Panchayat in each Mandal if the results are encouraging, larger sample survey has to be conducted to set accurate results; such as different panchayats of different terrains, different farming methods, with different irrigation facilities are selected in each Mandal in each district and field trials are conducted as mentioned above and the results are tabulated. This field trial on a larger scale will give a comprehensive picture of the entire state. Thus based on these trials a more comprehensive and accurate planning can be arrived to the entire state and more benefit to the state and farmers.

CONCLUSION

This author made an earnest attempt to see that the farmer is cheerful and can live in the society with his head upright and with a cheerful face.

Note

Two Tables one for the Panchayat and the other for Mandal for data collection are separately attached.

OCCUPATIONAL STRESS AMONG DOCTORS IN GOVERNMENT HOSPITALS AT CHENNAI

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ABSTRACT

Human - service is the unique contribution for the wealth and health dimension of their living system. Due to changes in working system of hospital like mode of working pattern, intervention of technology at work places, level of competition, the career of Doctors occupation needs to contribute relentless service at work places. This working pattern leads to occupational stress among Doctors. The present study of stress of Doctors has been carried out with the objective to manage the outcome of occupational stress among Doctors working in government hospitals. In order to describe the framed objectives, the necessary hypotheses would be tested through selected statistical tools. The hypotheses have been framed and tested in the aspects of significant difference in the opinion of Doctors about their organizational performance and support, reasons for occupational stress, and its influences, impact of stress on personal, psychological and health grounds. The focus of the objective and testing the hypotheses, the necessary data has been obtained through primary and secondary sources. The obtained data from the sample size of 125 is analyzed and computed systematically. The emergence of substitution based medical practices shift the loyalty of patients from one service to multiple services. There is good evidence to show that doctors are at higher risk of stress than the general population.

Keywords: Working pattern – organizational performance –medical practices–loyalty of patients

INTRODUCTION

The ambition of every human being is to attain the desired wealth and luxury in their material life. The Global Health Industry Classification Standard and the Industry Classification Benchmark divides the industry into two main groups: (1) Health care equipment and services and (2) Pharmaceuticals, Biotechnology and related Life Sciences. The most common way is face-to-face delivery, where care provider and patient see each other 'in the flesh'. Due to changes in working system of hospital like mode of working pattern, intervention of technology at work places, level of competition, the career of Doctors occupation needs to contribute relentless service at work places. This working pattern leads to occupational stress among Doctors. Both private and government hospitals offer various training and counseling program to Doctors in order to manage and reduce the level of occupational stress. In order to understand the consequences of job-related stress towards the social life balance of Doctors in various hospitals irrespective of its size of operations, the researcher decided to organize a study in the title of "Occupational Stress among Doctors in Government Hospitals at Chennai".

Statement of the Problem- Due to the fierce competition that prevails in the hospital sector, especially due to the participation of private and foreign investments; the Doctors are expected to focus on delivering more sophisticated services. In addition to that, the structure of service, delivery processes are also changed in terms of approach, attitude, time, and reporting, and dealing with technology. The present study has been designed and carried out to understand the occupational stress.

FACTORS INFLUENCING OCCUPATIONAL STRESS AMONG DOCTORS

1. Doctors provide around-the-clock services to patients in hospitals, nursing homes, long-term care facilities, visiting old age homes as well as to clients using supportive and preventative programs and related community services. Work load, shift work, overtime, and covering for absent colleagues were the most common identified stressors.
2. Working with different patients, the Doctor's feelings about life, interpersonal conflicts, managing the patients' pain and the presence of the family also contribute to occupational stress.
3. Emotional exhaustion to Doctors and this leads to negative feelings towards their care. Anxiety, frustration, anger, feelings of inadequacy, and helplessness or powerlessness are emotions often associated with occupational stress.

CAUSES OF OCCUPATIONAL STRESS OF DOCTORS

1. Doctors' participation in teams, attendance during rounds and meetings, field trips, palliative work, providing counseling to patients and their families, and social services.
2. Conditions such as poor physical working conditions, overcrowding, noise, lack of proper ventilation, air pollution, reduced lighting, poor ergonomics and inflexible or unpredictable hours have been recorded as contributory factors.
3. Physical symptoms can include: headaches or backaches, muscle tension and stiffness, diarrhea or constipation, nausea, dizziness, insomnia, chest pain, rapid pulse, weight gain or loss, skin breakout (i.e. hives or eczema), loss of sex drive, and frequent colds.
4. Behavioral symptoms can include: eating more or less, sleeping too much or too little, isolating oneself from others, procrastinating, neglecting responsibilities, using substances (i.e. alcohol, cigarettes, or drugs) to relax, nail biting, pacing, teeth grinding, jaw clenching, overdoing activities (i.e. exercising or shopping), overreacting to unexpected problems, and picking fights with others.
5. A number of medical conditions are related to, or exacerbated by, stress and include: chronic pain, migraines, ulcers, heartburn, high- blood pressure, heart disease, diabetes, asthma, obesity, premenstrual syndrome, musculoskeletal conditions, anxiety, depression, eating disorders, and substance abuse.

REVIEW OF LITERATURE

S. Michie (2002) in his research work titled "*Causes and Management of Stress at Work*" conceived stress as pressure from the environment, then as strain within the person. It is the psychological and physical state that results when the resources of the individual are not efficient to cope with the demands and pressures of the situation. The prevention and management of workplace stress requires organizational level interventions, because it is the organization that creates the stress. Success in managing and preventing stress will depend on the culture in the organization.

Kelly J Devers et al (2003) in their study titled "*Changes in Hospital Competitive Strategy: A New Medical Arms Race*" described changes in hospitals' competitive strategies, specifically the relative emphasis on strategies for competing along price and non-price (i.e., service, amenities, perceived quality) dimensions, and the reasons for any observed shifts. However, there are important differences between the medical arms race today and the one that occurred in the 1970s and early 1980s: the hospital market is more concentrated and price competition remains relatively important. The development of a new medical arms race has significant research and policy implications.

Dhiraj Sharma (2004) in his study titled "*Just a dose of healthcare statistics*" examines the essential services of healthcare in growing society. The potential of health services sector is immense in India. People have confidence in healthcare products and services offered by private hospitals. The quality of healthcare has improved considerably with the availability of world class high-tech medical equipment and information technology. However, the low penetration of health insurance is limiting the growth of these world-class services.

Urmila Rani Srivastava (2010) in her study titled "*Shift work related to stress, health and mood states: A study of Diary workers*" found that that shift workers significantly experienced higher level of job and life stress, higher indices of negative mental health outcomes and variations in mood states as compared to day workers. The findings indicated that shift workers mood states such as anger, tense arousal and hedonic tone were significant predictors of mental health outcome.

Saif ur Rehman et al (2010) in their study titled "*Stress in banker's life: Demands-Control Model as Predictors of Employee's activity participation*" focused on the reliability and validity of job factors and analyzed their association with demands-control model and activity participation in two-time cross-sectional study of private and public sector commercial banks of Rawalpindi-Islamabad region. Findings from current research suggested that control must be classified into (a) personal skill and ability to manipulate, (b) colleagues support in work activity, and (c) supervisory support to exercise power and assistance in carrying out work activity.

Kristy L. Keyock and Diane K. Newman (2011) in their study on “*Understanding stress urinary incontinence*” identified that under reported and undertreated, stress urinary incontinence leads to decreased quality of life insufferers and financial burdens for both the patient and the healthcare industry. Doctors should understand their role in identifying, diagnosing, and treating the condition. Urinary incontinence (UI) is a growing problem that affects millions of people worldwide.

Hasson D et al (2013) in their research article in the title of “*Acute Stress Induces Hyperacusis in doctors with High Levels of Emotional Exhaustion*” explored if an acute stress will increase auditory sensitivity (hyperacusis) in individuals with high levels of emotional exhaustion (EE). Women with high levels of emotional exhaustion become more sensitive to sound after an acute stress task. This novel finding highlights the importance of including emotional exhaustion in the diagnosis and treatment of hearing problems.

RESEARCH METHODOLOGY OBJECTIVES OF THE STUDY

1. To identify the factors that causes stress among Doctors in the different categories of hospitals in Chennai.
2. To understand the consequences of stress and that affects both the personal and professional life of Doctors.
3. To identify the health-related issues encountered by Doctors due to occupational stress.
4. To know the occupational stress management strategies adopted by Doctors at personal, family and organizational levels.

HYPOTHESES

1. There is no significant difference about frequent patient interaction and its influence on job stress among the Doctors based on their designation.
2. The impact of occupational stress due to personal, job related, economic, family related and psychological aspects do not differ significantly based on designation, marital status, type of organization, education and nature of family.
3. The changes in communication pattern and contribution to the job due to occupational stress do not significantly differ among the Doctors based on their designation and type of organization. The level of occupational stress among the respondents does not significantly differ based on the nature of their family.

Research Design - The research design of present study is descriptive and causal in nature since the study identifies the opinion of Doctors about their occupational stress and also source the impact of occupational stress on their job-related activities. The study has been carried out among the Doctors in various hospitals at Chennai.

Period of the Study - The study period ranges over the years 2017 to 2018. The review part of the study covers period from 2009 to 2014. The primary data collection was carried out between the periods from 2017 to 2018.

Study Population - The study of population of Doctors (men and women) in Government Hospitals at Chennai. The population sources list for the present study has been obtained from the District Medical Office, Government Hospitals, Indian Medical Association (Chennai Chapter) and urban hospital centers.

Sampling Unit - The sampling units was so chosen as to cover Doctors belonging to different cadres and designations in government hospitals in the study location. The original sample size for the present study was determined through proportion during the time of pilot study as 250 but later due to the poor response among the selected samples and non-reach ability, the sample size for the present study has been limited to 125.

Sampling Design – For the present study, stratified disproportionate random sampling has been used. The required sample for the study has been taken from the government hospitals. The Doctors working in the hospitals have been taken from the existing designation levels like Professors, Surgeons, Assistant Professors, and Head of Departments.

Sources of Data - The required data for the study has been obtained from the both Primary and Secondary sources. The primary data required for the study has been obtained from the Doctors working in government hospitals, PHC, PHU, Municipal Corporation Hospitals from various, and designation levels with the help of a structured questionnaire.

The secondary data required for present study have been obtained through earlier research works, journals, magazines, periodicals, books, manuals obtained from the hospital sources and web related sources. The obtained secondary sources were helpful for framing the research problem, conduct pilot research, construct and evaluate reviews related to study, framing of questionnaire with apt scales for designing of the profile to hospital industry and occupational stress of Doctors.

Nature of Questionnaire - The questionnaire used for the collection of primary data from the Doctors in the selected study area was structured, pre-tested and constructive in nature. Reference International Journal of Nursing studies Vol 43, issue 7 Sep - 2006 pages 875-889 – occupational stress, job satisfaction and working environment among Icelandic Doctors: A cross sectional questionnaire Survey by Herclis Sveinsdottir, and Pall Biering Alfons Ramel (2006).

Tools Employed for Analysis - The socio-economic profile of Doctors like age, educational qualification, marital status, designation, monthly income, nature of family, family size, nature of location, number of children, type of organization employed and total experience have been analyzed with the help of simple percentage analysis. The career profile of the respondents and their opinion about the purpose of choosing the career like reason, influence to choose, ability to optimize the career, career wisdom and opinion about their present organization and its working background have been analyzed with the help of cross table. The satisfaction of respondents about their career output, delegation, job rotation and level of stress management have been analyzed. The analysis of variance has been applied to verify and test the opinion of Doctors about the sources of occupational stress related to personal, job related, economic, family and psychological with the help of type of organization and nature of occupation. The causes of occupational stress and its consequences have been analyzed with the help of garret ranking. The opinion about the impact of occupational stress in terms of personal, work related aspects, economic and social aspects and health related factors have been analyzed. The managing of occupational stress in terms of personal, organizational and psychological aspects has been analyzed with the simple percentage analysis.

Results and Discussions - The collected responses through structured questionnaire has been edited, coded and tabulated for studying the personal profile of Doctors, their career profile and reason for choosing the medical career. The opinion about occupational stress, causes, factors influencing stress and its impact is also tested for its significance based on the factors like type of organization, nature of job; marital status and age, independent sample T-test have been used for this purpose.

Table 1

Sl. No.	Particulars	Number Of Respondents	Percentage
Age Category of the Respondent			
01	23 TO 25 years	11	08.8
	26 to 30 years	17	13.5
	31 to 35 years	20	15.4
	36 to 40 years	19	15.2
	41 to 45 years	18	14.7
	46 to 50 years	35	28.0
	50 and above	05	04.4
	TOTAL	125	100
Educational Background of the Respondents			
02	UG (MBBS)	06	05.0
	UG+DIPLOMA	18	14.0
	PG	49	39.0
	FELLOWSHIP	35	28.0
	DOCTORATE	17	14.0

	TOTAL	125	100
Marital Status of the Respondents			
03	Single	33	26
	Married	74	59
	Others	18	15
	Total	125	100
Designation of the Respondents			
04	Duty Doctors	22	18
	Assistant Professors	27	22
	Professor	41	33
	Surgeons	25	20
	Head of Departments	10	07
	Total	125	100
Monthly Income of the Respondents			
05	Less than 50k	13	11
	51k to 75k	35	28
	76k to 100k	40	32
	101k and above	37	29
	Total	125	100
Nature of Family Respondents			
06	Nuclear	60	48
	Joint	65	52
	Total	125	100
Family size of the Respondents			
07	Less than 3 members	40	32
	4 to 7 members	42	34
	Above 7 members	43	34
	Total	125	100

Age and Educational back ground of the Respondents - The influences of Age Vs Stress significantly differ. In order to understand this aspect, the age background of Doctors working in different categories of organization in the study unit has been collected. Antoniou et al (2006). The age composition of doctors in the selected study area, Percent of the Doctors in the age category of 23 to 25 years is 8.8 percent, Percentage between the age category of 26 to 30 years is 13.5, Percentage between the age category of 31 to 35 years is 15.4, Percentage between the age category of 36 to 40 years is 15.4, Percentage between the age category of 41 to 45 years is 14.7, Percentage between the age category of 45 to 50 years is 28.0, Percentage between the age category of 50 and above is 4.4,

Based on the level of education, the ability to manage work related issues will differ among the individuals. In order to verify the influence, the educational background of Doctors have been collected and analyzed in the study. Sliskoric and Sersdic (2011) Highlights of the educational background of the respondents are 5 percent of the respondents are having degree qualifications, 14 percent have degree with diploma background, 39 percent are having Master Degree qualification, 28 percent have fellowship qualifications and 14 percent have Doctorates as their qualifications. These results are supported by the findings of the study conducted by Antoniou et al (2006), Sliskoric and Sersdic(2011)

Marital Status and Designation of the Respondents - The marital status also influences the psychological background of the individuals. The personality, perception and attitude undergo changes in every individual after marriage. It causes different form of stress due to the imbalances of family, social, environmental and organization dimensions. In this aspect, the marital status of Doctors has been studied Riedel et al (2001). The details of the marital status of the Doctors' in the selected study area is 26 percent of the Doctors are not married, 59 percent are married and 15 percent are in the other status like widow, divorce and so on.

In order to verify this aspect, the designation background of the Doctors has been taken for the study. Quick and Quick (1984). This describes the designation background of Doctors in the selected study belong to government hospitals. 18 percent of them are working as duty Doctors, 22 percent are as Assistant Professors, 33 percent are serving as Professors, 20 percent are as Surgeons, and 7 percent are in the status of Head of Department. These findings are supported by the study conducted by Riedel et al (2001), and Quick and Quick(1984).

Monthly Income of the Respondents - Income helps to attain materialistic status in life and acts as the instrument for self and family management. Finding the sources of income also contribute to stress. By keeping this view, the income background of Doctors' has been analyzed in the study unit. Fauzia Khurshid et al. (2011). The brief the monthly income status of the respondents is 11 percent of the respondents are getting the monthly income less than Rs.50000, 28 percent receive the income between Rs.51000 to Rs.75000 and 32 percent receive the income between Rs.75000 to Rs.100000, 29 percent obtain more than Rs.100000. These findings are in parallel with the study conducted by Fauzia Khurshid et al.(2011).

Nature of Family and number of children of Respondents - Depending upon the nature of family, the responsibility level, system of sharing, acquiring wealth and welfare differs and it also brings different categories of pressures. Based on the response obtained from the families; an individual can manage work place situations. Greenhaus and Beutell (1985). This pattern portrays the nature of family of the Doctors in the selected study area. 48 percent of them are in joint family category and 52 percent are in nuclear family category.

The role of family members also influences an individual at the family and at the occupational level. In order to understand this aspect, the family sizes of Doctors have been analyzed. O'Connor (2006). The family size of the respondents are 32 percent have less than 3 members in the family, 34 percent have 4 to 7 members and 34 percent have more than 7 members in their family.

The number of children in the family is also reflected at their work places in the form of poor concentration and occupational stress. By keeping this view, the number of children of Doctors in the study unit has been reviewed. Bailley (1985): The number of children of the respondent is 9 percent do not have children, 23 percent have one child, 46 percent have two children and 22 percent have more than three children. These related studies conducted are supported by the findings of Greenhaus and Beutell (1985), O'Connor (2006) and Bailley (1985).

Nature of the Location and Type of organization employed - It is also an important factor for the cause of work place and job-related stress among the individuals. In this aspect, the nature of Geographical location of doctors has been reviewed for the study. Grant (1991). The nature of location of the Doctors in the selected study area is 42 percent of them belong to urban background, 40 percent belong to semi urban base and 18 percent are in the rural background.

The type of organization brings different form of working environment and working condition which changes the contribution and attitude of employees at work places. It leads to different form of stress among the individual. In this aspect, in order to know the occupational stress difference among the Doctors, the details of types of organizations employed by them have been analyzed. Griffiths (1998). Regarding the respondents' employment related to type of hospitals, from the table 5.10 it is observed that 36 percent are working in private hospitals, 39 percent in government, 16 percent in public health care centers and 9 percent in funded hospitals in the selected study area. All these results are supported by the results of study conducted by Grant (1991), and Griffiths (1998)

Total Experience of the Respondents - Experience is the cultivating channel for individual development. In addition, it is the factor that helps the individual to especially manage occupational related stress with suitable strategies. To review this aspect, the background of experience of women nurses working in different categories of hospitals in the study unit has been analyzed. *Velnampy (2008)*. The total experiences of the Doctors, working in different categories of hospitals in the selected study area. 11 percent have less than 5 years of experience, 21 percent have 06 to 10 years of experience, 18 percent have 11 to 15 years of experience, 28 percent have 16 to 20 years' experience, and only 22 percent have 16 to 20 years of work experience. All these results are supported by the results of study conducted by *Velnampy (2008)*.

Opinion about the changes due to occupational stress - The responsibility level of job, nature of job, type of work, hours of stretched work, individual contribution, support of family, economic status, prevailing working condition, age, gender, marital status are also aspects which have more influence on occupational stress. In order to verify these aspects among the Doctors, the following table has been designed. *Lazarus and Folkman (1984), Murphy and Schoenborn (1987)*. The respondents' opinion about the psychological changes due to occupational stress is 36 percent opinioned changes in their attitude, 31 percent experience of changes in conflict, and 24 percent have changes in their level of personality and 9 percent experience exchanges in their motivational levels due to occupational stress. These results are supported by the results of study conducted by *Lazarus and Folkman (1984), Murphy and Schoenborn (1987)*

Managing of Occupational Stress - The way of managing the stress is influenced by individual attitude, value proposition, perception, personality and situation needed to be managed, for which the strategies employed by various individuals also differ at personal, organizational, and psychological levels. *Craig and Hancock (1996)*. 83 percent manage by meditation, 89 percent by yoga, 72 percent by mind diversion, 79 percent by exercise, 69 percent by counseling and 31 percent by therapies. In organizational level, 48 percent of the respondents manage occupational stress by medical counseling offered by organizations, 81 percent by workshop/training, 39 percent by sabbatical leave, 73 percent by Medclaim and 69 percent manage by job rotation.

Table-II

Sl. No	Particulars	Number of Respondents	Percentage to Total
Nature of the location of the Respondents			
01	Urban	53	42
	Semi Urban	50	40
	Rural	22	18
	Total	125	100
Number of Children of the Respondents			
02	None	11	09
	One	28	23
	Two	58	46
	Three	28	22
	Total	125	100
Type of Organization Employed			
03	Government	45	46
	Public Health Centers	48	39
	Public Health Units	20	16
	Municipal Corporation	12	09
	Total	125	100
Type of Experience of the Respondents			
04	Less than 5 years	13	11
	6 to 10 years	26	21
	11 to 15 years	22	18
	16 to 20 years	36	28
	More than 20 years	28	22
	Total	125	100
Option about the changes due to Occupational Stress			
05	Personality	30	24
	Attitude	45	36
	Level of Motivation	12	09
	Conflict	38	31
	Total	125	100

The managing of occupational stress by the respondents based on psychological balance, 92 percent manage by personality reshaping, 43 percent perceptual change, 56 percent by attitude formation, 89 percent by self-motivation, 93 percent by relationship management and 84 percent manage by new learning avenues. These findings are in parallel and supported by the results of study conducted by *Craig and Hancock(1996)*.

Motivational instrument to choose the medical career based on the educational background of the respondents - The motivational sources behind the reason for choosing the Doctors' career are influenced by family, self, friends, relatives and existing employee sources. The choice of Doctors career is also highly influenced by the possession of educational qualification. In order to understand the influence of educational background for choosing the Doctors' career the following table has been designed and interpreted. *Salami (2002)*. The motivational sources for the Medical profession to choose the Doctor based on their educational background. 7 percent of the respondents with the educational background of degree chose the career due to their self-interest, 6 percent due to the influence of friends and relatives, 6 percent due to family and 4 percent through the sourcing of employees in the sector. 5 percent of the respondents with the educational background of degree + diploma influenced by their family, 8 percent due to self-interest, 7 percent due to friends and relatives and 4.8percent through employees in present jobs. These findings are supported by the study conducted by *Salami(2002)*.

Types of Stress Encountered by Respondents based on Age Category - Doctors' profession is the kind of relentless service where the encounter of stress in job is highly influenced by age. In order to understand this impact, the types of stress encountered by Doctors' based on their age have been analyzed. *Gmelch et al (1986)*.

The types of stress encountered by the Doctors based on their age category are 4 percent of the respondent in the age group of less than 25 years encounter physical stress, 3.2 percent psychological and 4.5 percent encounter both physical and psychological stress. The respondents in the age group of 26 to 30 faces stress as follows, 6.4 percent face both physical and psychological, 6 percent psychological and 4.8 percent physical. In the age group of 31 to 35, 4 percent face physical, 7 percent psychological and 8 percent both. 7 percent of the respondents in the age group of 36 to 40 both suffer physical and psychological stress, 7 percent physical stress and 8 percent psychological stress. Regarding the age group of 41 to 45, 6 percent encounter due to both physical and psychological stress, 6 percent psychological and 8 percent due to physical stress. 9 percent of the respondents in the age group of 46 to 50 encounter stress due to both physical and psychological reasons and 8 percent in the age group of above the age group of 50 also encounter stress due to the same reasons. These findings are supported by the results of study conducted by *Gmelch et al(1986)*.

Realization of Occupational Stress based on the Age Category of Respondents - Age is the factor which invokes different situations for encountering the stress. The realization of occupational stress based on age is also influenced by nature of job, time and duration of work, outcome and methods of performing job. Kahn et al (1964)²⁴. The realization of occupational stress by the respondents based on their age category is the respondents less than age category of 25 realizes the stress as follows. 6 percent due to inconvenient working hours, 6 percent due to shift system, 3 percent due to dead line work pressure, 4 percent attributed with family remembrance and 3 percent due to heavy work place complaints.

Regarding the public health care centers, 6 percent manage occupational stress through redesigned working hours, 5 through peer group sharing, 7 percent through periodical training, and 7 percent through counseling. 7 percent of Doctors in funded hospital manage occupational stress through redesigned working hours, 5 percent through peer group sharing and 4 percent through periodical training. These findings are supported by the results of study conducted by *Kahn et al(1964)*.

Findings - Demographic Profile of Respondents Regarding the age category of Doctors in hospital sector, it is found that 8.8 percent of Doctors are in the agegroup of less than 25 and only 4.4 percent are above the age group of 50. Since the sector induct moderate age group in recent years, the role of maturity and age play significant role. It is found the educational background of Doctors' in the study location; 5 percent have degree qualification and only 39 percent have post-graduation background. It is found that the qualification of specialized hospital courses helps the Doctors to equip themselves on technical aspects.

It is found the monthly income of Doctors that 11 percent are earning less than Rs.50,000 and which may cause economic insecurity for them and leads to the part of occupational stress. Regarding the nature of family of Doctors in the selected study location, 52 percent live in joint family and 48 percent in nuclear family. The constitution of family system as a nuclear may bear additional responsibility that may lead to work life imbalances for Doctor's. It is also found that 34 percent of respondent have 4 to 7 members in their family and nearly 34 percent have more than 7 family members. Regarding the caring responsibilities it is found that almost 39.9 percent have one to two children.

It is found that 42 percent of Doctors belong to urban background and 18 percent belong to rural base of residential location. Regarding the type of organization of Doctors, 36 percent employed in private hospitals and 39 percent in government hospitals. The employment avenues for Doctors are higher in private hospitals than other forms like government, public health. It is found that 21 percent of Doctors have 6 to 10 years of work experience and 18 percent have 11 to 15 years of experience. It is also found that only 28 percent have 16 to 20 experiences. 11 percent have less than 5 years of experience and it may be a reason for encountering occupational stress due to lack of experience in the category of less than 5 years. Regarding the changes due to occupational stress among Doctors, 36 percent find attitude changes, 24 percent observe personality changes and 9 percent feel change in the level of motivation. It is found that the major changes due to occupational stress among Doctors are psychological aspects. In the category of Duty Doctors 4 percent chose for growth in career and 2 percent chose with service mind. Regarding Assistant Professor 2 percent chose for service attitude and 8 chose for ambition. 3 percent of professor chose with service mind and 7 percent for ambition and whereas at Head of the Department level 2 percent chose Doctors profession for ambition. Majority of Doctors chose the career for growth.

The causes of occupational stress, from the application of garret ranking it is found that survival is the major cause, psychological background and economic factors are the others and whereas work related factors are lesser one among the Doctors. It is found that work affinity is high among Doctors. It is found that the impact due to status in society on occupational stress significantly differs among Doctors based on their designation. It is also found the impact of occupational stress due to temporary disablement, mild diseases, major health hazards and ruts out due to health dimension significantly differ among Doctors based on their marital status.

SUGGESTION TO MEDICAL FRATERNITY

1. The psychological changes are required among Doctors especially in terms of personality grooming, perceptual and attitudinalmoderations.
2. The participative and collaborative approach towards work and work places are needed among Doctors to manage occupationalstress.
3. The feeling of pride being an occupant of nursing community helps them to attain the social image and that will help to establish the character of self-management.
4. The spouse counseling helps the Doctors to make their counterpart to understand their work place issues and gain exposure. It helps them to share their emotional feelings. It reduces the level of workstress.

SUGGESTIONS TO FAMILIES

1. The understanding of work place issues encountered by Doctors should be realized by family members and proper moral support should beextended.
2. The frequent interaction and emotional sharing should be followed by familymembers.
3. The climate of personal faith and individual care should be expressed by the family members towardsDoctors.
4. Responsibility sharing attitude by the spouses help Doctors to enhance their confidence level at family and as well as at workplaces.

SUGGESTIONS TO HOSPITALS

1. The job place autonomy should be given for Doctors that will make them to act with identity at workplaces.

2. The motivational program on special pay, allowances, compensation schemes, health insurance schemes may be constituted at hospitals.
3. Flexible working hours with frequent job rotation help the Doctors to face work heterogeneity.
4. If mandatory, they should be trained abroad by the management, on advanced treatment for various cropping diseases like – MERS, EBOLA and so on.

CONCLUSION

The patient relationship management has become an imperative tool in present day hospital services. The emergence of substitution-based medicine practices shifts the loyalty of patients from one service to multiple services. We must remember that doctors need to nurture themselves, address their own spiritual needs and engage in self-care practices, in order to be able to give their best to patients. Peer support and a sense of community are important. Sometimes, doctors feel that their problems cannot be understood by people outside of the profession, therefore developing and maintaining a professional network is valuable.

Medical Practice, thus adding to a sense of professional isolation in India may need to follow in the footsteps of other countries e.g. Australia and Britain in developing multi-faceted support services for doctors under stress. Although the current study provides an improved understanding of the stress sources among the doctors of Government, private hospital and multispecialty nursing homes in Chennai, Tamilnadu; yet there is a room for more in-depth study of the sources of stress among doctors of public and private hospitals across the entire country. Further research can also be done for exploring the coping strategies for stress among doctors. We quote a wise and insightful comment from Firth-Cozens 'Getting things right for patient's means first getting things as good we can for those who deliver their care.'

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INFLUENCE OF CAPITAL STRUCTURE ON PROFITABILITY OF FINE ORGANIC INDUSTRIES LIMITED (FOIL)

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ABSTRACT

Small and Medium Sized Enterprises (SMEs) are plays a great role in Nation's improvement via its high contribution in domestic production considerable export income, low investment requirements, low intensive imports, capacities to broaden appropriate indigenous generation, import substitution, era-oriented industries, competitiveness in domestic and export markets thereby generating new entrepreneurs by providing expertise, training and skill development. SMEs are complementary to huge industries as ancillary devices and this sector contributes relatively to the socio-economic development. FOIL is a medium sized industry. The group is engaged in the manufacturing of oleo chemical additives for various end user industries such as foods, paints, inks, cosmetics etc. Capital Structure decision is important to the firm because the poor decision affect the firm's profitability to decrease the shareholders' value. This leads to maximises the wealth of shareholders in the financial decision. This paper scrutinises the influence of capital structure on profitability of FOIL. This study used secondary data from 2014-2018 collected from the annual report. In this study the debt equity ratio and Return on Net Worth were used as an indicators of capital structure and profitability.

Keywords: Small and Medium Enterprises (SMEs), Capital Structure, Profitability, Debt-Equity Ratio, Return on Net Worth

INTRODUCTION

Capital Structure theory is one of the most important areas of finance. The capital structure is how a firm finances its overall operations and growth by using different sources of funds. It is most likely referring to a firm's debt to equity ratio. Debt comes in the forms of bond issues or long-term notes payable, while equity is classified as common stock, preferred stock, etc. The capital structure plays a determinant role in firm profitability. Capital structure decision is the vital one, since the profitability of an enterprise is directly affected by such decision. It is necessary for company managers to maintain lowest cost of capital because if cost of capital is high company needs to pay high amount on it.

ABOUT THE COMPANY

Small and Medium Enterprises (SMEs) area has emerged as an enormously vibrant and dynamic zone of the Indian economic system during the last 5 decades. SMEs no longer simplest play a critical role in presenting massive employment possibilities at comparatively lower capital fee than massive industries however also help in industrialisation of rural and backward areas, thereby, reducing nearby imbalances, assuring extra equitable distribution of country wide earnings and wealth. Fine Organic Industry Limited (FOIL) is the flagship company of the Fine Organic group, founded in 1970. It is a medium scale industry. The group is engaged in the manufacturing of oleo chemical additives for various end user industries such as foods, plastics, rubbers, paints, inks, cosmetics, textile, coatings etc. Currently, FOIL has manufacturing facilities at two locations in Maharashtra- Ambarnath and Badlapur. Previously, a private limited company FOIL was registered as a public limited company in November 2017.

REVIEW OF LITERATURE

Rafiu Oyesola Salawv (2009) examined the influence of the capital structure on profitability of quoted companies in Nigerian Stock Exchange during the period 1990 to 2004. The impact of capital structure on profitability is not significant, but there is a positive relationship between profitability and Short term debt. The participation of equity in the capital structure is positively correlated with profitability.

Albert Amponsah Addae and Daniel Hughes (2013) investigated the effects of capital structure on profitability of listed firms in Ghana during the period from 2005 to 2009. The study revealed that there was a statistically significant positive relationship between short term debt and profitability. The result shows that there was a statistically negative relationship between profitability and long term debt.

Mehdi, et.al. (2013) examined the relationship between the capital structure and the profitability of Pharmaceutical companies in Iran. A result showed that there was significant negative relationship between the profitability and the capital structure which means that the Pharmaceutical companies have established a pecking order theory and the internal financing has led to more profitability.

Sithy Safeena Hassan (2014) focused on the impact of capital structure on the profitability of listed manufacturing companies in the Colombo Stock Exchange in Srilanka during the year from 2009 – 2013. The result of the study revealed that there is a significant negative relationship between LDA and ROA while found that there is a positive strong relationship between TDA and profitability.

Priyanka and Ananth (2017) examined the influence of capital structure and profitability in selected public sector banks during the period 2012-2016. The data were analysed by using regression analysis to find out the influencing factors of capital structure on profitability of public sector banks. From the analysis debt-equity ratio is more influenced by profitability of selected public sector banks.

OBJECTIVES OF THE STUDY

1. To observe the influence of capital structure on the profitability of FOIL.
2. To analyse the relationship between debt-equity ratio and return on equity of FOIL.

SCOPE OF THE STUDY:

This research is conducted in Fine Organic Industries Limited (FOIL). And five years’ data were collected to analyse the influence and relationship between capital structure and profitability of FOIL.

RESEARCH METHODOLOGY

The present study was based on secondary data. These data is taken from website and annual report of FOIL. Here Return on Equity is a dependent variable and Debt-Equity Ratio is an independent variable as considered for this study.

PERIOD OF STUDY

The study period for 5 years from 2014 – 2018 have been collected for analysis.

DATA ANALYSIS AND INTERPRETATION

Regression Analysis

Table-1: Influence of Capital Structure on Profitability of FOIL

Model Summary			
Model	R	R Square	Adjusted R Square
1	.930	.865	.821
a. Predictors: (Constant), Debt- Equity Ratio			

ANOVA						
Model		Sum of Squares	df	Mean Square	F	p value
1	Regression	266.878	1	266.878	19.304	.022
	Residual	41.476	3	13.825		
	Total	308.354	4			
a. Predictors: (Constant), Debt- Equity Ratio						
b. Dependent Variable: Return on Equity						

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	p value
		B	Std. Error	Beta		
1	(Constant)	21.118	3.361		6.283	.008
	Debt- Equity Ratio	28.144	6.406	.930	4.394	.022
a. Dependent Variable: Return on Equity						

Interpretation: The above table shows the predictive variables of linear regression analysis in FOIL. The model summary shows the R Squared of .865 of the variance in profitability. The above table indicates the coefficient of regression model. From this table the factors that return on equity is more influenced by debt equity ratio. There is a significant influence of capital structure on profitability of FOIL.

CORRELATION ANALYSIS

Relationship between Debt-Equity Ratio and Return on Equity

		Debt-Equity Ratio	Return on Equity
Debt-Equity Ratio	Pearson Correlation	1	.930*
	Sig. (2-tailed)		.022
	N	5	5
Return on Equity	Pearson Correlation	.930*	1
	Sig. (2-tailed)	.022	
	N	5	5
*Correlation is significant at the 0.05 level.			

Interpretation: The above table mentioned the relationship between capital structure and profitability of FOIL. From this Correlation it is clear that the relationship between debt-equity ratio and return on equity is highly positive correlated (.930) and found to be significant at 0.05 level respectively.

FINDINGS

1. From the correlation it is found to be highly positive correlated and significant at 0.05 level respectively.
2. The regression analysis shows debt-equity ratio is found to have more influence on return on equity in FOIL. So there is significant influence of capital structure on profitability of FOIL.

CONCLUSION

This study examines the influence of capital structure on profitability of FOIL during the five year period from 2014 to 2018. The findings and analysis were limited by the accuracy of data obtained from the FOIL website and by the significant level of the regression model used. The result revealed that there was a statistically significant positive relationship between debt-equity ratio and return on equity. It is suggested that to increase the profitability they have to maintain standard norms of debt-equity ratio. Keeping debt-equity ratio stable shows it is safe and chances to grow.

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IMPACT OF ORGANIZATIONAL HEALTH AND JOB INVOLVEMENT ON ORGANIZATIONAL COMMITMENT OF THE EMPLOYEES IN PUBLIC SECTOR

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ABSTRACT

Organizational Health and Job Involvement are two important pillars of any organization. To keep the expected level of organizational health the implementations of organizational commitment must be carefully watched and the respective changes have to be incorporated. This study tests the model of Organizational Health and Job Involvement on Organizational Commitment using structural equation model and the results are discussed.

Keywords: organizational health, organizational commitment, job involvement.

INTRODUCTION

"Unless commitment is made, there are only promises and hopes; but no plans"

Peter F. Drucker

In the highly competitive world, every organization is facing new challenges regarding sustaining productivity and attaining goals. A large number of studies have been conducted to investigate the concept of organizational health and job involvement on organizational commitment. Still these concepts are the most challenging and researchable fields of management and organizational behavior. This research analyzes the "Impact of organizational health and job involvement on organizational commitment" what it means and why every organizations need the commitment towards organization and employees. In fact, the most of the studies have found positive relationship between organizational health and job involvement on organizational commitment. Managers want organizational commitment in their work place because the strong reason is to have the greatest outcomes on the successful performance of an organization. This is because a highly committed employee will identify themselves with the goals and values of the organization, has a stronger desire to belong to the organization and is willing to display greater impact towards their performance.

In this study, organizational commitment is dependent variables. Organizational health and job involvement are independent variables. These two independent variables are considered to improve the organizational commitment of the employees to discuss in this research. Organizational Commitment is highly valuable in the workplace and has been highlighted in the Research as dependent variable in that way to enhance the organizational effectiveness. Moreover, in today's fast paced and dynamic business environment and organizations try to improve the commitment level and also various measures taken to the organization because of securing the organisational commitment. (*Simpson 2000* there is a growing commitment gap among widening split between the expectations of employers and what workers are prepared to do). There are a number of reasons for this erosion of commitment; the most common issues that being a failure of management in some way or the other. To succeed in the face of increasing competition, a business needs improved productivity at all levels. This need requires the enthusiastic commitment of all employees that can only be achieved through better management practices. To be effective, the skill of good people is essential. Businesses need good people to succeed. Failure on the part of the owners or senior leaders to ensure their managers and supervisors are trained and function effectively, can lead to the loss of valued employees, because the best employees are attracted to employers who place premium on good people management. So, the organizational health and job involvement are considered as a two pillars to improving the organizational commitment level. So, the researcher concluded that the dependent factor of organizational commitment is important to deliberate the level of employees.

STATEMENT OF THE PROBLEM

In the changing scenario, there is an enormous amount of demand to read about the Organizational Health and Job Involvement Its Impact over Organizational Commitment. The Organizational Health is determined by plenty of factors, however as a society the researcher has to identify and analyze the possible factors. In the same sense, the impact of Organizational Health and Job Involvement on Organizational Commitment

must be put under thorough scanning. (McGue and Gianakis, 1997) low job involvement at the organization to decreased task performance, increased absenteeism, job turnover, and reduced the organization morale. Organizations with satisfied employees tend to be more effective than organizations with unsatisfied employees (Slocum and Woodman, 1995). There is a general understanding and perception that the Organizational Commitment depends upon Organizational Health and Job Involvement. Since, their date of appointment to till date of retirement. The employers are facing immense problems and enormous amount of challenges to shape the employees to be committed. The study (Hunt, Chonko and Wood, 1985) indicates that high commitment among employees' leads to lower turnover and higher organizational performance. The employee's world is normally showing their resistance and non –co-operation for making themselves in to committed.

Needless to say that, the employer world cannot ignore the importance of commitment because it is the root cause sustaining productivity and attaining organizational goals. The authorities should assess and train the employees to improve their level of commitment. Unarguably a committed organization need not to bother about organizational health and job involvement as these two are the basic indicators about the overall performance of an organization. Put it in nutshell, the Organizational Health and Job Involvement are two important pillars of any organization. To keep the expected level of organizational health the implementations of organizational commitment must be carefully watched and the respective changes have to be incorporated.

OBJECTIVES OF THE STUDY

- To test the model of Organizational Health and Job Involvement on Organizational Commitment.

STRUCTURAL EQUATION MODEL (SEM) ON ORGANIZATIONAL HEALTH AND JOB INVOLVEMENT ON ORGANIZATIONAL COMMITMENT

Introduction on SEM

Structural equation modeling is a tool for analyzing multivariate data that has been long known in marketing to be especially appropriate for theory testing (Bagozzi, 1980). Structural equation models go beyond ordinary regression models to incorporate multiple independent and dependent variables as well as hypothetical latent constructs that clusters of observed variables might represent. They also provide a way to test the specified set of relationships among observed and latent variables as a whole, and allow theory testing even when experiments are not possible. As a result, these methods have become ubiquitous in all social and behavioural sciences (MacCallum and Austin, 2000).

In this subsection of analysis, structural equation modeling is done. Structural equation modeling is done to find out whether the conceptual model developed by the researcher is fit or not. Figure 1.1 depicts the structural equation model of employee performance.

THE VARIABLES USED IN THE STRUCTURAL EQUATION MODEL ARE

I Observed, endogenous variables

The observed endogenous variables are, “Organizational adaptiveness, Organizational excellence, Problem solving adequacy, Considerate leadership, Conflict resolving management, Innovativeness, Morale, Communication adequacy, Goal focus, Resources utilization, Initiation and outgoingness, Psychological identification, Team work, Aspiration, Self esteem, Detachment, Affective commitment, Normative commitment, Continuance commitment, Organizational commitment”

II Observed, exogenous variables

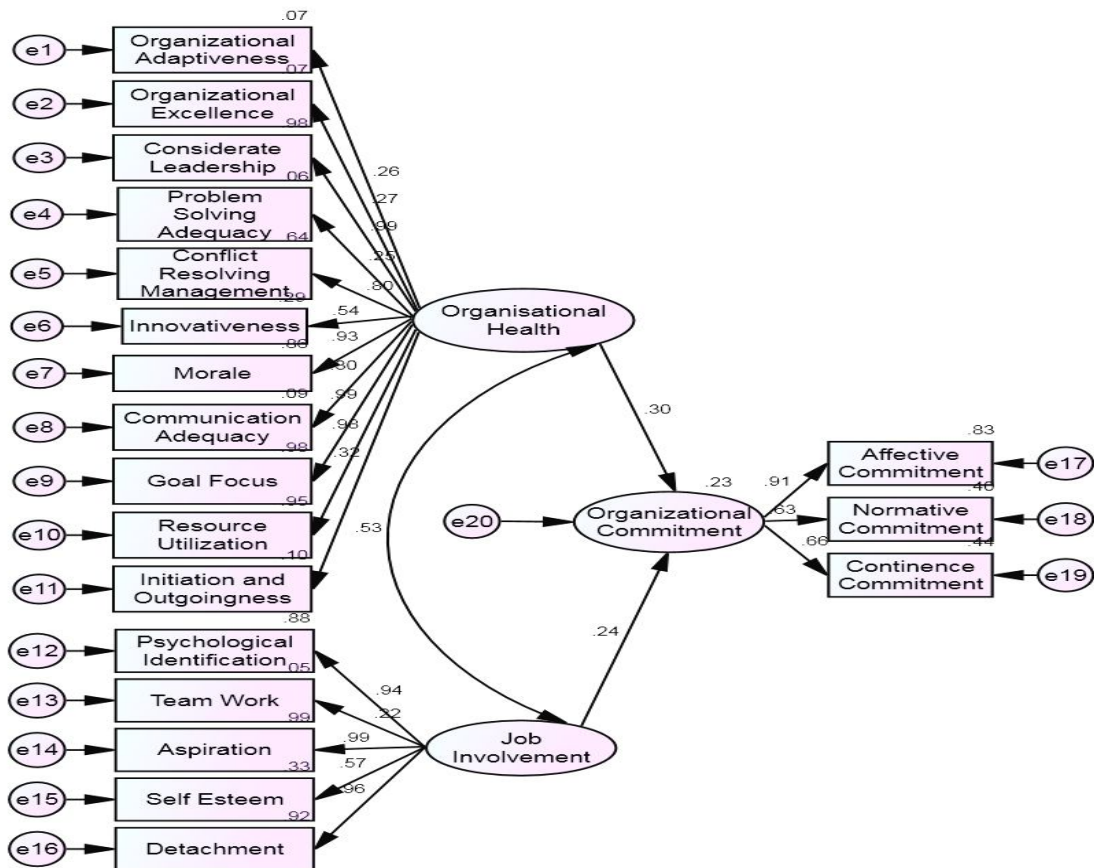
Organizational commitment

III Unobserved, exogenous variables

The unobserved exogenous variables are, “e1: organizational health, e2: organizational adaptiveness, e3: organizational excellence, e4: considerate leadership, e5: problem solving adequacy, e6: conflict resolving management, e7: innovativeness, e8: morale, e9: communication adequacy, e10: goal focus, e11: resource utilization, e12: initiation and outgoingness, e13: Job involvement, e14: Psychological identification, e15: Team work, e16: Aspiration, e17: Self esteem, e18: Detachment, e19: Affective commitment, e20: Normative commitment, e21: Continuance commitment, e22: Organizational commitment”

Hence number of variable in the SEM is

Number of variables in model	: 42
Number of observed variables	: 19
Number of unobserved variables	: 23
Number of exogenous variables	: 22
Number of endogenous variables	: 20



Structural Equation Model on Impact of Organizational Health and Job Involvement on Organizational Commitment
Figure -1.1

Table-2.1: Variables in the Structural Equation Model Analysis

Variables			Unstandardised co-efficient (B)	S.E of B	Standardised co-efficient (Beta)	t value	P-value
Organizational adaptiveness	<---	OH	3.338	0.412	0.261	8.097	<0.001**
Organizational excellence	<---	OH	4.181	0.506	0.266	8.259	<0.001**
Problem solving adequacy	<---	OH	1.537	0.198	0.251	7.781	<0.001**
Considerate leadership	<---	OH	5.456	0.129	0.989	42.314	<0.001**
Conflict resolving management	<---	OH	4.462	0.151	0.797	29.455	<0.001**
Innovativeness	<---	OH	2.792	0.156	0.541	17.858	<0.001**
Morale	<---	OH	7.855	0.209	0.928	37.563	<0.001**
Communication adequacy	<---	OH	2.020	0.218	0.298	9.278	<0.001**
Goal focus	<---	OH	5.511	0.130	0.992	42.558	<0.001**

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Variables			Unstandardised co-efficient (B)	S.E of B	Standardised co-efficient (Beta)	t value	P-value
Resources utilization	<---	OH	5.447	0.132	0.976	41.261	<0.001**
Initiation and outgoingness	<---	JI	1.037	0.102	0.324	10.149	<0.001**
Psychological identification	<---	JI	4.917	0.129	0.937	38.188	<0.001**
Team work	<---	JI	1.173	0.171	0.222	6.854	<0.001**
Aspiration	<---	JI	4.444	0.104	0.994	42.608	<0.001**
Self esteem	<---	JI	2.730	0.143	0.572	19.065	<0.001**
Detachment	<---	JI	2.996	0.075	0.958	39.754	<0.001**
Affective commitment	<---	OC	1.000	-	0.911	-	<0.001**
Normative commitment	<---	OC	0.522	0.029	0.661	18.047	<0.001**
Continuance commitment	<---	OC	0.513	0.030	0.630	17.394	<0.001**
OC	<---	OH	3.383	.423	.304	7.993	<0.001**
OC	<---	JI	2.721	.421	.245	6.467	<0.001**

Source: Primary Data

Note: ** Denotes significant at 1% level

The coefficient of organizational commitment is 2.721 which represent the partial effects of organizational commitment on organizational health, holding the other variables as constant. The estimated positive sign implies that such effect is positive that organizational health would increase by 2.721 for every unit increase in organizational commitment and this coefficient value is significant at 1% level. The coefficient of organizational commitment is 3.383 which represent the partial effects of organizational commitment on job involvement, holding the other variables as constant. The estimated positive sign implies that such effect is positive that organizational health would increase by 3.338 for every unit increase in organizational commitment and this coefficient value is significant at 1% level.

ORGANIZATIONAL HEALTH ON ORGANIZATIONAL COMMITMENT

The coefficient of organizational adaptiveness is 3.338 which represent the partial effects of organizational adaptiveness on organizational health, holding the other variables as constant. The estimated positive sign implies that such effect is positive that organizational health would increase by 3.338 for every unit increase in organizational adaptiveness and this coefficient value is significant at 1% level. The coefficient of organizational excellence is 4.181 which represent the partial effects of organizational excellence on organizational health, holding the other variables as constant. The estimated positive sign implies that such effect is positive that organizational health would increase by 4.181 for every unit increase in organizational excellence and this coefficient value is significant at 1% level. The coefficient of Problem solving adequacy is 1.537 which represent the partial effects of Problem solving adequacy on organizational health, holding the other variables as constant.

The estimated positive sign implies that such effect is positive that organizational health would increase by 1.537 for every unit increase in Problem solving adequacy and this coefficient value is significant at 1% level. The coefficient of considerate leadership is 5.456 which represent the partial effects of considerate leadership on organizational health, holding the other variables as constant. The estimated positive sign implies that such effect is positive that organizational health would increase by 5.456 for every unit increase in considerate leadership and this coefficient value is significant at 1% level. The coefficient of Conflict resolving management is 4.462 which represent the partial effects of Conflict resolving management on organizational health, holding the other variables as constant. The estimated positive sign implies that such effect is positive that organizational health would increase by 24.462 for every unit increase in Conflict resolving management and this coefficient value is significant at 1% level. The coefficient of Innovativeness is 2.792 which represent the partial effects of Innovativeness on organizational health, holding the other variables as constant. The estimated positive sign implies that such effect is positive that organizational

health would increase by 2.792 for every unit increase in Innovativeness and this coefficient value is significant at 1% level.

The coefficient of Morale is 7.855 which represent the partial effects of Innovativeness on organizational health, holding the other variables as constant. The estimated positive sign implies that such effect is positive that organizational health would increase by 7.855 for every unit increase in Morale and this coefficient value is significant at 1% level. The coefficient of Communication adequacy is 2.020 which represent the partial effects of Communication adequacy on organizational health, holding the other variables as constant. The estimated positive sign implies that such effect is positive that organizational health would increase by 2.020 for every unit increase in Communication adequacy and this coefficient value is significant at 1% level. The coefficient of Goal focus is 5.511 which represent the partial effects of Goal focus on organizational health, holding the other variables as constant. The estimated positive sign implies that such effect is positive that organizational health would increase by 5.511 for every unit increase in Goal focus and this coefficient value is significant at 1% level. The coefficient of Resources utilization is 5.447 which represent the partial effects of Resources utilization on organizational health, holding the other variables as constant. The estimated positive sign implies that such effect is positive that organizational health would increase by 5.447 for every unit increase in Resources utilization and this coefficient value is significant at 1% level. The coefficient of Initiation and outgoingness is 1.037 which represents the partial effects of Initiation and outgoingness on organizational health, holding the other variables as constant. The estimated positive sign implies that such effect is positive that organizational health would increase by 1.037 for every unit increase in Initiation and outgoingness and this coefficient value is significant at 1% level.

JOB INVOLVEMENT ON ORGANIZATIONAL COMMITMENT

The coefficient of Psychological identification is 4.917 which represents the partial effects of Psychological identification on Job involvement, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Job involvement would increase by 4.917 for every unit increase in Psychological identification and this coefficient value is significant at 1% level. The coefficient of Team work is 1.173 which represents the partial effects of Team work on Job involvement, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Job involvement would increase by 1.173 for every unit increase in Team work and this coefficient value is significant at 1% level. The coefficient of Aspiration is 24.444 which represent the partial effects of Team work on Job involvement, holding the other variables as constant.

The estimated positive sign implies that such effect is positive that Job involvement would increase by 4.444 for every unit increase in Aspiration and this coefficient value is significant at 1% level. The coefficient of Self esteem is 2.730 which represent the partial effects of Team work on Job involvement, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Job involvement would increase by 2.730 for every unit increase in Self esteem and this coefficient value is significant at 1% level. The coefficient of Detachment is 2.996 which represent the partial effects of Team work on Job involvement, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Job involvement would increase by 2.996 for every unit increase in Detachment and this coefficient value is significant at 1% level.

INFLUENCES OF ORGANIZATIONAL COMMITMENT

The coefficient of Affective commitment is 1.000 which represent the partial effects of Team work on Job involvement, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Job involvement would increase by 1.000 for every unit increase in Affective commitment and this coefficient value is significant at 1% level. The coefficient of Normative commitment is 0.522 which represent the partial effects of Team work on Job involvement, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Job involvement would increase by 0.522 for every unit increase in Normative commitment and this coefficient value is significant at 1% level. The coefficient of Continuance commitment is 0.513 which represent the partial effects of Team work on Job involvement, holding the other variables as constant. The estimated positive sign implies that such effect is positive that Job involvement would increase by 0.513 for every unit increase in Continuance commitment and this coefficient value is significant at 1% level.

DISCUSSION

Test the model of Organizational health and Job Involvement on Organizational Commitment

The focus of this research work is to understand the impact of organizational health and job involvement on organizational commitment. The analysis reveals how appropriate organizational health and job involvement of an organization can improve the organizational commitment (affective, normative and continuance commitment) level of the executives, supervisors and workers. Strengthen this Commitment towards the organization in the under study.

Affective Commitment of Organizational Commitment is seen to have reflects the willingness on the part of the managers is the part of this sample, to spend the rest of their careers with their respective organizations. The Employees sense of a pride and enjoyment in discussing their organization with the people outside it, also reflects their sense of association and hence, commitment with the organization. It was also observed in some cases that Employees do not feel like “Part of the family” and ‘emotionally attached’ to their respective organizations.

Normative Commitment of Organizational Commitment is seen to have the loyalty is important for the managerial Employees and they feel a sense of moral obligation to remain with the organization. Also, the Employees felt that even if they got another offer for a better job elsewhere; they would not feel it was right to leave their organization. Some Employees opined that jumping from one organization to another does not seem unethical to them. Normative commitment is reflected by the value judgment given by the Employees that jumping from one organization to another to seems unethical to them.

Continuance Commitment of Organizational Commitment, Regarding to measure, some Employees were the opinion that Commitment to one’s current organization is sometimes due to the considerable personal sacrifice that would be required for leaving the job and also another organization may not match the overall benefits, enjoyed in the present job. It is also observed, that at present staying with their current organizations is a matter of necessity as much as desire and one of the few serious consequences of leaving would be the scarcity of available alternatives. Continuance commitment is visibly low in organizations as some managers said that they are not afraid of what might happen if they quit their job without having another one lined up.

Table-2.2: Model fit summary of SEM

Indices	Value	Suggested value
Chi-square value	448.507	-
DF	149	-
Chi-square value/DF	3.010	< 5.00 (Hair et al., 1998)
GFI	0.943	> 0.90 (Hu and Bentler, 1999)
AGFI	0.921	> 0.90 (Hair et al. 2006)
NFI	0.953	> 0.90 (Hu and Bentler, 1999)
CFI	0.938	> 0.90 (Daire et al., 2008)
RMR	0.066	< 0.08 (Hair et al. 2006)
RMSEA	0.051	< 0.08 (Hair et al. 2006)

From the above table it is found that the chi-square value/ df is (3.010) which is lesser than 5.00 which indicates perfectly fit. Here GFI (Goodness of Fit Index) value (0.943) and Adjusted Goodness of Fit Index (AGFI) value (0.921) is greater than 0.9 which represent it is a good fit. The calculated Normed Fit Index (NFI) value (0.953) and Comparative Fit Index (CFI) value (0.938) indicates that it is a perfectly fit and also it is found that Root Mean square Residuals (RMR) (0.066) and Root Mean Square Error of Approximation (RMSEA) value is (0.051) which is less than 0.08 which indicated it is perfectly fit.

SUGGESTIONS

1. Organizational health influencing on organizational commitment. Employees should clearly understand their role, their impact on how they bring value to the organization. Managers try to provide good training and continuous feedback to the employees to ensure the understanding of commitment. Organizational health is vital for getting employees to feel connected to the organization to set a high standard and show commitment to the employees. When it comes to things like quality and that's

consistent employees can realize the organizational demand. It ensures that to significantly influencing on organizational health conditions.

2. Job involvement influencing on organizational commitment. The leader should always discuss with objectives of the organization and promptly share news that affects the organization. Let employees know clearly what's leaders expectations are, and explain the reasoning behind certain rules or rule changes briefly explain to the employees and discuss the workers to directly motivating criteria's and get their feedback on how to handle the employee issue. These are the thing to improve the job involvement level of the employees.
3. Many organization use evaluations to measure the effectiveness of its policies and programs of the employees. Evaluations commonly measure employee job satisfaction, employee turnover and satisfaction with the work environment. In many cases, employees offer feedback during the evaluation process. Managers can use constructive feedback to improve policies and programs. An aspect of the evaluation process is that it allows employers to reward individuals and groups that follow company guidelines. This is also motivating the employees work hard to increase the involvement level of the job leads to increase the commitment level of the individual person.

CONCLUSION

In today's economy, business is more competitive than ever and employees are considered as most valuable asset of the organization. Organizational health promotion is important to individual and organization to succeed. To test the variables under the study objectives are positively association with organizational health and job involvement on organizational commitment. Healthy environment inspiring to increase the level of job involvement of the employees psychologically satisfied to the work nature and also increase the level of self confidence to enrich the team work and co- ordinate with the colleagues of the organization. It is concluded that organizational commitment dependent with the Organizational Health and Job Involvement of the Employees.

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CHILDREN'S ATTITUDE TOWARDS TELEVISION ADVERTISEMENTS AND INFLUENCE ON PURCHASE BEHAVIOUR OF PARENTS

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ABSTRACT

In the past, role of the children in buying decision of families had been negligible. In olden days children know only less about the products available in the markets than their parents. But due to development in digital media, children are the first to know about the products when they hit the market even before their parents. Nowadays, children act as a passive participant in families buying decision. Children not only choose the products which belong to them but they also have upper hand on products which are used by almost every other family member. In this study, the influence of children on family buying decision based on four selected products is taken into consideration.

Keywords: Childrens, Influencers, Buying behavior, Family Buying, Products, Services

INTRODUCTION

Advertisement is one of the effective tools of integrated marketing communication to emotionally motivate consumers to buy the products. While, Children's behavior is an important measurement of children's mental health and has consequences for outcomes in later life. Television advertisement impacts of attitude, values, customs, norms, ethnicity, culture religion and some other behaviors. Sometimes advertisement may change our life style, specially children's attitude. Kids influence their parents buying behavior and decision making, they represent the future adult consumers. There is very close relationship between advertisement and buyer behavior of children's and I have tried to check the impact of advertisements on children through my research.

Children purchase products through the television advertisements. Children like watching these advertisements and get easily attracted and compel their parents to buy them.

According to family decision making during children's buying behaviour. Family decision making is often a joint activity and children's active participation among other things determines the influence they wield. Parents and children do not always agree on how much influence children have in the various stages of the process, indicating the importance of listening to both parties for an understanding of the family dynamics and processes involved in everyday food buying. The study emphasized the importance of looking at decision making as a joint activity where children participate actively and wield influence

OBJECTIVES OF THE STUDY

- To analysis the children's attitude towards television advertisements and influence on purchase behavior of parents.
- To determine whether television advertisement exposure and parental control style have significant impact on child's purchase behavior.
- To focus how TV advertisements attract and influence the buying behavior of children.
- To identify the involvement of children with advertisement in their day-to-day behavior.
- To study which variable influence children's buying behavior.
- To study how TV advertisements promotes and develop children buying behavior
- To analyze the type of TV programs viewed by the children.
- To provide recommendations to practitioners and marketers to redesign marketing strategies based on buying behavior of children and parents.
- To identify and analyze major strategies used by children to persuade their parents.
- To investigate how parents respond to child's influence.

LITERATURE REVIEW

India has a great population of children. Compared with the children in other countries, Indian children have considerable economic power and unique influence in urban areas. Now a day's one child for one couple concept is followed by families in metro cities in India. As the only child in the family, children receive most of the love and attention of both parents as well as from their grandparents. Children of this generation have more flexible income to spend and therefore exert a greater influence on the spending of there. The purpose of the paper is to report an empirical study of influence of Childers on buying behaviour of consumer. A basic component of children's learning about the marketplace is knowledge of sources of information about products. Parents as the primary socialisation agent Parents are considered as the primary socialisation agents for children and most aspects of parental influence continue well into adulthood (Consumer socialisation is defined as "processes by which young people acquire skills, knowledge, and attitudes relevant to their functioning as consumers in the marketplace" (Ward, 1974).

The impact of advertising to children warrants deeper understanding. "Children wishing to influence purchase often resort to what is called the "NAG FACTOR" in which promotional activities influence children, who request that their parents buy the product. The parent then makes the decision and/or purchase".

ADVERTISEMENT

Advertising is an audio, visual or audio-visual form of marketing communication that employs an openly sponsored, non-personal message to promote or sell a product, service or idea. Advertising has become one of the most important commercial activities in the modern competitive environment. Companies spend a large part of their budget to produce and run advertisements for promotions to communicate information about their company and products. Companies hope that consumers will purchase their products due to the

advertisements, which deliver messages about its products through various types of appeals. The best way to motivate the customer for purchase is advertising. Technologies progress rapidly day by day, contributing to the constant renewal of and changes in broadcasting forms. Among those forms, advertising media is widely used. Advertisements are useful for the representation of a commodity's image. They also act in building the corporate image and product positioning. Advertisements are a kind of persuasive communication that offers product information to every consumer via institutions in charge of production or supply. In

a complete study of marketing and promotional activities, advertising usually plays the most important role. Therefore, the advertising effect has become a key issue (Baheti, Jain & Jain, 2012) [2]. Advertising as one of the essential element of marketing management is considered as an important factor in the global business. As far as its influence on the society is concerned, Advertising is second only to movies. Advertising is the most influential and powerful medium in the present commercial society. It helps us to get worldview. It shapes our attitude and beliefs.

Consumer buying behavior is the sum total of a consumer's attitudes, preferences, intentions, and decisions regarding the consumer's behavior in the marketplace when purchasing a product or service. The study of consumer behavior draws upon social science disciplines of anthropology, psychology, sociology, and economics.

Entertainment Over the years literature has been in agreement that children tend to favour entertaining advertisements. Goldberg and Gorn (1978) found that children get attracted to advertisements with up tempo music, swift action and attractive child models. Entertainment has also been found to be a function of the use of humour, catchphrases and jingles (Rolandelli, 1989; Ross et al, 1984; Goldberg and Gorn, 1978; Ward 1972).

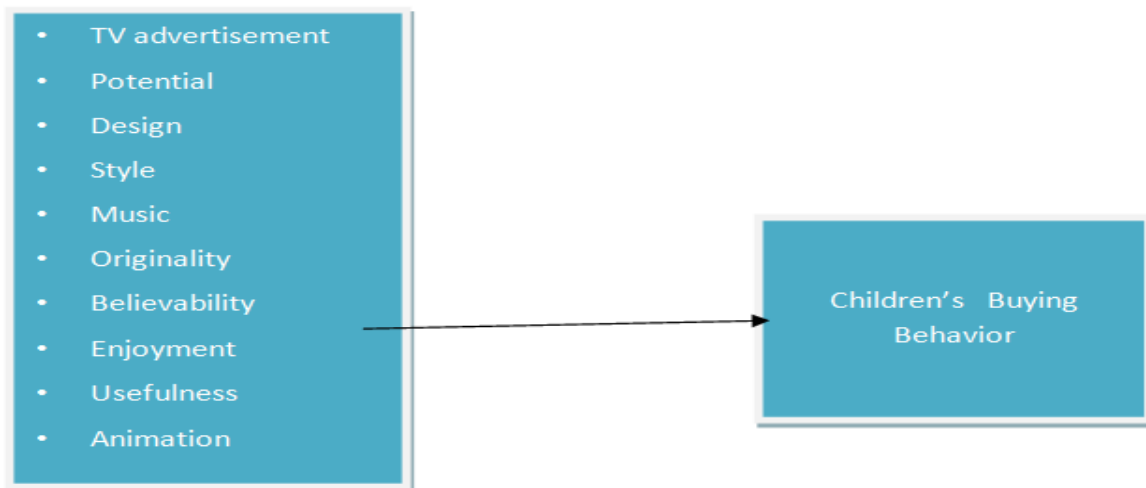
Credibility (Chan and Mc Neal, 2003) found that younger children are more confident about the TV advertised product while older children tend to rely on the quality of the advertised product. This shows that older children are quite sceptic about the credibility and truthfulness of the advertisements which does not allow them to develop a positive attitude towards advertisements (Rieken and Yavas, 1990).

Likability Attitude of children towards TV advertisements depends on the extent to which a child likes Television advertising and views it favorably or unfavourably (Rossiter, 1979). In the literature, it has been

noted that children have a liking towards TV advertisements due to the animated characters which engages children's attention. Some researchers have found that children's liking for TV advertisements have resulted into strong recall and high levels of recognition for adult targeted advertisements (Fischer et al, 1991). Children's liking or dislike also depends upon the nature of the product being advertised (Scammon and Christopher, 1981).

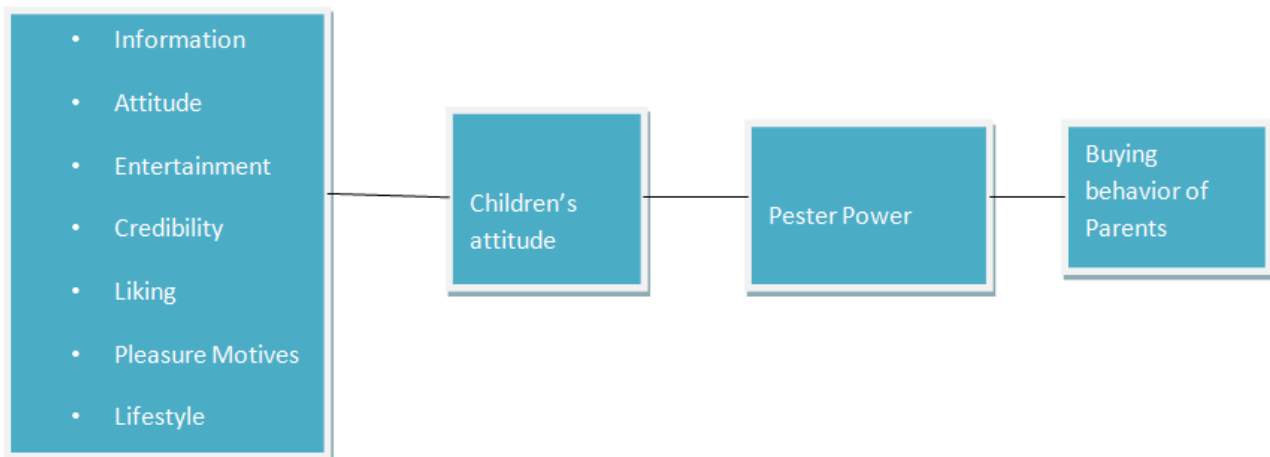
CHILDREN'S ATTITUDE TOWARDS TELEVISION ADVERTISEMENTS

It has been seen that children who have a positive attitude towards Television advertisements either buy these products themselves or ask their parents to purchase them; and those children who have a negative attitude towards the Television advertisements either ignore the advertisements or do not ask their parents to purchase them (Era, 1990). Television advertisements had certain effects on children.



Goldstein (1994) suggests that the standard argument is “children are naïve and therefore vulnerable to advertising; that advertising creates undesirable demands and results in parent child conflict” (p. 10). In contrast, McNeal (1999b) found the term pester power to be misleading and negative. McNeal feels that the term pester power is negative because of two factors:(a) children are taught by their parents to ask for things even before they can walk and (b) the new family that came about in the late 1980's assumes children are active participants in family decisionmaking. In fact, today's child may have so much decision-making power in the family that we can aptly describe the thousand European families.

CONCEPTUAL FRAMEWORK



The scope of the study is marketers will get the insight on the children influence on parents purchase decision on various parameters – family structure, profession, number of children in family, type of school, income group. It will help them to design a strategy to market their goods and services to tap the market more efficiently.

TV VIEWING HOURS BY CHILDREN

There is relationship between watching TV and adopting the advertised goods . If children watch more TV then they purchase more advertised things.(Bernard L, Lavalley MA, Gray-Donald K & Delisle H (1995) and Reilly JJ, Armstrong A, Dorosty AR, Emmett PM, Ness A, Rogers I, Steer C & Sherriff A 2005). It is clear that more TV viewing causes more food purchase and more food purchase means that more fatness among children. It is also clear that in TV advertisement there is no advertising of fruit and vegetables. This thing become the cause decreasing the use of healthy food and dead food among children.(Woodward DR, Cummings FJ, Ball PJ, Williams HM, Hornsby H & Boon JA 1997). There is link between watching TV and obesity. In U.K the most favorite thing for children to watch TV programme . Each child watch 27 programme in a week (Office of Communications 2004). The children watch more TV they urge and purchase more advertised goods.(Vereecken CA & Maes L (2006) In a study in which USA , Australia and eight European countries are included is says that there is a strong relationship between children purchase behavior and television viewing . In this survey it is also reveals that 20 ads pr hour is related to food. (Lobstein T & Dibb S (2005).

RESEARCH METHODOLOGY

Measures the research is based on primary data. For fulfilling the response of the respondents the questionnaire are developed at least 6 different types of the question of each variables. For this questionnaire the like scale are used with the choice of strongly agree, Agree, neutral, disagree and the strongly disagree.

RESEARCH DESIGN

Quantitative research method approach was used, in which structured questionnaires based on the study which made by us. We used the quantitative research method because existing research has already done in quantitative in nature. This survey is cross-sectional in the nature.

DATA COLLECTION METHOD

The data collection tools which we used include the interviews designed based on different questions from children which tell us what impact of TV advertisement on children buying behavior.

SAMPLING TECHNIQUE

We used the techniques of interviews and random sampling from different consumers located in different places.

CONCLUSIONS AND IMPLICATIONS

Buying behaviour of parents is based on many factors such as Entertainment, informativeness, Credibility, Liking, Children's attitude towards TV ads and Children's pester power. This research has specific theoretical contributions from the past literature regarding children's and parents buying behaviour. The study identifies how children develop an attitude towards TV advertisements and how today's children have become decision makers as well as their relationship with their parents, thus representing a significant step forward in the explanations of impact on the buying behaviour of parents. The empirical results of this study provide reliable evidence that Entertainment, Informativeness, Credibility, Liking are four important factors influencing Children's attitude which further influences the buying behaviour of parents. First, the path coefficient between most of the constructs was significant indicating that these factors have a strong relationship with buying behaviour of parents.

Second, the Children's attitude towards Television advertising and Children's pester power exercised the strongest total effect on Buying behaviour of parents among the constructs. Finally, there is a negative coefficient relating Entertainment and Children's attitude. The data was more skewed towards children between age group of years of age, who seem to have developed their cognitive defences well and want more of credible advertisements rather than just entertainment. They do not completely trust the entertainment part shown in the advertisements. They are aware of the fact that these advertisements sometimes exaggerate. This implies that as a marketing manager, one should take care of what these urban kids want and not generalize the advertisement strategy. Close inspections of the results suggest that the overall Children's attitude is satisfactorily explained by the four factors which have been derived solely based on literature review. All the four factors were found to be significant showing varied regression weights with the focal construct, children's attitude.

Buying behaviour of parents is based on many factors such as Entertainment, Informativeness, Credibility, Liking, Children's attitude towards TV ads and Children's pester power. This research has specific theoretical contributions from the past literature regarding children's and parents buying behaviour. The study identifies how children develop an attitude towards TV advertisements and how today's children have become decision makers as well as their relationship with their parents, thus representing a significant step forward in the explanations of impact on the buying behaviour of parents. The empirical results of this study provide reliable evidence that Entertainment, Informativeness, Credibility, Liking are four important factors influencing Children's attitude which further influences the buying behaviour of parents. First, the path coefficient between most of the constructs was significant indicating that these factors have a strong relationship with buying behaviour of parents.

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RISK ANALYSIS OF SELECTED MUTUAL FUNDS IN INDIA

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ABSTRACT

By getting more hopeful investment solutions, it's obvious that the market become more efficient. In this situation, it is necessary to analyze the perceptions of investors towards the risks, and its impact on the investment decision. This paper is a detailed study on the risk analysis and performance analysis of top 5 Indian mutual funds on the basis of the Asset Under Management (AUM). Here it considers HDFC Prudence Fund, HDFC Equity Fund, HDFC Midcap Opportunities Fund, Aditya Birla Frontline Equity Fund, and Kotak Select Focus Fund. These funds are considered as the top 5 mutual funds on the basis of AUM. The data used is daily closing NAVs. The source of data is website of Association of Mutual Funds in India (AMFI). Here it is considered five year NAV's of the mutual funds for the analysis. Investments are not exempted from risk, especially capital market investments. All investors are in a comfortable principle that high risk is positively correlated with high return. As the degree of uncertainty increases naturally the risk will also increase and the investors need more return for justifying their investment decision. Most of the financial economists express that investors are risk-averse and the investors are ready to sacrifice their expected return to reduce their risk.

Keywords: Mutual Fund, Risk, Return, Investment

INTRODUCTION

Mutual Funds are considered to be the best tool for portfolio diversification, and it play a dramatically increased role in financial market in recent decades. Mutual Funds are the finest capital market investment instrument for reducing the possibility of uncertainty and risk. It is now become the most suitable tool for common man. Mutual fund risk analysis can provide detailed information regarding the performance of mutual funds and it will also help the investors to assess the ability of the fund managers in their share selection process and timing of decision making. Mutual Fund managers are constructing mutual fund portfolio after considering the objectives of the investors. On this basis there are different mutual fund categories are available for investment like, Equity Funds, Debt Fund, Balanced Fund, Focused Funds etc. Most of the fund managers are investing the funds in a high risky securities for providing high return to the investors. As market is efficient, they cannot expect an abnormal return from the investment. Fund managers are following different styles of investment strategies like Passive Strategy, Active Strategy, Top-Down or Bottom-Up Strategy, and Contrarian Strategy. For an ordinary man Mutual Funds are the best way and a reasonable option to enter into stock market investment. Indian Mutual Fund industry provide a variety of fund schemes, and one can select it to fit his financial objectives with a minimal risk. In the past decade Indian Mutual Fund industry witnessed a tremendous growth with the presence of private players and global expertise. The MF is mitigating the risk through the diversification of investments across multiple entities. Today Mutual Fund is become an important financial intermediary in the Indian capital market. As on September, 2018 there are 42 Mutual Fund Asset Management companies are there in India. According to the World Bank study, Asset Under Management (AUM) as percentage of GDP in India is 7.33% (Figure 1)

Here are some statistics on Mutual Fund industry in India. (AMFI – www.amfiindia.com)

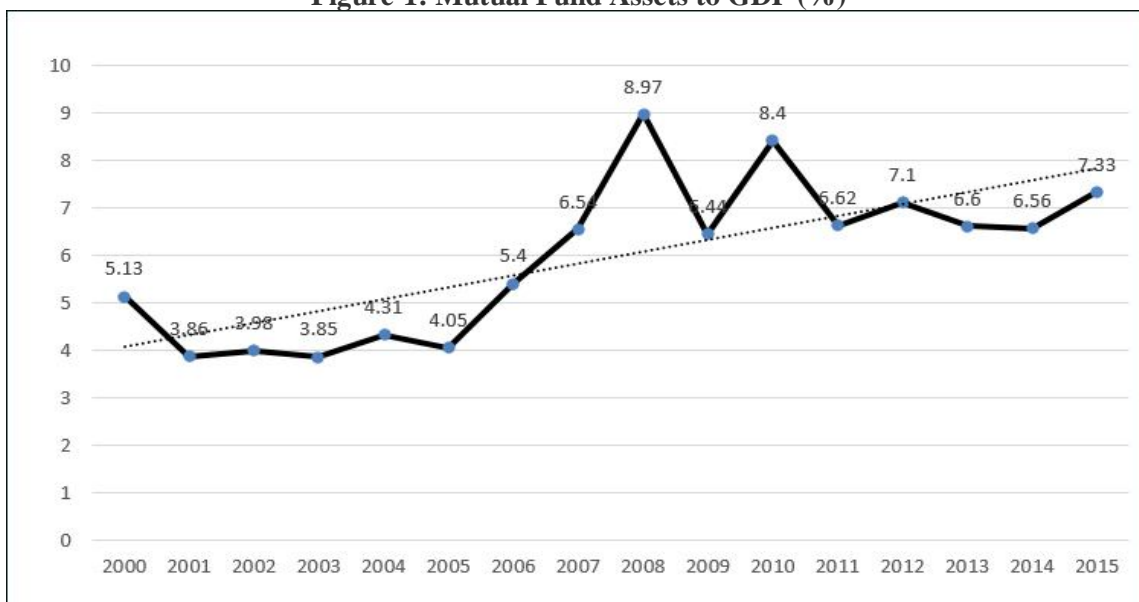
- Average Assets Under Management of Indian Mutual Fund Industry for the month of September 2018 stood at ₹ 24,31,342 crore.
- Average Assets Under Management of Indian Mutual Fund Industry for the quarter ended September 2018 stood at ₹ 24,31,115 crore.
- Assets Under Management (AUM) as on September 30, 2018 stood at ₹ 22,04,423 crore.
- The AUM of the Indian MF Industry has grown from ₹ 4.83 trillion as on 30th September 2008 to ₹ 22.04 trillion as on 30th September, 2018, more than four and half fold increase in a span of 10 years!!

- The MF Industry's AUM has grown from ₹ 7.46 trillion as on 30th September, 2013 to ₹ 22.04 trillion as on 30th September, 2018, about three fold increase in a span of 5 years
- The Industry's AUM had crossed the milestone of ₹ 10 Trillion (₹ 10 Lakh Crore) for the first time in May 2014 and in a short span of about three years, the AUM size had increased more than two folds and crossed ₹ 20 trillion (₹ 20 Lakh Crore) for the first time in August 2017. The Industry AUM stood at ₹ 22.04 Trillion (₹ 22.04 Lakh Crore) as on 30th September, 2018.
- The total number of accounts (or folios as per mutual fund parlance) as on September 30, 2018 stood at 7.79 crore (77.9 million), while the number of folios under Equity, ELSS and Balanced schemes, wherein the maximum investment is from retail segment stood at 6.54 crore (65.4 million). This is 52nd consecutive month witnessing rise in the no. of folios.

This article intends to study 6 top mutual funds in open-ended growth scheme with the following objectives.

- Risk analysis of Mutual Funds
- Performance Analysis of Mutual Funds

Figure-1: Mutual Fund Assets to GDP (%)



Source: World Bank (Citing: World Bank - Non banking financial database)

REVIEW OF LITERATURE

Jensen (1968) developed a best mutual fund performance measure by fund managers based on Capital Asset Pricing Model (CAPM). CAPM is considered as one of the best methods for measuring the absolute performance of a portfolio.

De Bondt and Thaler (1985) explained that the price of stocks is receded by the investors' submitted relapse, which is a psychological symptom of stock valuation through mental accounting.

Bogle (1992), and Ippolito (1992) described that the investors are selecting funds based primarily on its past performance. The return on Mutual Fund is also considered as an important criteria for selecting funds by the investors'.

Boyd et al. (1994) revealed investor behavior in relation to the selection of a Mutual Fund provider. The study discovered the customers selection criteria of a financial intermediary by analyzing variables like reputation of the provider, friendliness etc. The result of the study shows that, factors like reputation, fund charges, friendliness are played key role in selection of financial intermediary.

Lu Zheng (1999) in his study, observed the investors' capability of Mutual fund Selection. His study exposes that investors are keen on the fund specific information in the process of fund selection. Most of the

investors are selecting the funds based on the short term performance. **Goetzmann and Peles (1997)** explains the psychological factors influencing the switching of Mutual funds among investors. And it also explains the psychological factors influencing the risk tolerance level of investors in Mutual Funds. It deeply explains the relation between risk and cognitive dissonance of investors. The investors are reluctant to shift from under performing funds to better funds due to different psychological factors.

Malhotra and Robert (1997) stated that the obsession of MF investors with using performance appraisal as the selection principle is imprudent because of the volatility of returns, and it is hard to conclude the cause, which may be due to higher management or fair good providence.

Detzler (2002) inspected the fund characteristics and its impact on performances of funds during the period 1993-1995 (expense ratio, portfolio turnover, total assets value and load fees). The study exposes that the investors are interested in high ranking funds and they are ready to take high risk to build their portfolio.

Black et al. (2002) observed customers' choice of distribution channels of financial services. They examined the customer confidence, life style and motivational factors influences the selection of mutual funds for investment. Awareness of risk factor is always a crucial element for Mutual Fund investment decision.

Lee and Marlowe (2003) explain the investors' attitude of selecting mutual fund house and mutual funds. The risk appetite of the investors may vary depends of different criteria like experience, socio economic factors, demographic characteristics, and psychological factors. Geographical proximity, investment costs, range of services, investment decision support are the other factors investors' are take into consideration on selecting mutual fund institutions and mutual funds.

Alexander (2009), Jones and Nigro (2009) have the characteristics, awareness of risk, expenses ratio and performance related to mutual fund investments and sources of information used for making investment. In their study they used multivariate analysis - using Logit model.

METHODOLOGY

In this study, secondary data are collected from MAFI website, NSE and BSE Websites, and websites of respective mutual funds. For this study, the sampling frame consists of 6 Open-ended Mutual Fund schemes under regular growth option. They are

1. Balance Advantage Fund [Former name : HDFC Prudence Fund]
2. HDFC Equity Fund
3. HDFC Mid-Cap Opportunities
4. Aditya Birla Sun Life Frontline Equity Fund
5. Kotak Standard Multicap Fund, SBI Bluechip Fund

The risk and return analysis is conducted in comparison with the benchmark index of the concerned mutual funds. For analysis, it is considered daily NAV of these mutual funds along with their corresponding benchmark values from 2017 November 1 to 2018 October 31.

STATISTICAL TOOLS

In this study it uses different statistical tools for risk analysis and performance evaluation of mutual funds.

1. Standard Deviation

It is the statistical tool which measures the volatility of the fund in relation to its average. It is the amount of deviation of the fund's return from the historical mean return of the scheme. If the standard deviation is higher, normally the more is the volatility of the fund's return. Normally investors would prefer funds with lower standard deviation.

$$SD = \sqrt{\frac{\sum(r_i - r_{avg})^2}{n - 1}}$$

2. Variance

It is a good statistical tool to measure the volatility and risk of mutual fund. Higher the variance higher the risk. Asset allocation in mutual fund portfolio, variance is considered as one of the key parameter. It also helps to determine the ability of the fund manager to build an optimal portfolio.

$$\sigma^2 = \frac{\sum(X-\mu)^2}{N}$$

3. Covariance

In mutual fund, Covariance is a determinant to build the portfolio asset allocation. This statistical measure helps to measure the directional relationship between mutual fund portfolio and its corresponding benchmark index. In portfolio theory, this can be used to determine the overall risk of the portfolio.

$$\text{Covariance} = \frac{\sum(\text{Return of MF portfolio}) \times (\text{Return of Benchmark})}{(\text{Sample Size}) - 1}$$

4. Beta

Beta measure the volatility of the mutual fund in comparison with its corresponding benchmark index. Its helps to compare the performance of the mutual fund against its benchmark.

$$\text{Beta} = \frac{\text{Covariance}(r_i, r_m)}{\text{Variance}(r_m)}$$

5. Alpha

It is a statistical tool that measure the performance of mutual fund on a risk-adjusted basis to the benchmark index. It tells us whether the fund gives enough return that justifying the risk taken by the investor. It also used to measure the performance of the fund managers.

$$\text{Alpha} = R - R_f - \beta (R_m - R_f)$$

6. R Squared

It explain the relationship between the Mutual Fund and its corresponding benchmark. It also helps to ascertain the beta and alpha of mutual fund. An optimal portfolio can have a very low R-Squared value. *It is calculated by finding the square of correlation.*

7. Sharpe Ratio

It is a statistical tool to measure the risk-adjusted return of a mutual fund portfolio. This is a good tool to measure the risk and return of a fund. This ratio is a representation of tradeoff between risk and return.

$$\text{Sharpe Ratio} = \frac{R_p - R_f}{\sigma}$$

8. Treynor Ratio

It is a statistical tool that measure the mutual fund performance which is adjusted to systematic risk. It also explain the risk premium of the mutual fund portfolio.

$$\text{Treynot Ratio} = \frac{R_p - R_f}{\beta_p}$$

9. Information Ratio

This statistical tool helps to measure the return of the mutual fund above the benchmark. It also helps to measure the performance and ability of the fund manager to generate excess return over the benchmark index.

$$\text{Information Ratio} = \frac{R_p - R_f}{\sigma_{p,f}}$$

ANALYSIS**HDFC Balance Advantage Fund [Former name: HDFC Prudence Fund]**

Asset under Management	37,157 Cr
Category	Hybrid : Dynamic Asset Allocation
Launch Date	September 11, 2000
Benchmark	S&P BSE SENSEX
Type	Open Ended
Fund Manager	Mr. Prashant Jain (Since June 20, 2003)

Total return of this fund for the last one year is -1.58%. And it shows a negative outperform of -4.09%. This fund has a daily standard deviation of 0.007 and an annualized standard deviation of 0.118, so is less risk associated with this fund. Its Sharpe ratio shows (-0.775) shows a negative risk adjusted return. Its R-Squared (94%) and Beta (0.94) shows that fund is less volatile and it is evident that we can trust the beta of the fund also. The correlation of the fund with the benchmark index is .892, and it is positively correlated with benchmark index. The information ratio of the fund is -0.725. It is a perfect indication of the inability of the fund manager. The performance of the fund against the risk taken by the investor is not good because its Treynor ratio is in a negative territory (-0.102). The performance of the fund against the benchmark index is not good at all, because the alpha of the fund shows a negative value (-0.044), and it can see that an annualized outperformance is -4.09%. It is evidence that the daily standard deviation of the outperformance of the fund is 0.0036 and the annualized standard deviation of outperformance of the fund is 0.056. The fund shows a positive variance (.000062) and covariance (0.000052) with its benchmark index. See Table 2 for details.

It is possible to evaluate other mutual funds under study by following the same pattern. **Table 1** shows all the funds under study and their calculated ratios.

CONCLUSION

All the funds under study is perfectly justifying with their benchmark, because the correlation with the benchmark is nearing to 1. HDFC Mid-Cap Opportunity fund shows low risk in consideration with its beta of 0.77 and the highest risk is in HDFC Equity fund with a beta of 1.10. Aditya Birla Frontline Equity Fund shows a very low return above the benchmark, and its outperformance ratio is only -5.15% and the best outperforming fund in this study is HDFC Mid-Cap opportunities fund with an outperformance of 3.39%. Almost all funds perform in line with its benchmark because the R Square value of all funds are above 90%. Kotak Select Focus Fund with a low annualized outperformance standard deviation of 0.028. Only two funds have with a positive alpha. They are HDFC Equity Fund and HDFC Mid-Cap Opportunity Fund. These funds provide better return compared to its corresponding benchmark.

Recent Research Trends in Management

TABLE 1	S&P NSEBSE X	HDFC Prudence Fund	Nifty 500	HDFC Equity Fund	NIFTY Mid-Cap 100	HDFC MidCap Opportunities	Nifty 50	AB Frontline Equity	Nifty 200	Kotak Select Focus	S & P BSE 100	SBI Bluechip
Total Return	2.51%	-1.58%	-5.21%	-4.14%	-12.69%	-9.30%	-0.52%	-5.66%	-3.39%	-4.74%	-1.99%	-5.91%
Average Return	0.01%	0.00%	-0.02%	-0.01%	#REF!	-0.04%	0.00%	-0.02%	-0.01%	-0.02%	-0.01%	-0.02%
Outperform		-4.09%		1.07%		3.39%		-5.14%		-1.34%		-3.91%
Standard Deviation (Daily)	0.007	0.008	0.008	0.010	0.011	0.009	0.008	0.008	0.008	0.008	0.008	0.008
Standard Deviation (Annualised)	0.118	0.124	0.128	0.152	0.175	0.141	0.121	0.119	0.129	0.122	0.123	0.126
G Sec Return	8.00%											
Beta		0.94		1.10		0.77		0.94		0.94		1.00
Standard Deviation of O/P Daily		0.0036		0.0037		0.0037		0.0002		0.0018		0.0019
Standard Deviation of Annualised		0.056		0.058		0.058		0.035		0.028		0.031
Alfa		-0.044		0.016		0.005		-0.052		-0.015		-0.039
R Squared		94%		96%		98%		98%		98%		99%
Sharpe Ratio		-0.775		-0.801		-1.224		-1.147		-1.045		-1.101
Treynor Ratio		-0.102		-0.110		-0.225		-0.145		-0.136		-0.139
Information Ratio		-0.725		0.184		0.579		-1.455		-0.482		-1.280
Variance		0.000062		0.000009		0.000081		0.000057		0.000060		0.000064
Covariance		0.000005		0.000072		0.000010		0.000056		0.000061		0.000061
Correlation		0.892		0.928		0.954		0.957		0.975		0.970

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ENTREPRENEURIAL BEHAVIOR

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ABSTRACT

The paper presents a literature analysis concerning the concept of entrepreneurial behavior. A few topics are discussed, such as: entrepreneurship, Traditional Perspectives on Entrepreneurial Behavior, An Identity Perspective on Entrepreneurial Behavior, Prior Research on Entrepreneurial Behavior, personality traits and factors associated with entrepreneurship, context variables influencing entrepreneurial behavior, psychological explanations of entrepreneurial behavior.

Keywords: Entrepreneurial behavior, personality traits, Big Five, Big Three of Entrepreneurship, Entrepreneurship.

1. ENTREPRENEURSHIP AS A STUDY FIELD

The entrepreneurial behavior has been considered to be an engine of social and economic development ever since Max Weber (1934), for whom 'the entrepreneurial spirit' was the direct result of the education derived from protestant ethics. Psychologists such as McClelland (1961) or Furnham (1990) was developed this idea and looked for the determinants of entrepreneurial behavior in the personality features modeled by protestant ethics. The promotion of entrepreneurship started to be considered a priority in many countries, including India, due to the fact that, as Max Weber, McClelland (1961) and others sustained, it is a factor of economic development and source of national wealth, as it creates jobs in different activity sectors and includes some disadvantaged social categories, such as different types of minorities, including women.

Entrepreneurship knows a very diverse conceptual approach, from economics, to management, sociology and finally psychology. The researches in the economics and management domains attempt to describe and explain the particularities of MSME's (micro, small and medium-size enterprises, presently considered a prototype for entrepreneurship, although all big companies started as MSME's, initiated by one or more businessmen), the contribution that they bring to national wealth, logistic and management aspects which running a business entail. While a sociology studies the influence of social factors (values, norms, rules) in determining entrepreneurial behavior, the psychological approach, which is relatively recent, aims at identifying the personality aspects of the businessmen and the psychosocial correlates of this type of behavior.

Ever since 1985, Gartner noted that research in the domain of entrepreneurship is extremely heterogeneous and these different approaches lead to a diversity of theoretical models which could be accommodated through interdisciplinary research. Ireland and Webb (2007) conducted a trans-disciplinary exploration of entrepreneurial research and came to the resolution that the main disciplinary approaches pertain to the economic disciplines—accountability, management, finance, marketing, but that there is a large number of researches from the perspective of sociology, political science, anthropology and psychology.

Bringing together a series of definitions of entrepreneurship, Chell (2008) observes that most of the definitions are centered on the process of development of an organisation of any sort (in business, in the social domain), more precisely on the road from an idea, from the perception of an opportunity, to the development of an activity which brings a profit (pp. 2-3). The main characteristics of the process are connected to the economic and social context where the organisation of an innovative, productive activity, which brings material, financial, human and social resources, takes place and risks are taken. The above mentioned definitions are given rather from managerial perspective than from a psychological one.

Andretsch (2005) present an interdisciplinary synthesis of the approaches: entrepreneurship as a process, the exploration of opportunities, the emergence of new organisations, the financial aspects, the social context, and the effect of entrepreneurship on the economic growth, the public policies. The psychological approach of entrepreneurial phenomenon is included in the dimension 'social context'

2. WHO OR WHAT IS AN ENTREPRENEUR?

One of the delimitation issues of the psychological perspective of on entrepreneurship is the signification attached to the term of entrepreneur and the term of entrepreneurial behavior. What is, in fact, an entrepreneur? A person running a small business and having the status of legal person? A person who run a micro-company where at least one more person is hired? A family member who creates business where only family members are involved (this case of most independent agriculture producers)? A company owner who developed the business from the scratch and kept it running in spite of the difficulties on the market? Who could be considered the prototype of an entrepreneur? Steve Jobs, who not only created a successful business, but also became a media star, the modest owner of a production company who advertises his own business on the internet, the psychologist who opens a psychology cabinet and subscribed to LinkedIn, the plumber who advertises his work by putting flyers in a mailbox.

The definitions in the literature from the social sciences domain and from the economic domain vary from entrepreneur as the initiator of SME's (business) which brings value and creates new jobs, to broader definitions which includes business that ensure every-day living and where one or more members can be involved, to even legal persons (working as an freelancers). For example, Brandstätter (2011) define the entrepreneur as the 'founder who manages his own small businesses'.

3. TRADITIONAL PERSPECTIVES ON ENTREPRENEURIAL BEHAVIOR

Behavior is a broad concept. According to Merriam-Webster dictionary, behavior is defined as "anything that an organism does involving an action and response to the stimulation" (Merriam-Webster, 2017). This is broad understanding also the evident in existing definitions of the "entrepreneurial behavior" construct. For instance, Gartner et al. (1992) defined entrepreneurial behavior as a various behaviors and activities that an individual engage in when creating new organizations—and contrast them to the activities and behaviors of individuals involved in establishing an organizations. In much the same way, Bird, Schjoedt, and Baum (2012: 890) view entrepreneurial behavior "as a concrete enactment by activities or individuals (or teams) of tasks such as those named by Carter, Gartner, and Reynolds (1996) (for e.g., prepare a business plan, look for the facilities, organize a team, hire a employees, form a legal entity, and enter into a market), which are required in some combination to startup and grow most new organizations." What remains that more implicit in these definitions, yet is at their base, is a view of entrepreneurship that is embedded in a economic rationality and geared towards the creation of profit ventures—which may be expected given the field's origins in the economics.

4. AN IDENTITY PERSPECTIVE ON ENTREPRENEURIAL BEHAVIOR

Based on the observations human beings have a fundamental need for self-definition and for the findings to their own place in the society (Mead, 1934; Tajfel, 1972), scholars who have defined identity as "a general, if individualized, framework for the understanding oneself that is formed and sustained via social interaction" (Gioia, 1998: 19). Identity theory offers the possibility of establishing theoretical link between entrepreneur's identity and his/her behaviors in a new firm creation because of an individual's strive to behave in a ways that are consistent with the meanings of inherent in their identity: if one can achieve the congruence between one's identity and one's behavior, then this behavior can serve as a major source of the psychological benefit and self-worth (Hogg, Terry, & White, 1995; Stets & Burke, 2000; Tajfel & Turner, 1979). Over time, number of different identity theories have developed, with the social identity theory and the role identity theory being a most prominent theories of human self (Stets & Burke, 2000). Although both theories have developed independently in the sociology and psychology disciplines, more a recent writings have been integrated these theories in an attempt to obtain the complementary insights and to establish a view of self that is more fully integrated (Stets & Burke, 2000), including work in the entrepreneurship (Powell & Baker, 2014, 2017). The social identity theory (Tajfel, 1972; Tajfel & Turner, 1979) originates in the literature on the social understanding of salient role identity of a person can help scholars to predict his/her or other behaviors in new firm creation.

5. PRIOR RESEARCH ON ENTREPRENEURIAL BEHAVIOR

The idea of entrepreneurial behavior is distinct from the other types of economic behaviors can be traced back to very beginnings of the field of entrepreneurship. Specifically, Irish-French economist Richard Cantillon, who is widely considered as a being the first to used the term "entrepreneur" in early eighteenth

century when studying the nature of trade, that described entrepreneurs as the undertakers of great business adventures (entreprendre: to take in hand, for undertake). By observing the selling and buying behavior of merchants, who pay a certain price for their goods and yet do not know for which price these goods can be sold, Cantillon argued the entrepreneurial behavior is primarily risk-bearing behavior: whereas a workers receive a fixed and assured return for their activities, entrepreneurs are unable to know *ex ante* what return to their organizing efforts will be, as these returns will be determined by marketplace (Cantillon, Higgs, & Jevons, 1931).

6. PERSONALITY FACTORS AND TRAITS ASSOCIATED TO ENTREPRENEURIAL BEHAVIOR

The entrepreneurial activity has requirements which makes it different from other professional activities, such as managerial activities, activities where there is responsibilities involved for the property of the company, special requirements associated to seeing an opportunity and undergoing an innovative activity. There are aims, limited resources, or even absent organisational coordinates, uncertainty as far as market and competition evolution is concerned with decision making in risky situations, etc. In order to successfully face these challenges, the entrepreneur have personal characteristics different from the ones of a manager, not only at the level of domain-specific competences, but also at the levels of personality traits, probably.

Two meta-analyses was conducted by Zhao & Seibert (2006) and Brandstätter (2011) indicates the predictive value of some personality factors measured in the Big Five model for the initiations of business and for its performance. When comparing the entrepreneurs to the manager of SME's, their intention and entrepreneurial performances, Brandstätter noted that as compared to the manager of SME's, entrepreneurs display a lower level of neuroticism (N-), a high level of extraversion (E+), are more open towards the experience (O+), display a higher level of conscientiousness (C+) and are less pleasant than managers (P-). Rauch & Frese (2007a) stated that the intensity is association between extraversion and business performances varies according to the domain of activities. A higher level of entrepreneurial motivation, According to Chan, Uy, Chernyshenko, Ho, & Sam (2015) explains the incremental variation of the factors from the Big Five model, is added to all of these.

It is considered that the influence of 'general factors' measured by Big Five is a vast, distal one, but there are specific features with a proximal influences, being more fit to be incorporated in the definition of entrepreneurial personality: innovative spirit, need for achievement, internal locus of control, proactivity, self-efficacy, tolerance to stress, autonomy, risk propensity, tolerance to ambiguity, which differentiate entrepreneurs from the managers and non-entrepreneurs (Rauch & Frese, 2007a).

The need for achievement (the term was first utilized by H. Murray in 1938, his theory on human motivation), was considered, ever since its conceptualisation by McClelland (1961), as a learned personality feature, involved in the orientation of the individuals towards the activities which lead to performance, self-affirmation, social success. Given the fact that in the entrepreneurial activity the performances depend up on the qualities of an individual and on his own efforts, it is expected that a high level of need for achievement be associated with the orientation towards an entrepreneurial career. Among all the traits identified as differentiating for these entrepreneurial personalities, the need for achievement was most intensely studied. Recent researches (Kickul & Gundry, 2002; Fairlie & Holleran, 2012) indicate that trait as having a significantly higher level with entrepreneurs as compared with non-entrepreneurs, in association with other traits, such as tolerance to ambiguity, autonomy, moderate propensity towards risk, tolerance to risk.

The internal locus of control (the concept from J. Rotter's theory on personality, 1966), was considered an important feature for the success in entrepreneurial activities, due to the fact that the conviction that an individual himself control the effects of his actions has an important motivational role in the sustaining the efforts to accomplish the objectives under uncertainty conditions. Many researches (Begley & Boyd, 1987; Crant, 1996; Kickul & Gundry, 2002; Zampetakis, 2008; Altinay, Madanoglu, Daniele, & Lashley, 2012) mention the association between the need for achievement and the internal locus of control, the type A behavioral pattern.

Risk propensity is considered has an important personality feature in the initiation of business, because, under these conditions of uncertainty specific to the entrepreneurial activities, the people who are predisposed to avoid the risk will ruminate and it will postpone decision making and taking action, missing

opportunities and staying in a comfort zone which is not at all the favourable to development. The initiation of business is only the beginning of long interaction process between individual characteristics, considered stable in the time, and the socio-economic environment, which varies in some situations, where the risks which have to be taken, and successful business entails primarily surviving. Risk propensity, for example is positively associated with the entrepreneurial intention and negatively associated with the business performance, which expressed in terms of survival and economic success (Zhao, Seibert & Lumpkin, 2010). A high level of risk propensity is rather associated with giving up on the business (Xu & Ruef, 2004; Caliendo, Fossen & Kriticos, 2010). Brandstätter (2011) states that the risk propensity plays a mediator role between the personality variables such as innovative spirit, tolerance of ambiguity, need for achievement and family tradition.

Chell (2008) highlights the fact that the common core of many researches from the last decades the Big Three of entrepreneurship, a set of three features considered as defining for the entrepreneurial personality—high need for achievement, internal locus of control and moderate risk propensity (presented above). However, these researches were not limited to the variables, but included other personality traits considered to be associated with the entrepreneurial behavior.

Proactivity (Crant, 2000). The state of permanent alert for the identification of some opportunities which could be exploited by starting business entails a structural predisposition of taking initiative. The concept of proactivity, initially brought presented by Bateman and Crant (1993) in order to explain the individual differences the extent of organisational behavior was concerned, extended to the domain of entrepreneurship because, of an independent activity of starting business from the scratch, this predisposition makes the difference between waiting, answering requests and solving current issues, or actively looking for the new opportunities.

Creativity and innovation are indispensable for the identification of opportunities and offering a new solution which should be ensure the differentiation of one's product from the product of the competition, or to identify a niche where as the business should be successful (Ward, 2005; Weitzel, Urbig, Desai, Sanders & Acs, 2010). To these the traits are added to intuitive cognitive style, entrepreneurial self-efficacy and entrepreneurial intentions (Barbosa, Gerhardt & Kickul, 2007; Prodan & Drnovsek, 2010), respectively autonomy and independence (Fisher & Koch, 2008).

Emotional intelligence was considered has a compulsory personality trait for the activities which are entailing the interaction between other people and understanding them. Although there is an association between the entrepreneurial behavior, success in a business and emotional intelligence, the relation is not very intensely, Ahmetoglu, Leutner & Chamorro-Premuzic (2011) considering that the size of the effects is not concluding the enough in this case.

The Passion for entrepreneurship, the concept introduced by Cardon, Gregoire, Stevens, & Patel (2013), delimits a specific motivational factors from the category of entrepreneurial interests, having four dimensions were specific to the domain: the innovation, foundation and the development of a company to which is added to the central character of an entrepreneurial activity reported to the self-identity of an individual. The passion for the entrepreneurship entails living a positive affective experience towards one's own activities. The concept partially overlaps the entrepreneurial motivation, which is a broader.

Ireland & Web (2007) stated the entrepreneurial traits which ensure the success could differs from one domain of activity to another and it is difficult to delimit a type of personality with an acceptable degree of generality.

Rauch and Freese (2007b) suggests an explanation of entrepreneurial behavior is defined as the creation of business and ensurance of its success starting from the large personality traits, as they are proposed in the Big Five model (Costa & McCrae, 1992) which influence on the one hand specific personality features such as the innovative spirit, autonomy, internal locus of control, self-efficacy, need of achievement, risk taking, and on the other hand the way in which the knowledge, aptitudes and abilities, which in their turn, the influence of life vision of an individual and the stating of his development objectives, are managed. The authors highlight a distinction which is imposed between the studied in personality traits: the large ones, such as the personality factors measured by Big Five, influences the behavior and success in the entrepreneurial

activities through which specific traits. In the model proposed by the authors, and other individual variables are included (aptitudes, abilities knowledge), as well as variables which are pertinent to the social environment (domain of the activity, organisational differences and life cycle of an individual) and influences (proximally) for both the setting of development aims and their transposition into business and its success (p. 47). Older studies, such as the one of Begley and Boyd (1987) mention the ‘threshold effect’ for most specific traits: up to a point, the economic performance of the company is positively associated with the level of traits but, beyond this optimal point, a too high level of trait becomes dysfunctional and is associated with the low levels of performance. Recent works, such as the one of Leutner, Ahmetoglu, Akhtar & Chamorro-Premuzic (2014) suggest that entrepreneurial traits with a lower degree of generality are better predictors of the entrepreneurial behavior than the large personality factors.

One of the questions deriving from the presence of entrepreneurial traits, considered to be evidence as far as an individual difference are concerned, whether these are learned or native traits. The response to this question has larger implications, due to the social stakes, related especially to the education and the social policies. McClelland (1961) is supportive of learned traits: the traits are the result of the internalisation of the norms, values and behavioral models furnished by a specific culture in a given psychosocial context. Chell (2008) considers that entrepreneurial spirit is rather a social construct. Social factors which are related to the proximal environment of an individual and which contribute to the entrepreneurial success, such as the social capital and the social network to which he/she belongs (Ulhøi, 2005) are added to the entrepreneurial personality traits.

A research in the field of entrepreneurial traits and personality not only contributes to the sound explanation of the entrepreneurial behavior, but also clarifies the nature of some individual and group differences. Knowing the importance of entrepreneurial traits in determining the individual’s behavior can help the entrepreneurial behavior, studying the interaction between the personality traits and the demographic and situational factors can contribute to design of educational and economic policies that can contribute to the changes of mentalities mainly in a country in need to build up and consolidate the tradition in the entrepreneurship.

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ROLE OF MANAGEMENT IN EMPLOYEE JOB SATISFACTION

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ABSTRACT

Job satisfaction refers to employee feelings towards their job. If the employees expectations are fulfilled and the employees get higher than what they feels satisfied. If the job satisfaction increases organization commitment will be increased. This will results in the greater productivity. Employee job satisfaction is essential to face the dynamic and ever-increasing challenges of maintaining productivity of the organization by keeping their workforce constantly engaged and motivated. In the present era of globalization, the varied and changing demands of consumers are putting consistent pressure on the employers to satisfy their needs and to be competitive in the business, This could be overcome by creating a work environment that maintains employee job satisfaction as well as motivates people towards exceptional performance at the workplace achieving work-life balance. This article explains the importance of employee job satisfaction and the possible ways to enhance their performance on a sustainable basis in the organization.

Keywords: Employee job satisfaction, Organizational commitment, work place environment, training and development.

INTRODUCTION

Job satisfaction is one of the important factors of the organization to enhance the productivity of employee. Successful combination of two factors (finance & non-finance) is the outcome of proper job satisfaction. Management role is also considered as an important factor that gives proper job satisfaction to the employee.

Job satisfaction refers to one's feeling towards one's job. An individual having satisfaction is said to possess positive attitude in the job. An individual joins in an organization with certain expectations and when these expectations come true the individual becomes pleased with their organization and their job, and this increases their efficiency and performance (Nelson & Quick, 1995). Weiss (2002) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are affect (emotion) beliefs and behaviour.

Job satisfaction speaks on the satisfaction of the employees have towards their jobs and different aspects of the jobs. It also says about the extent to which people like (or) dislike their jobs. It is a posture variable and people have different perceptions about job satisfaction. The word job satisfaction can be assessed based on different angles like need fulfillment, psychological needs, new opportunities, career development etc. The higher job satisfaction, lesser the level of attrition in companies employees work in same prefaces. Execution and self-power, Person liberty, implication, attaching with team members and satisfaction are the origin to raise employees self-powered and motive through teamwork. Consorting to consequences of Rahman and Bullock's (2005) that convinced relation among employees is developed by use of mutual work. In banking sector, we anticipate the same convinced relation among efficient teamwork and employee satisfaction.

To the achiever of any business efficient teamwork is necessary. As "no man is an island" complete organization can be, stimulate due to good effects of fertile teamwork and organization can be lame due to bad effects of deficient teamwork. For efficient teamwork attracting and retaining are required. For producing an efficient team it does not matter how difficult it is to tried people work mutually, the team will definitely fail without right people for right job. Teamwork is significant either you lead or work in team. In the banking sectors, we anticipate that convinced relation among efficient teamwork and employees expectations.

The employee satisfaction depends on following factors

1. Personal factors like demographic factors, salary and other fringe benefits and
2. Organizational factors like nature of work assigned, superior-subordinate relationship, and inter-

personal relationship opportunities for advancement.

STATEMENT OF THE PROBLEM

Employee commitment is essential to increase the productivity. If the job satisfaction increases, it will increase the employee commitment, further it will lead to increase in the productivity. It is very essential to study about the job satisfaction.

OBJECTIVES OF THE STUDY

The main objective of the study is to assess the job satisfaction of the employees.

- ❖ To measure the employees job satisfaction level.
- ❖ To study the employees perception towards organization.
- ❖ To identify the factors that motivates the employees.
- ❖ To identify the employees relationship with their supervisors and co-workers.
- ❖ To assess the satisfaction level of employees on working conditions and environment.
- ❖ To know the security and the safety measure taken by the organization.
- ❖ To identify the level of grievance handling procedure in the organization.

REVIEW OF LITERATURE

Job satisfaction

Employee job satisfaction (EJS) is the feelings and thoughts of employees about their work and place of work. In result, job satisfaction is all about to satisfy the one's needs in working place (Togia et al., 2004). Bodur (2002) stated that there are some factors, which are related to job satisfaction that is work substances, age, sex, educational level, work place environment, location, colleagues, income and timing of work. For the purpose of employee satisfaction many theories have been developed. The most important theory is Maslow's need theory. It is based on human hierarchical needs. On the other hand, job satisfaction relates to significant conventional views, which are formulated via Mausner and Herzberg (1959). Maslow's theory is based on fundamental and external element such as accomplishment, acknowledgment, duty, pay, plan, interpersonal interaction, management, and operational atmosphere.

Workplace environment

Workplace, facets of employees and job discipline are related to working situations. Organization tasks and job activities training, capabilities, utilization, health, secure and working period is deal in it. Well-situated workplace, airing, illuminating and temperature, prominent, beneficial, neater work places and office places are consider in physical working circumstance (Ceylan, 1998). Employees want relax and ease surroundings and these factors regulate on employee job satisfaction. Organization gains employee satisfaction by supplied this environment. Physical job conditions primarily ascribed on low job satisfaction levels (De Troyer, 2000).

Reward and Recognition

In employee satisfaction, honour and acknowledgement are known as important component. Maurer (2001) proposed that organization success associate with employee satisfaction, through honour and respect, and conceive, these factors are important for job satisfaction (Jun et al., 2006). The research of Pascoe et al. (2002) identifies that deficiency of acknowledgement and external honour on employees' work is important for system moral excellence because in acknowledge on a good job extending "encouragement honour" is chiefly predict in rules and principals by supervisors. Employee job satisfaction diminishes due to deficiency in recognition and rewarding. For gaining employees job satisfaction, it is necessary that management of organization foundation should originate the system that offering rewards and recognition on good work. Flynn (1998) indicated high intent between employees, rise their team spirit, functioning, motive of the employees can be maintained by rewards and recognition. The aim of recognition and reward program is to extent employee job satisfaction and set a system to compensate and collaborate it to the employees so that they relate their honour.

Team work

In groups, employees must have corporate jobs so that they clearly determine the performance of the collective jobs commonly (Delarue, 2003); the worker and leader both.

Training and development

Training provides chances to employees' enhance their knowledge and skills for effective development (Jun et al., 2006). Trained workers are more satisfy to their job as compared to untrained employees (Saks,1996). These training programs positively raise employees' development that is good for competencies Martensen and Gronholdt (2001).By getting these training programs employees able to get self assured, evolution of career, and have positive thought for their companies (Jun et al., 2006). Aim of these training and management programs to amend employees' skills and organization potentialities. Organization gets efficient and fertile employees brought back of their investment to make better their knowledge and capabilities. These programs also concentrated on employees' individual and mutual functioning. The concept and execution of these training programs established on training, management needs, and these needs are discover by training analytical thinking. The time and money investment on these programs associated with organization delegation (Watad & Ospina, 1999).

Morteza Charkhabi, Samaneh Alimohammadi, Sedighe Charkhabi (2014) in their paper The Full Mediator Role of Job Satisfaction in Relationship between Job Characteristics and Health Outcomes in Hospital Nurses: A New Conceptual Model discussed about the effect of job characteristics on the mental and physical health considering to mediating role of job satisfaction.

K. Rajam, Dr. D. Sivasubramanian, Dr. V.P.T. Dhevika, Dr. O.T.V. Latasri, (September 2013) in their research paper concluded that job satisfaction strongly influences the productive efficiency of a hospital and increases effectiveness by making the employees more participative with the immediate superiors and providing the training programs. Ismail, Prof.(Dr). Velnampy, 2013 in their paper Determinants of employee satisfaction (ES) in public health service organization (PHSO) in eastern province of Sri Lanka: A Pilot study tried to find determines factors affecting employee satisfaction in PHSOs. Environmental, psychological and structural factors have been identified as determinants of employee satisfaction in public health service organizations. realized the teamwork as mortal task.

CONCLUSION

Job satisfaction of employees in any organization is of paramount importance to achieve the targeted goals on a sustainable basis. It is observed that free cafeteria food and flexible programs are not enough. It is experienced that job satisfaction is attributable to high self-confidence of the individuals. It varies from individual-to- individual.

The study helped in revealing the level of satisfaction of employees with reference to the various factors provided in the organization. This study clearly shows that employees under organization are more or less satisfied with the job. The organization should consider on the salary, relationship of employees and supervisors, grievance handling and give more opportunity for the new employee.

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A STUDY ON RECENT RESEARCH TRENDS IN THE IT AND SOFTWARE MANAGEMENT

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1.0 ABSTRACT

There exists a constant and continuous exploration happening for the innovations across almost all the sectors which is mainly due to the increasing demand in the industry and the expectations of customers getting increased day to day. However the supply to the global need is still in shortage which decreases the growth of the development. This paper highlights mainly on the traditional means of handling the growth trends, current status of the customer needs, root causes of why there is the shortages of the resources. This paper also gives a systematic study on how to achieve the desired status of the expectation level. The Method used in the study for analysis is performed at various levels. Various tools pertaining to Qualitative and Quantitative Analysis are used to describe the recent trends in the research to understand the behavior of the Market status. Also, a comparative study is discussed to understand the big picture of the Management and Social System around the various contributors. Analysis has been made in two stream namely Top Down and Bottom Up approach to understand the flow of process that contributes to the success of the research trends. In traditional days products gained the major importance in the business and in the Social Environment but in conventional world more than the product the service has overruled the system proving that more than the product the outcome is key player of the success. This can be very well illustrated using the two another management principles that takes the Top Down and Bottom Up Approach so as to explain the need for changing research trends in the management.

A model is devised to impart the importance of the trends in the management and also to cater the needs of the challenging environment for the customer. The model helps in understanding the changes of research trends in the management and in social segments that improves the current existing system to the improved system. This is due to the fact that the model is structured in such a way so as to deliver the required level, transfer the outcome of one phase to subsequent phase by which the value getting delivered is maintained constant and continual. The chances of getting the expected results are very high in this devised model. This model caters the need for all the business need and for all the domain in the system.

2.0 INTRODUCTION

The term Trend refers to the time frame of an event. It implies the characteristics of the Past, the Present and the Future. One of the major and vital attribute of the Trend is that it carries the event from the current state of level to the new level of state. This is called as Development of an Event. In any development the growth is measured as a change of state from one entity to other entity. For example the growth need not to be so fast but it needs to be incremental and arithmetic progress. About 60 years before all the mailing communications are addressed by physical means. It might take from one day to many days or months or more to reach the destiny. But in today’s world the communication means got so simplified in such a way that within fraction of second the messages are getting communicated.

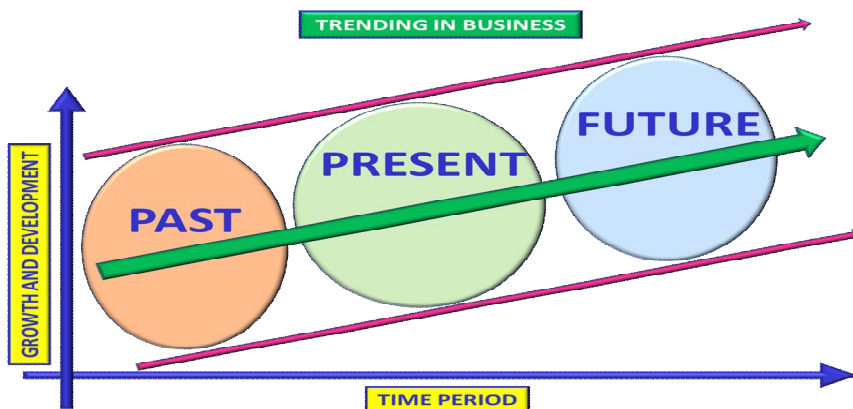


Figure 1 – Trending in Business Interns of it and Software Industry

This is the trend of the communication system. The trend here refers to the development of communication where the growth is phenomenal and still it is getting changes into many forms. Software, in today's world is inevitable and cannot be denied by any industry or any domains or by any segments of the world. As long as the development is focused as part of the system it is mandatory to be included in the integral system containing Software. There can be questions why there cannot be growth without software?. The answer lies in the fact that the system in the current scenario can be divided into two categories namely "System without Software" and "System with Software". In both the cases the developments and growth exists but the only difference on the facts that decides results. They are: Speed of Growth, Consistency, Pattern Identification, Usability, Change in mode from Reactive to Proactive, Delivery of results, Efficiency of resources utilized, Effectiveness of the results output Etc. In both the system all these parameters will play a major role in deciding the expected growth of the System. In the case of "System Without Software", the growth is of the snail movement. There exists the growth but the rate at which the delivery made is very slow or even equivalent to null value. When there is no expected delivery this would be stagnant point for the continued support hence affecting the Consistency. Also since the data flow is not that much encouraging for this type of system the patterns for the component study would be very challenging. The product when not met the expected the delivery the focus of reusing had become very tough affecting the outcome. Hence all the time the system need to follow the process of reactive rather than adopting the proactive approach which results in the unpredictable environment of the situation. This will directly hit the Efficiency of the resources because each and every time the resource need to be either blamed or changed without addressing the real situation. The effectiveness also will be a hit for the outcome of the desired results. The complete Delivery of the Component will be at stake that hinders the growth. However there could be an another question if this is the case that without Software the system suffers then how come the developments and growth made as part of nation wide happened. The answer to this question lies in the fact that all these facts mentioned above are considered very carefully one by one and at the same time when one factor combined with other factors the changes identified got observed and addressed accordingly but for which the system that exists that period of time had to pay a huge price namely, unimaginable time factor, amount of human resources utilized, level of intellectual capabilities used in the formation of the system all together creates the outcome that exists what we are enjoying today in our Generation. On the other hand when we consider the System with the help of Software all these hurdles got eliminated and the results are spontaneous. The speed of growth is very high in such a way that even system fails the environment accepts as the it is recommended to fail fast so that more revised improvements can be achieved. This leads to the flow of numerous data points that can help to understand the behavior of the system. The reuse can be adopted effective in this system as there exists the data for pass / fail that helps in assigning the right component to the process outcome. Also the leverage of using the proactive mode is widely used that helps to prevent the failure of the component well in advance. Both efficiency and effectiveness will be the key functioning parameters for the resources to be enhanced. Obviously the results are also very transparent and quicker to achieve. Over all the results will get documented and published for the next generations well.

3.0 LITERATURE REVIEW

3.1 Bottom Line

In many companies, IT's traditional delivery models can no long keep up with the rapid-fire pace of technology innovation and the disruptive change it fuels. The reengineering technology trend offers CIOs and their teams a roadmap for fundamentally overhauling IT from the bottom up and the top down. Pursued in concert, these two approaches can help IT address the challenges of today and prepare for the realities of tomorrow.

3.2 Methodology

The Future Today Institute's forecasting model relies on quantitative and qualitative data. Our model alternates between flared and focused thinking. This includes: identifying very early stage fringe research, focusing on patterns, interrogating trend candidates, calculating a trend's trajectory, writing scenarios and finally pressure-testing strategies and recommendation.

3.3 The Impact of Technology

Technology has the potential to improve every aspect of a nonprofit's operations, but where do you start?

What is most important?

Time is precious to development professionals, and perhaps even more so to your high-value constituents. How do you know where you should invest the majority of your resources — time and money alike? Where should you rely on technology the most?

Although your challenges may be numerous and ever-evolving, there are a few key areas in which technology can really make a difference

3.4 Look Ahead

As described, advances in ICT are revolutionizing how transportation is provided and managed. Although much ground was covered in this paper, other technologies on the horizon could dramatically impact both personal travel and goods movement in the future. While there is not sufficient data or research available on these technologies today, this section was developed to capture emerging technologies that could be considered in future updates of San Diego Forward: The Regional Plan.

3.4.1 Hyperloop

Hyperloop is a tube through which a pod could travel at very high speeds using electromagnets and vacuum technology. Routes have been proposed across the globe, including one between San Diego and Los Angeles that would take less than 13 minutes. A number of start-ups are working on the development of the Hyperloop and are optimistic about its deployment, although skeptics think it is unsafe and cost-prohibitive.

3.4.2 3-D Printing

3-D printing is the process of making a solid object from a digital file autonomously. The logistics industry is set to be disrupted by this technology, which could reverse globalization trends and reduce the need for production far from distribution.

3.4.3 Augmented Reality

Potential applications of Augmented Reality (AR) in the transportation sector are numerous. AR currently is being used in connected and automated vehicle testing facilities, allowing for more specific scenario testing at a reduced cost. AR applications enhance the ability to provide education and healthcare from a remote location, and could be used as a travel-demand mitigation tool by reducing the need for travel to physical locations. Commercial applications in the retail industry also are on the horizon, allowing marketers to provide customers with a better understanding of their product before purchase.

3.4.4 Delivery Robots

Courier network services, such as GrubHub, Caviar, and Postmates, are researching ways to automate delivery through sidewalk robots. Companies such as Starship and Marble have developed prototypes, and some have been released on San Francisco streets, although they now are restricted to certain zones of the city.

3.4.5 Drones and Flying Cars

Drones are flying robots that use GPS and sensors to fly autonomously. While use-cases for drones vary widely, transportation and logistics companies, such as Amazon and Airbus, have taken interest in them as a way to transport goods. Airbus Helicopters is testing a drone parcel-delivery service on the campus of the National University of Singapore. While there are environmental gains from improved first/last mile and drayage delivery of goods, many question the appropriateness and safety of this delivery method

4.0 PARADIGM SHIFT FOR IT AND SOFTWARE

Many a times we might use these two terms very frequently without understanding the real meaning of the terms. The Information Technology IT refers to an arrangement that stores the data, manipulate, transmits, retrieves, restores, uses the existing application for the betterment of the outcome. On the other hand the SOFTWARE refers to the collection of some set of instructions coded in an structured manner so as to produce the desired results. In nutshell the SOFTWARE is one of the subset of the bigger environment called Information Technology. It means like SOFTWARE there exists many subsets under the umbrella called Information Technology IT. This understanding is very important before proceeding to the further analysis of the discussion.

4.1 Elements of it And Software Industry

There are few components that exist as part of the integral system contributing for the success of the results. The components are as follows:

4.1.1 Process

4.1.2 Technology

4.1.3 Management

4.1.4 People

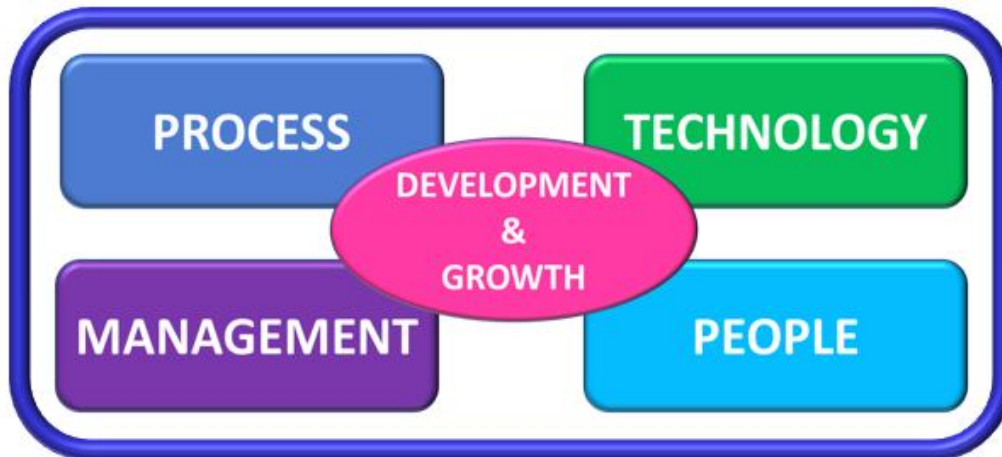


Figure-2.0: Elements of Software and it Industry

4.1.1 Process

Process is defined as a set of interacting and interrelated activities that transform an input to an Output.



Figure-3.0: Process Model Followed in it and Software Industry

Let us decipher the Process into detailed components. When the key word “Transformation” is dealt in a systematic manner then the real essence will be understood. Transformation is the change of state from one to another. For Example, the Solid State to Liquid state is considered as transformation. Likewise, Solid to Gas is also considered as transformation. The only point to be noted here is what could be the difference between conversion and transformation as both have the similar level of definition. The answer is that in conversion the percentage of change was not decided or not referred to that much.

However, in the Transformation part the change of state to be completed for 100% then only it is called as transformation or else it just the conversion alone. It is very better to quote that 100% of conversion is equivalent to one transformation.

4.1.2 Technology

It would be very better to say that Technology is the core of the IT / Software Entity because all the transaction must pass through the processing that is developed under the package of Engineering. There is a myth among many people that the Technology refers to the Application of Coding as in software like Java, Oracle, PHP, C, C++, Python, SQL Query, HTML etc. It is very true that these are the core subjects to be considered for programming skills that contributes for the Technology.

Recent Research Trends in Management

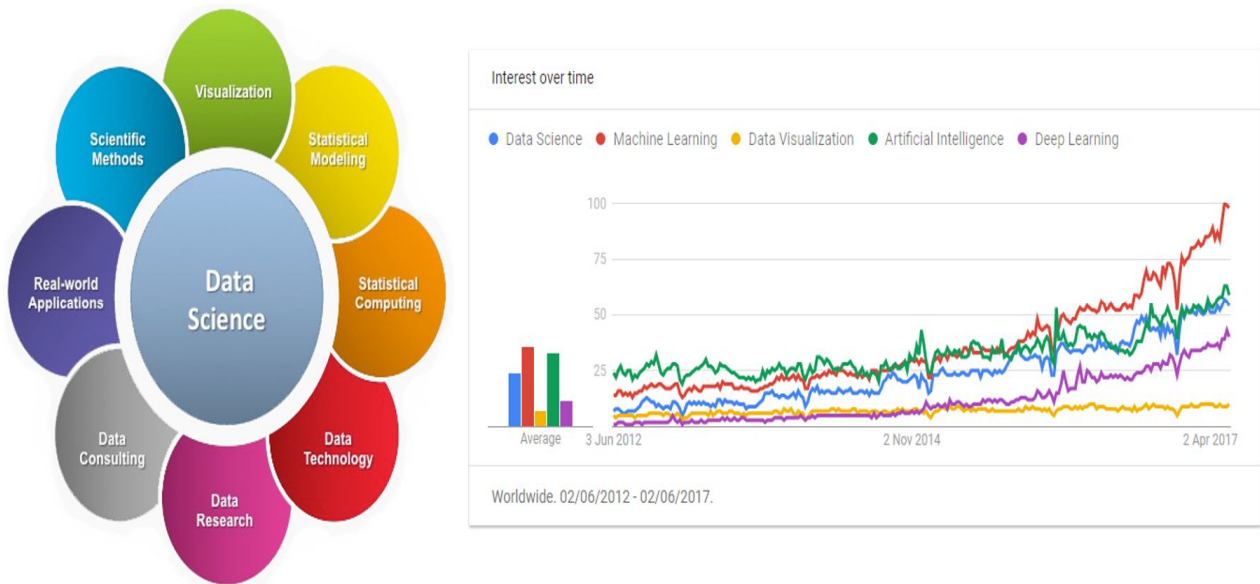


Figure-4.0: Recent Trend in Data Science Growth and Development

However the paradigm need to be shifted in an different dimension that in any Operations the one that decides the core of the Engineering is the Technology. One class example would be that in performing any Data Science projects or in Machine Learning projects the core engineering is the STATISTICS which is the Technology of the system.

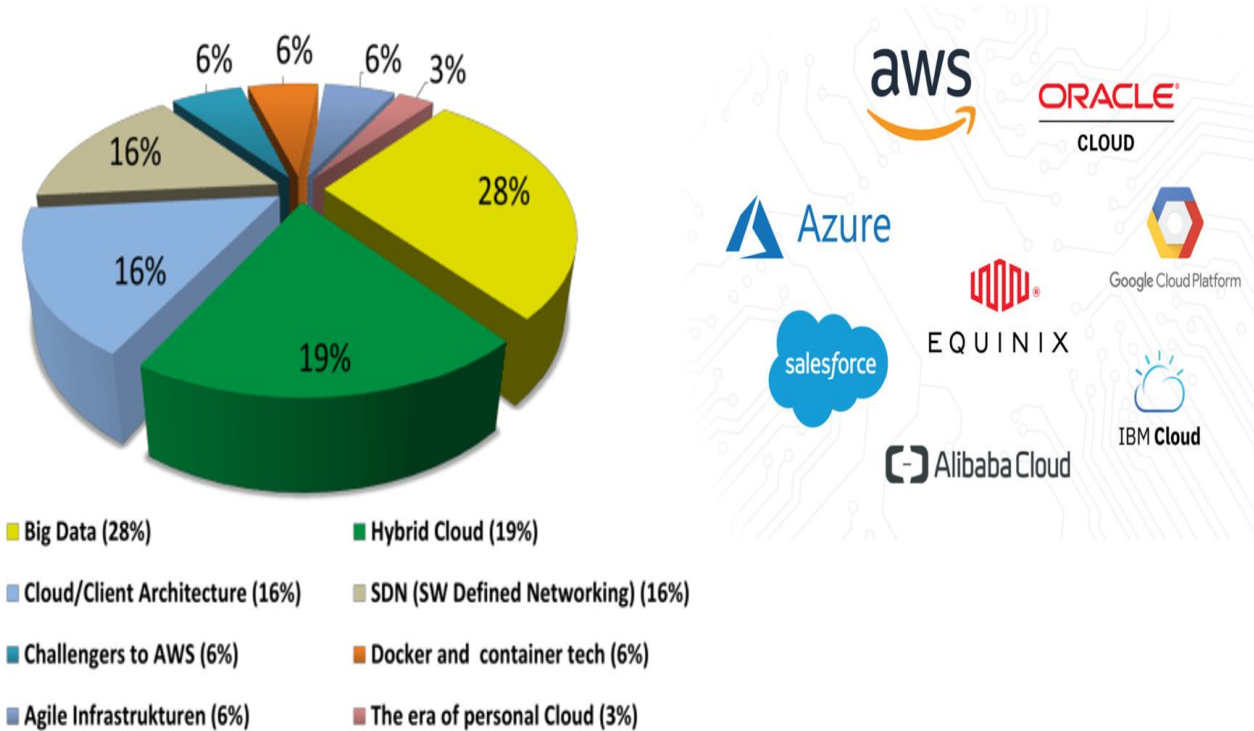


Figure-5.0: Recent Trends in Technology in it and Software Industry

Other examples includes FINANCE is the Technology in Financial Management. Accounting Skills would be Technology for Accounts Management. For any research the Innovation will be Technology.

4.1.3 Management

This is one of the most active and sensitive Elements of the IT AND SOFTWARE Entity. This is because of the reason without this element the arriving at the Success could not be imagined.

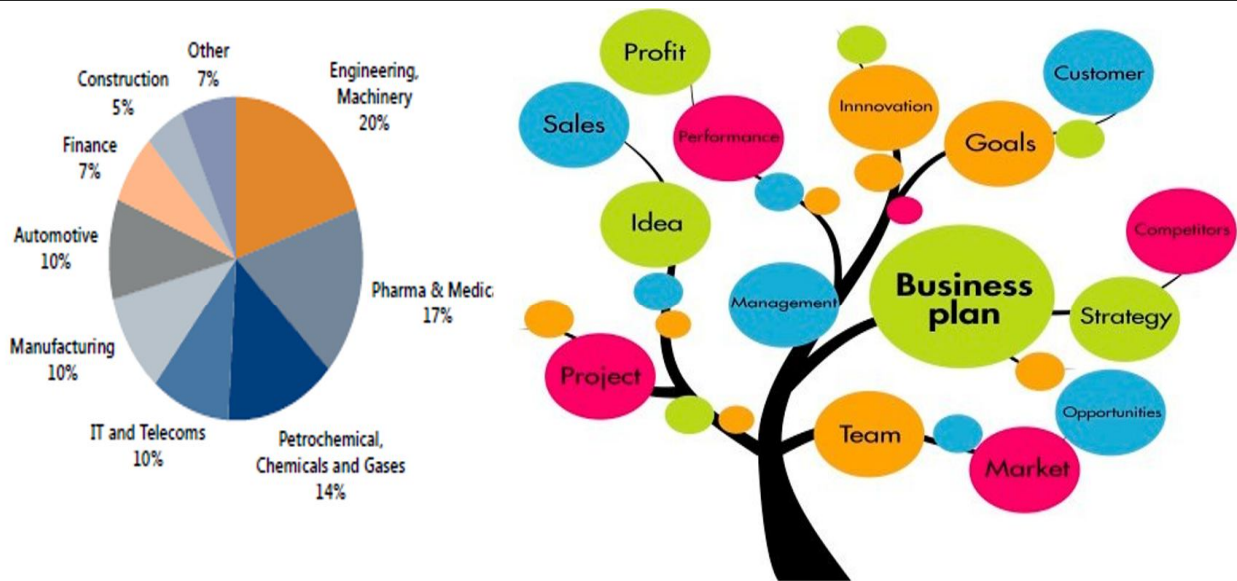


Figure-6.0: Recent Trends in Management in it and Software Industry

Management is needed at all levels right from the data collection, data mining, data cleaning, data categorization data selection, data manipulation, data analysis, data inference, data interpretation, data presentation, data exploration, data publishing and till the point where the desired outcome is achieved and the same is injected into the system back as part of the continual feedback. Again, in Management there exists two more sub components name Manage and Control.

CONTROL	MANAGE
The Variables or attributes can be handled directly.	The Variables or attributes cannot be handled directly. Manages Controls to achieve the outcomes.
These are the Independent variables	These are the Dependent variables
INPUTS would be CONTROL components	OUTPUT would be MANAGE components
Major CONTRIBUTOR of the outcome or results.	Major INFLUENCER of the outcome or results.
Also called as CAUSES in an System.	Also called as EFFECTS in an System.

Table-1.0: Difference between Control and Manage in it and Software Industry

Also it should be understood that anything that need to be managed it must be controlled. Anything that need to be controlled should be measurable one. Anything that need to be measurable should pass through the SMART Principle.

4.1.4 People

Human resources are the most important and critical Element for any success either in Organization or in any Nation. The Population of INDIA is very huge and stood second World's population next to China. This was once considered as a Curse because of the poor development and growth of our country because the Demand is less and Supply is more. However this Mindset was broken and the game changed when the IT AND SOFTWARE Industry stepped into our country. From then on, the Human resources are considered as Gold Mine and started getting more revenues from all over the world. In spite of extraordinary natural resources our country has, still the development and growth has not reached the expected level when compared to other neighboring countries that are very smaller in size whose development is so great. This is possible when any country or organization embraces the recent trends of the IT AND SOFTWARE Industry.

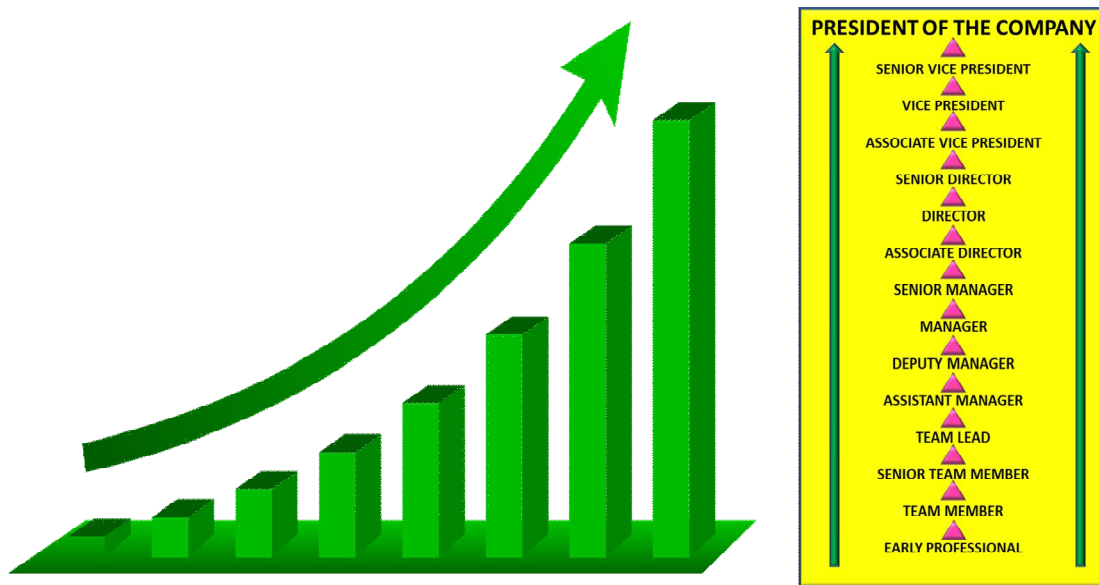


Figure-7.0: Recent Trends in Human Resource in it and Software Industry

Now the entire Global Market is positioning their space in INDIA because of the Human resources that are available at multi skilled level and with reasonable prices to make the business with larger audiences. One of the biggest mistake or even can say as crime is that when the Human resources are not recognized or not utilized properly. Now a days the Intellect has gained greater importance in the industry across all the domains in all over the world.

5.0 COMPARISON STUDY ON RECENT TRENDS WITH AND WITOUT IT AND SOFTWARE INDUSTRY

S.NO	CRITERIA	SYSTEM WITHOUT SOFTWARE / IT	SYSTEM WITH SOFTWARE / IT
1	Speed of Delivery	✗	✓
2	Effectiveness of Resource	✗	✓
3	Efficiency of Deployment	✗	✓
4	Cost Benefits	✗	✓
5	Initial Costing	✓	✗
6	Training Cost	✗	✓
7	Designing Feasibility	✗	✓
8	Implementation Ease	✗	✓
9	Project Management	✗	✓
10	Resource Utilization	✗	✓
11	Automation	✗	✓
12	Mode of Applicability	✗	✓
13	Process Behavior	✗	✓
14	Engineering Implementation Benefits	✗	✓
15	Human Resource Management	✗	✓
16	Employee Enablement	✗	✓
17	Customer Relation Ship	✗	✓
18	Short Term Benefits	✗	✓

Recent Research Trends in Management

19	Long Term Benefits	X	✓
20	Tangible Gain	X	✓
21	Intangible Gain	X	✓
22	Skill Enhancement	X	✓
23	Return on Investment	X	✓
24	Exposure to Global Trends	X	✓
25	Maintainability	X	✓
26	Interoperability	X	✓
27	Cost of Quality	X	✓
28	Delivery Excellence	X	✓
29	Service Quality	X	✓
30	Scope for Improvement	X	✓

Table-2.0: Comparison Study on Recent Trends With and Witout it and Software Industry

6.0 CONCLUSION

When the entire world is looking for an alternative ways to improve who does not have the sufficient natural resources in their own countries, why can't our own Nation INDIA with all the natural resources along with well defined Processes in place, Technology Giants playing their role in the development, Management Excellence as a building blocks and with the great vital, incredible human resources the PEOPLE, why are we struggling for the development and growth. Lets us embrace the changes that are coming on the way in our future. We have left with only two options. One is not embracing the changes now because of fear to change or reluctant to change. This would lead to a situation that one fine we would be forced to change forcefully by other system to the survival purpose which would be very painful. The second option would be understanding the current state level and tries to change our system according to the changes that are happening around us. This second option initially would be bit challenging, however on the long run the results are magnanimous, and the outcomes are so sophisticated to handle. This is similar to explain in this ways that as part of prevention process if we are ready to accept injection then we are avoiding surgery in future. Else if we avoid injection now then we are getting ourselves for bigger damage which might not be fruitful for our next generation. We need to consider the fact that anything we do as part of the Development and Growth it has be done for the next generation who are depending mainly on us. Hence it is very evident that recent research trends in the Management using the approach or model of implementing SOFTWARE and IT is very much needed for the hour and a MUST for the current environment.

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TRENDS AND ENDS - AN EMPIRICAL STUDY ON RECENT RESEARCH TRENDS IN MANAGEMENT

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ABSTRACT

The apex bodies in India such as UGC, NAAC, AICTE, AIMIA, NCERT, and NCTE are taking necessary measures to improve the quality of research. For goodwill building and NAAC ratings academic institutions are encouraging their teaching staff to attend seminars, workshops, symposia and so on. Now PhD has become a minimum qualification for the appointment of Asst. Professors in the universities.

The research contributions in the form of research papers and PhD's in the area of management have increased phenomenally during the past few years. It is felt that there is a need to probe into the effectiveness of all these initiatives and thus a minuscule study with a sample size of 25 has been carried out. Mean scores of 5 point rating scales have been used.

Parameters such as Indexed Journals, e-journals, UGC guidelines, incentives, models, versatility, and data collection have been taken into consideration for the study.

It is found through the survey that it is not only the initiative of the institutions involved, but the commitment levels and the seriousness of the researchers will make the research more meaningful and useful.

Keywords:

Trends: A general direction in which something is developing or changing.

Ends: The end results.

Research: The systematic investigation into and study of materials and sources in order to establish fact and research new conclusions.

Versatility: Ability to adapt or be adapted to many different functions or activities.

INTRODUCTION

Research is the systematic investigation into and study of materials and sources in order to establish fact and research new conclusions.

Research in Management and Social sciences: Imagination of a researcher is beyond one's imagination. A review of the literature on the process of scientific inquiry reveals that observation and description must be the starting points for any research. Observations are the building blocks for subsequent activities, such as classification, measurement and theory building. Observations are also necessary for testing the generalizability and limits of any theory. Field research methods, including case studies, field studies and field experiments or process tracing studies, provide an opportunity to study management accounting systems in their organizational context.

Research in Human Resource Management: Entrepreneur development is a significant part of human resource development. The recent trends in research will help in developing the Entrepreneurship management. Entrepreneurs, educational bodies and educational institutions shape the economy by creating wealth and provide jobs to others and also are involved in creating innovative products and services.

Versatility: It's the ability to adapt or be adapted to many different functions or activities. The new trends in research improved the imagination of a researcher which helps the researcher think innovatively and use e-journals, questionnaires portals and collection of secondary data became easy.

REVIEW OF LITERATURE

The earlier research works which are relevant for the study are reviewed for this purpose. Some of them are listed here under:

Recent Research Trends in Management

The study conducted by Timothy J Kloppenborg, Warren A Opfer describes the methodology and results of a research effort that identified the project management research published in English since 1960. An annotated bibliography was created of 3,554 articles, papers, dissertations, and government research reports. A workshop was conducted with experienced practitioners to help interpret the identified trends and to predict future directions for project management research.

The study conducted by Richard A Posthuma, Fredrick P. Morgeson, and Michael A. Campion summarizes and critically examines the recent research. A framework is developed that partitions research into social, cognitive, individual difference, measurement, and outcome factors. This organizing framework allows an examination of trends over time and facilitates identification of gaps in the empirical literature. Within each of these major factors, each research topic is identified, defined, and reviewed. For each topic, the results of the previous 3 narrative reviews are briefly summarized, recent research is reviewed and critiqued, and directions for future research are identified.

The study conducted by Kathleen. J.Powers (1993), revealed that the current authors' concerns about serious measurement deficiencies in at least some sub domains of the field may not be groundless. Then, it is suggested that the demonstration of instrument content adequacy be demanded as an initial step towards construct validation by all studies which use new, modified, or previously unexamined measures. The main focus was to propose a new approach for the quantitative assessment of content adequacy.

The study conducted by F Delmar and S Shane challenge this negative view of business planning, arguing that business planning is an important precursor to action in new ventures. In his paper he claimed that planning will help to balance resource supply and demand and according to this paper, before doing any research, latest trends should be followed which help in improving quality of the research.

OBJECTIVES OF THE STUDY

The focus of this study is on evaluating the end results or productivity of the research work carried out by the researchers in the area of management in the present scenario.

The following are the objectives of the study

- To know some of the recent research developments.
- To elicit the views of the respondents regarding their opinion on the recent trends in research in management.
- To discuss the measures aimed at the improvement of quality of research in management.

SCOPE AND LIMITATIONS

The research is carried out with a small sample size of 25 covering the lecturers working in different colleges in twin cities of Hyderabad.

METHODOLOGY

The data have been collected by administering a structured questionnaire to the lecturers teaching commerce and allied subjects.

Secondary data is compiled through sources such as internet and a few journals. Mean scores on 3 point and 5 point rating scales have been used for analysis. Convenience sampling has been used.

FINDINGS OF THE STUDY

I Recent Developments

(a) Measures of UGC approved Journals 2018: The UGC approved List of Journals consists of

1. Journals Indexed in WoS (Science Citation Index, Social Science Citation Index and Arts and Humanities Citation Index)
2. Journals Indexed in Scopus
3. Journals Indexed in Indian Citation Index
4. Journals Recommended by the Members of UGC Standing Committee and Language Committee
5. Journals Recommended by the Universities (after de-duplication).

Recent Research Trends in Management

Total number of journals covered in the UGC-approved list of journals is around 32,000. Besides, 13,130 journals are ceased publications that are stored separately. There are 38,653 UGC recognized journals based on subjects/ topics according to the updated list in 2018.

A few journals were removed from the UGC- approved list in 2018 because of the non-compliance of the guidelines and poor quality.

All these measures are initiated by the UGC to ensure that the quality of the journal and the research paper are superior.

(b) Usage of e-journals in India: The use of e-resources is very common among the teachers and research scholars and majority of the teachers and research scholars are dependent on e-resources to get the desired and relevant information. The usage of e-journals is increasing; this is due to awareness among the users about the e-journals, e-resources and online services.

(c) Evaluation: The evaluation methods have become much stricter in respect of PhD thesis evaluation on the other hand the journals are using plagiarism software to arrest verbatim.

(d) Research guide selection: The criteria for selection of research guides are totally changed. This measure by the UGC is aimed at improving the quality of the guidance given by the research supervisors.

(e) Some research topics in the area of management: Some of the research topics published in various journals is listed here under:

Table-I: List of a few published articles

Financial Management	Stress Management	Operational Management
<i>Jeo Lee</i> DP146 Capital Mobility, Financial Development & Growth: An Empirical Evidence from Sb-Saharan Africa	Stress and stress management in clinical psychology: Findings from a systematic review B Hannigan, D Edwards, P Burnard – Journal of Mental Health, 2004 – Taylor & Francis	Effective case research in operations management: a process perspective I Stuart, D McCutcheon, R Handfield... - ... operations management , 2002 – Elsevier
Financial Management Practices in India Article in SSRN Electronic Journal · July 2007 with 467 Reads DOI: 10.2139/ssrn.964132}	Pandey I M, 1988. “ Financial Management Research in India ,” IIMA Working Papers WP1988-02-01_00807, Indian Institute of Management Ahmadabad,	Case research in operations management C Voss – Researching operations management, 2010 – taylorfrancis.com
Pandey I M, 1988. “ Financial Management Research in India ,” IIMA Working Papers WP1988-02-01_00807, Indian Institute of Management Ahmadabad, Research and Publication Department.	A systematic review of stress and stress management interventions for mental health nurses D Edwards, P Bernard – Journal of advanced nursing, 2003 – Wiley Online Library	OR/MS research in disaster operations management N Altay, WG Green III – European journal of operational research , 2006 – Elsevier

Source: Secondary Data

From the table it is evident that the researchers in the area of management are trying to investigate into different areas and different facets of management. The list given above is not exhaustive, it's given to substantiate that there is versatility in regard to the research area.

Some of the other published titles are listed hereunder:

- Working Capital Management - Dr. T. Koti Reddy
- Financial Management in Cotton Industry - Mr. M.A. Dandhapani

Recent Research Trends in Management

- HRD Practices in IT Industry-A Case Study -Prof. P.Krishnamachari , D. Shireesha
- Indian Lessons for Modern Management - Mr. Harikrishna Mamidi
- Channel Relationship Management in the Industrial Product's Business in India –Mr. Lakshminarasimha

These publications reveal that the recent researches are very much versatile in nature and they are in different facets of management.

II Perceptions of the Respondents

Table-2

Particulars	Mean Scores
1. The colleges, institutions & universities are encouraging their staff to take up research in management only for the sake of NAAC ratings.	3.78
2. The revised UGC guidelines with specific reference to PhD, appointment of guides & evaluation are expected to enhance the quality of research in management	4.71
3. There is versatility in the topics on which research is carried out by the researchers, in presenting their papers and also in their publications.	3.80
4. The introduction of e-journals has contributed in improving the quantity and quality of research in management.	4.78
5. Questionnaire portals like surveymonkey.com made easy both preparation of questionnaires and survey.	4.14
6. Idea generation has been improved because of e-libraries, workshops, seminars and so on.	4.92
7. Data collection became simple through Information Technology.	4.57
8. Quality of research got improved through measures such as plagiarism check, indexed journals and UGC prescribed journals.	4.35
9. Usage of models such as SIX SIGMA MODEL, MCKINSEY 7S Model, Kotter's 8 Step Model and soon has increased in research trends.	4.28
10. Review of literature, Secondary Data Collection became easy through portals like surveymonkey.com, google.scholars.com and soon	4.78

Source: Primary Data

It is evident from the table that the respondents are of the opinion that researchers' idea generation has been improved because of e-libraries, workshops and seminars. Majority of respondents stated that e-journals have improved the quantity and quality of research management. The table also reveals that the prevailing trends are of immense use to the researcher and also to the institutions.

III Measure to be taken to improve the quality of research

Table-3

Measures	Mean Score
1.The passion and compassion of the researcher	2.57
2.Commitment levels and seriousness of the researchers	2.64
3. Encouragement given by the institutional heads	2.35
4. UGC Guidelines	2.64
5.Incentives	1.5
6.Reading habits of the researchers	2.71
7. Communication skills of the researchers including presentation	3
8. Selection of proper statistical tools	2.42
9. Selection of suitable models.	2.35

Source: Primary Data

From the above table, it is evident that the UGC Guidelines and the commitment of the researcher play a key role in the improvement of quality of research. The respondents felt that there is no relationship between incentives and the quality of research.

CONCLUSION

It may be concluded that positive trends are prevailing in the area of management research as a result of a few good developments like e-libraries, workshops, seminars; e-journals revised UGC guidelines and commitment of the researchers.

“THE TRENDS ARE EVER CHANGING AND THE ENDS ARE EVER APPRECIABLE”

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**A STUDY ON THE FINANCIAL LITERACY OF GRADUATE LEVEL COMMERCE STUDENTS:
SPECIAL REFERENCE TO ALLEPPEY DISTRICT**

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INTRODUCTION

India is the world's 7th largest country by area and the 2nd most populous country with more than 1.3 billion residents based on the recent UN data (2018). 1 of every 6 people on the planet live in India, and between the 2001 and 2011 censuses, the country grew by 17.7%, adding 181.5 million people (India Population, worldpopulationreview.com). India is set to become the world's youngest country by 2020 with 64 per cent of its population in the working age group. This demographic potential offers India and its growing economy an unprecedented edge that economists believe could add a significant 2 per cent to the GDP growth rate (Girija Shivakumar).

The economic prosperity and development of nation are extremely influenced by the financial decisions taken by individuals. With the onset of many financial and economic reforms, the scope of entire market is getting broader. Several modern financial products are being introduced in the market that is generating the need for individuals to plan and invest their finances tactfully. In other words, financial planning is becoming vital for financial well being of an individual (Garima Baluja (2016).

In the present setting, the integrated global financial market as well as the changing financial objectives has enhanced the individual's responsibility in managing their own finances and protect their financial future. In an environment where the range and complexness of financial products are widening the scope of entire market, it is becoming crucial that individuals should evolve a thorough understanding of the world of finance so as to make better choices that are most appropriate to their financial goals and needs (Kumar, S. and Anees, M. (2013). However, it is not an effortless task to take financial decisions. Several factors, such as risk, returns, market scenario, regulatory framework etc., need to be analyzed while making financial planning. In other words, financial literacy plays a crucial role in financial planning of an individual (Garima Baluja (2016).

The advancement of a nation depends much on its dynamic youth force. Most skills and orientations are acquired in this age. Youth is a powerhouse of energy which need to be tapped and harnessed intelligently for the advancement of society. Policy makers introduce policies in respect of youth to intensify and streamline their energy. The changing demographic profile of the world has opened a window of opportunity favouring India. At present, India has the largest share of youth population in the world and will continue to hold so for the next 20 years. The present challenge is to develop the human resource potential and to appropriately use to make it the driving force of economy of the country. India is a young nation as the share of its youth in total population in 2011 stands at 34.8%. India is expected to remain younger than, any other populous countries. Literacy rate in India reached 73% as per 2011 census. Female literacy rate (64.6%) is lower than the male literacy rate (80.9%). The gender gap in literacy rate is gradually decreasing over the years. The student enrolment in higher education is highest (i.e. 79% of total) at Under Graduate level during 2014-15. Being enthusiastic, vibrant, innovative and dynamic in nature, youth is the most significant section of the population. Youth shows strong passion, motivation and willpower which also make them the inevitable human resource for encouraging economic, cultural and political advancement of a nation. A country's ability and potential for growth depends on the size of its youth population. If the energy and passion of the youth is utilised properly, can bring huge positive change to the society and development to the nation. Youth are the creative digital innovators contributing sustainable development. Thus, the charming youth need to be harnessed, motivated, skilled and streamlined properly to bring speedy progress for a country. India is expected to have 34.33% share of youth in total population by 2020. The share reached its maximum of 35.11% in the year 2010. China in contrast is seen to have reached the highest share in the year 1990 at 38.28% and is projected to have the share of youth force shrinking to 27.62% by the year 2020, a situation which Japan has experienced in around 2000. Knowledge and education are the significant factors to the full and effective participation of youth in the processes of social, economic and political development. Much attention should be paid to ensure the participation of the marginalised youth so that they acquire the

knowledge, capacities, skills and ethical values needed to fulfil their role as agents of development, good governance, social inclusion, tolerance and peace. (Report on Youth in India-(2017).

The need was felt to find out the financial literacy level especially of graduate level commerce students. The objective of the paper is to evaluate the influence of various demographic factors on financial literacy and also to find out the level of financial literacy of commerce graduation students. This paper uses a Questionnaire for assessing the level of financial literacy of graduate level commerce student in Alleppey District of Kerala State, India.

OBJECTIVES OF THE STUDY

1. To understand the financial literacy of commerce graduation students.
2. Analysing the demographic factors which affect the financial literacy of the respondents

LITERATURE REVIEW

Singh (2004) in his study states that working women are more conscious of the type of investment instruments and take much better investment decisions than non-working women

Lusardi and Mitchell (2009) have found that levels of financial literacy have deep significance on financial behavior of an individual. Often people who have poor levels of financial literacy are more susceptible to have difficulties like financial debt, they tend to stay away from participating in the stock market, less likely to choose mutual funds.

Lusardi, Annamaria .et.al (2010) examined financial literacy among the young, they identified that financial literacy is low, less than one-third of young adults possess basic understanding of interest rates, inflation and risk diversification. Financial literacy was strongly related to socio demographic characteristics and family financial sophistication.

Thilakam,C.(2012) founded that the financial literacy is very significant to make efficient decision on their finance. As compared to urban people the rural people have low level of awareness on finance matters.

Ramasawmy, Deerajen.et.al(2013) founded that, management students at the University of Mauritius attach a great level of importance to financial literacy to their subject of study., it was also founded that age, gender, language, race and income level do not have an influence on the level of financial literacy. The study advocated that financial literacy courses should be included in the curriculum so as to develop their level of knowledge and understanding in all financial matters.

Taft, Marzieh Kalantarie, et.al (2013) founded that that age and education are positively correlated with financial literacy and financial wellbeing. Married people and men are more financially literate. Higher financial literacy give rise to greater financial well-being and less financial concerns. The study also found that financial wellbeing leads to lower financial concern.

Barua, Jacob, Varma and Agarwalla, (2013), states that the financial literacy in the country is determined by the various factors such as education, income, gender, caste etc, and some other factors such as orientation also depicts the verdict of financial literacy which are influenced by the authorities. It can be explained as the orientation factors such as joint family focuses over consultative decision making among the family by the higher authorities. This report states about the poor financial literacy due to lack of decision making powers and portfolio diversification.

Sobhesh Kumar Agrawalla, Samir K. Barua, Joshy Jacob, Jayanth R.Varma (2013), the study influences of various demographic factors on different dimensions for financial literacy among working people in urban areas of India. This study also investigates the relationship between the dimensions of financial literacy.

Puneet Bhushan (2013) studied that, respondents have moderate to low level of financial literacy. Factors like gender, income, education, nature of employment and place of work substantially affects financial literacy whereas it is found that the people who are employed in government has very low level of financial literacy as compared to the private sector employees, also he has found that geographical region does not have much bearing on financial literacy of an individual. Financial literacy among the employed youth in urban India is more or less comparable to the levels that prevail among similar groups in other countries i.e.

the impact of various sociodemographic variables like gender; family income etc on various dimensions of financial literacy is more or less similar as examined in other studies in context of India

Aggarwal & Gupta, (2014) identified areas where financial literacy may be very poor. The study give importance to the determination of critical areas will assist educators, regulators and financial institutions to design financial planning courses with greater significance in helping adults to achieve greater financial freedom and be better equipped for retirement.

Prawitz, Aimee D(2014) examined whether financial education would influence financial behaviors that support people balance consumption and savings to maximize utility over the lifespan. Specifically, financial education participants and non-participants were compared on perceived financial wellness, savings ratios, frequency of negative financial behaviors, and the likelihood of performing specific financial activities, including budgeting, reviewing asset allocation strategies, retirement contributions, obtaining or updating life insurance plans, and obtaining or updating estate planning documents.

Mathivathani and Velumani (2014) conducted a study to know the level of financial literacy among women in rural areas of Tamilnadu found that financial literacy of marginalized rural women is very low. So, the proper improvement of financial literacy would help the women for better financial decision making and proper utilization of financial services and products

Dwivedi et al. (2015) analyzed the NCFE report on financial literacy and financial inclusion in India on the basis of occupation, geographical area and gender mix found that urban population is more financially literate than rural population. The study also revealed that men are found to be more financially literate than women. It shows that women have higher financial attitude but less financial behavior and less financial knowledge, whereas men have slightly less financial attitude than women but scored more on financial behaviour and financial knowledge.

Albreedy & Gharleghi, (2015) found empirical results which depicted that there is a significant relationship between independent variables of education, and money attitude toward the dependent variable of financial literacy, while no relationship was found between financial socialization agents and financial literacy.

Bani Saha (2016) states that working women have good basic knowledge about risk free investment products like FD, Saving account and RD. They are found to be more interested towards saving account. They possess very less basic knowledge about risky investments like shares& bonds and mutual funds. NPS scheme is very poorly known to them. But, credit products like housing loan, vehicle loan and personal loans are better known among the respondents. The study concluded that with the growing participation of women in the working population of India and with the increasing need of their empowerment, they ought to be financially literate.

DISCUSSION

Out of the 125 samples selected for the study using convenient sampling technique, 4 questionnaires were rejected due to incomplete responses. So, for this study only 121 samples were used. First of all, the level of Financial Literacy is checked (both basic financial literacy and advanced financial literacy) and the percentage of correct answers were analysed through simple percentage analysis by using MS Excel. Secondly, the significant relation with demographic factors and the different advanced knowledge concepts was analysed using SPSS.

Table 1 reveals that the percentage of Basic Financial Literacy of Commerce Graduation level students of Alappuzha District is 64%. Among the various Basic Literacy questions, majority of respondents answered correctly about the question 'Regulatory Authorities'(82%); 75% respondents responded correctly about the question 'Financial Worth'; 74% respondents responded correctly towards the question for checking the 'Numeracy'; and the lowest level of Financial Literacy is related towards the concepts 'Inflation' (43%) and 'Compound Interest' (46%).

Table-1: Percentage Analysis of Basic Literacy Questions

Questions	Correct Answers	Percentage
Financial Worth	91	75%
Numeracy	89	74%
Compound Interest	56	46%
Inflation	52	43%
Diversification	77	64%
Regulatory Authorities	99	82%
Cumulative %		64%

To check the Advanced Financial Literacy of the Commerce graduation level students of Alappuzha District, a combination of 3 or 4 questions for each concept is used. By analysing each questions separately and categorically (concept wise), it reveals about the Advanced Knowledge of the respondents.

Table 2 reveals that, more than half (65%) of the respondents have Advanced Financial Literacy when analysing the Advanced Financial Literacy questions. The highest percentage of correct answers were related to the concepts 'Insurance' (90%); followed by the knowledge in 'Equity Shares' (88%); 'Preference Shares' (87%); and 'Fixed Deposits' (81%). The lowest percentage of correct answers were related to the knowledge about 'Post Office Monthly Income Scheme' (30%); followed by 'National Savings Certificate' (41%) and 'Employees Provident Fund' (44%). The total average level of financial Literacy (both Basic Financial Literacy and Advanced Financial Knowledge) of the respondents seems to be 65%.

Table 3 reveals that, there is no significant relation between the demographic factors and Advanced Knowledge questions when comparing the values in total. But, there are some significant relations with the demographic factors and some advanced knowledge level questions. As the study used 3 or 4 questions (for each category) to assess the Advanced Knowledge of the respondents ; for some questions there seems a significant relation with the demographic factors like gender, course specialisation, marks and attendance. By analysing category wise, the relationship with the demographic variables get nullified as out of 3 or 4 questions, in one category, only 1 question has a significant relation.

There is a significant relation between 'Gender & FD9', which is related to 'Fixed Deposit'; but the other 2 questions for checking the knowledge about the 'Fixed Deposit' has no significant relation with Gender. So, category wise, there is no significant relationship between Gender and Fixed Deposit.

Table-2: percentage analysis of advanced knowledge questions

Questions	Correct Answers	Percentage	Category %
AK7	96	79	81
AK8	114	94	
AK9	83	69	
AK10	50	41	41
AK11	73	60	
AK12	25	21	74
AK13	84	69	
AK14	78	64	
AK15	108	89	
AK16	37	31	
AK17	64	53	44
AK18	37	31	
AK19	74	61	
AK20	100	83	88
AK21	100	83	
AK22	121	100	
AK23	117	97	87
AK24	109	90	
AK25	90	74	
AK26	95	79	51
AK27	59	49	
AK28	31	26	
AK29	90	74	72
AK30	78	64	
AK31	93	77	
AK32	14	12	30
AK33	47	39	
AK34	49	40	
AK35	119	98	90
AK36	111	92	
AK37	95	79	
CUMULATIVE TOTAL PERCENTAGE			65

Recent Research Trends in Management

There is a significant relation between ‘Course & NSC10’ and ‘Course & NSC11’; significant relation between ‘Marks & NSC10’ and ‘Marks & NSC11’; significant relation between ‘Gender & NSC11’.So, category wise, there is a significant relation between the Demographic factors (Course, Marks) with National Savings Certificate.

There is a significant relation between ‘Course & PPF14’; significant relation between ‘Gender & PPF15’.But category wise, there is no significant relation between Demographic factors and Public Provident Fund.

There is a significant relation between ‘Attendance & EPF18’; significant relation between ‘Gender & EPF19’.But category wise, there is no significant relation between Demographic factors and Public Provident Fund.

There is a significant relation between Marks with ‘ES20 & ES21’; significant relation between ‘Gender & ES21’.So category wise, there is a significant relation between ‘Marks’ and ‘Equity Shares’. The analysis also revealed that there is no association among any demographic factors with ‘ES22’ as all the respondents answered correctly to the particular question.

There is a significant relation between ‘Gender’ with ‘PS23 & PS25’; a significant relation between ‘Attendance’ and ‘PS25’. So, category wise, there is a significant relation between ‘Gender’ and ‘Preference Shares’.

Table-3: cross tab analysis between demographic factors with advanced knowledge questions

Q.NO.	Question	RESIDENCE TYPE		GENDER		COURSE		MARKS		ATTENDANCE	
		Chi-Square value	P VALUE	Chi-Square value	P VALUE	Chi-Square value	P VALUE	Chi-Square value	P VALUE	Chi-Square value	P VALUE
1	FD7	0.272	0.873	1.367	0.242	1.707	0.426	2.381	0.666	6.392	0.27
2	FD8	2.519	0.284	0.135	0.714	5.872	0.053	0.47	0.976	2.782	0.733
3	FD9	0.423	0.809	4.081	0.043	0.831	0.66	6.574	0.16	0.772	0.979
4	NSC10	0.736	0.692	0.664	0.415	15.855	0	13.621	0.009	7.098	0.213
5	NSC11	0.289	0.866	6.391	0.011	13.282	0.001	13.987	0.007	7.959	0.158
6	NSC12	1.687	0.43	1.158	0.282	3.232	0.199	5.346	0.254	3.794	0.579
7	PPF13	0.588	0.745	0.283	0.595	0.902	0.637	2.708	0.608	4.278	0.51
8	PPF14	2.844	0.241	0.252	0.615	14.749	0.001	2.217	0.696	5.105	0.403
9	PPF15	1.679	0.432	4.095	0.043	3.398	0.183	3.308	0.508	10.64	0.059
10	EPF16	0.178	0.915	0.425	0.514	5.05	0.08	3.807	0.433	6.78	0.238
11	EPF17	3.79	0.15	0.009	0.923	4.562	0.102	7.71	0.103	7.933	0.16
12	EPF18	0.178	0.915	3.372	0.066	1.996	0.369	4.016	0.404	12.39	0.03
13	EPF19	4.86	0.088	4.512	0.034	3.999	0.135	2.394	0.664	5.064	0.408
14	ES20	0.565	0.754	1.342	0.247	1.151	0.562	10.302	0.036	6.979	0.222
15	ES21	0.321	0.852	4.489	0.034	3.881	0.144	18.513	0.001	3.097	0.685
16	ES22	NO ASSOCIATION IS FOUND AS ALL RESPONDENT RESPONDED CORRECTLY									
17	PS23	3.118	0.21	4.069	0.044	0.48	0.787	3.423	0.49	7.49	0.187
18	PS24	2.331	0.312	1.408	0.235	1.544	0.462	6.889	0.142	7.523	0.185
19	PS25	2.027	0.363	9.428	0.002	3.567	0.168	3.263	0.515	13.808	0.017
20	MF26	5.192	0.075	0.156	0.693	2.977	0.226	1.214	0.876	3.792	0.58
21	MF27	0.758	0.684	11.337	0.001	4.824	0.09	2.649	0.618	7.071	0.215
22	MF28	1.617	0.445	0.46	0.498	5.404	0.067	6.717	0.152	8.056	0.153
23	DB29	2.488	2.88	3.316	0.069	2.799	0.247	3.394	0.494	18.315	0.003
24	DB30	2.417	0.299	0.406	0.524	4.033	0.133	1.781	0.776	4.304	0.507
25	DB31	1.671	0.434	0.66	0.417	8.721	0.013	2.459	0.652	4.517	0.478
26	PO32	0.326	0.85	0.001	0.974	1.219	0.544	3.2	0.525	1.572	0.905
27	PO33	3.564	0.168	3.918	0.048	2.446	0.294	4.078	0.396	7.349	0.196
28	PO34	0.948	0.622	0.398	0.528	1.596	0.45	6.012	0.198	7.83	0.166
29	INS35	1.533	0.465	0	0.991	1.042	0.594	0.53	0.971	3.782	0.581
30	INS36	5.249	0.072	1.673	0.196	1.557	0.459	1.593	0.81	5.597	0.347
31	INS37	2.598	0.273	4.691	0.03	11.326	0.003	7.422	0.115	5.347	0.375

There is a significant relation between 'Gender' with 'MF27'. But, category wise, there is no significant relation between 'Demographic factors' and 'Mutual Fund'.

There is a significant relation between 'Attendance' with 'DB29; significant relation between 'Course' and 'DB31' But, category wise, there is no significant relation between 'Demographic factors' and 'Debentures and Bonds'.

There is a significant relation between 'Gender' with 'PO33'. But, category wise, there is no significant relation between 'Demographic factors' and 'Post Office Monthly Income Scheme'.

There is a significant relation between 'Gender' with 'INS37'; significant relation between 'Course' and 'INS37' But, category wise, there is no significant relation between 'Demographic factors' and 'Insurance'.

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HEALTH AND SAFETY IMPLICATIONS OF HUMAN RESOURCE MANAGEMENT AT WORKPLACE

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ABSTRACT

Health & Safety is one of the most important function of an organization. But guaranteeing complete safety and health is one of the paramount challenges facing the organization. This is especially important for employees work in unsafe conditions & with unsafe act. Human behavior is an important factor in improving the workplace safety and managing the loss. Organization that compromise on employees safety may have to face a potentially high no of industrial accidents and the resultant loss of lives, loss of properties, increasing of accident cost. Etc. The purpose of this research is to determine the relationship between human behavior and safety at workplace that impacts the productivity of the organization. Human Resource Manager Responsibility is to give awareness of the workplace safety and control to remove the hazards presence in the occupational environment. So the Human Resource Manager often interested with the important responsibility of ensuring safety at work place and educating employees about the safety aspects. There by change in Human Behavior will lead to effective work place safety and this improve productivity of the organization. It also deals with statutory provision the factories at 1948, which deals with the employee's safety and health.

Keywords: Health - Safety- industrial accidents- Human Resource Management.

INTRODUCTION

Health & Safety

Health & Safety is the important issue for an organization of its employees. Safety means that the condition creating hazard free and feel secure environment to their employees. The WHO has defined health as a state of complete physical, mental and social well being and not merely the absence of disease. Industrial health refers to a system of public health and preventive medicine which is applicable to industrial concerns. If the employee ensure the Health & Safety condition in the workplace then they will perform the job effectively to increase the productivity of the organization and there by ultimately the companies objectives achieved.

The Factories Act of 1948

It regulates the health and safety of workers working in factories. The act is enforced by state governments through their factory inspectorates.

Role of Human Resource Management

Human resources professionals play an important role in ensuring employee health and safety, as they know the workplace, the employees and their job demands. In many organizations, health and safety responsibilities are within the human resources department. In order to meet these responsibilities, human resources professionals must:

- Understand the health and safety responsibilities of employers, managers, supervisors and employees within the organization.
- Implement personnel management policies to ensure that everyone in the workplace is aware of his/her responsibilities.
- Establish effective ways of meeting health and safety responsibilities; and
- Ensure that employees fulfill their health and safety responsibilities as outlined in the organizational policies and programs.

STATEMENT OF THE PROBLEMS

- Unsafe condition and unsafe action at workplace are important causes for the industrial accident.

- Industrial accident may lead to loss of lives, properties and increase in accident cost.
- Industrial accident may spoil the reputation of the organization.

OBJECTIVE OF THE RESEARCH

- The main objective of the study is to implement the health & safety of employees at work place.
- To study the role of Human Resource Manager - HRM risky management to improve the productivity of the company.
- To improve attitude and manners of workers towards work.
- To measure the employees job satisfaction.
- To impart safety training programme to gain knowledge to do work without accident.

REVIEW OF LITERATURE

(1) Work Place Safety

The implications of work place safety & policies cannot be overstated. Employees are comfortable with the company policies, designed to protect their well being. Work place safety refers to the functions of illness, injury and fatel in the work place for all employees. Work place safety involves the creation of safe and healthy environment to evade hazard, injury and fatel. Safety at work place enables organization to comply with regulatory requirements and prevent high cost resulting from injuries and illness.

Health and Safety Executive, (2004) discussed that accidents can occur through people's involvement with their work. As technical systems have become more reliable, the focus has turned to human causes of accidents. It is estimated that up to 80% of accidents may be attributed, at least in part, to the actions or omissions of people. Work has an impact on people's health as well as on their safety. A job satisfaction can be done if the people are having positive work experience and can contribute to physical and mental well-being. At workplaces, the problematic behavior, unsafe act, could be reduced if the company has exposure and effective solution towards minimizing costs significantly and improve the safety as a main focus of the company. Training plays most contributing role in explaining management practices to improve safety performance. In order to improve the quality of safety and health for all employees, organizations should implement a systematic, comprehensive safety program and health training program for new employees. To improve the awareness to these hazards and it will help provide orientation to new employees in safety and health quality systems (Wameedh A. Khdaier, 2011) The theory also was supported by H Sanaei Nasab et al. (2009) which is stated that that the causing agent of 90% of workplace accidents is human error and only 10% of those belong to unsuitable workplace and equipment. Human factor includes lack of knowledge, lack of interest, negative attitude, unsafe behavior and incompetence. Lack of interest is among the most important factors that fail health promotion plans at workplace. University Technology Sydney in its book titled the "Human Resources: Principles and Procedures mentioned that controlled behavior within the workplace can contribute positively to creating a productive and harmonious environment in which staff can be inspired and achieve their full potential. However, when behavior is inappropriate or dysfunctional, it can have serious consequences on productivity, job satisfaction and on the physical and psychological well-being of staff. The term fatal injuries mean deaths, which is resulted from the traumatic injury or other external causes that occurred on the workplace. While non-fatal injuries refer to those injuries which lead to physical or emotional damages. These injuries can be controlled by medical aid within a certain time period and these injuries do not lead to death, (Wameedh A. Khdaier, 2011).

(2) Safety Awareness & Productivity

Most of the accidents are caused by lack of awareness of employees. Productivity and safety awareness towards work are interlinked. Work place productivity is essential to the employees, employers and economy who will benefit from this. As the more the economy growth the more the unemployment will decrease raising the standard of living for everyone. Therefore work place productivity is important to everyone to ensure social and economy growth. By providing orientation to the new employees, the awareness about the safety and health quality system (Wameedh A. Khdaier, 2011) is improved. Then accidents are prevented and productivity of the organization is increased.

(3) Attitude And Manners Of Employees

The maturity of attitude in human being is likely different with another, other past research shows that the age factor of human's maturity is not exactly same, meaning that, if 2 person with same-aged but differ in knowledge and experience being compared, then there are totally different in results. This theory discussed about the training and knowledge level was important to describe between to different person. It has been shown that training increasing moral maturity has positive effects on the behaviour of people in business (Francis L. Jeffries). However, the case of accidental at workplace is increased from day to day, due to lack of intention and concern given to safety performance, safety procedures and improvement of methods to prevent accidents and injuries. Other than that, researcher believe that supervision to the workers is at optimum, but unfortunately, the workers itself tend to not follow the regulation and procedure, as stated by Wameedh A. Khair, (2011), leads to negligence, carelessness of workers, recklessness of workers and lack of monitoring and controlling. All these factors have influence on safety performance or lead to the weakening safety performance and the high rate of accidents, later convinced by H Sanaei Nasabet al, which mentioned that human aspects is likely contribute to safety failure at workplace due to their unsafe behaviour, negative attitude and incompetence.

(4) Job Satisfaction

Employee job satisfaction (EJS) is the feelings and thoughts of employees about their work and place of work. In result, job satisfaction is all about to satisfy the one's needs in working place (Togia et al., 2004). Bodur (2002) stated that there are some factors, which are related to job satisfaction that is work substances, age, sex, educational level, work place environment, location, colleagues, income and timing of work. For the purpose of employee satisfaction many theories have been developed. The most important theory is Maslow's need theory. It is based on human hierarchical needs. On the other hand, job satisfaction relates to significant conventional views, which are formulated via Mausner and Herzberg (1959). Maslow's theory is based on fundamental and external element such as accomplishment, acknowledgement, duty, pay, interpersonal, interaction and management

(5) Training and Development

Training will encourage employees to become productive and increase safer work environment. In addition, H. Ali, N. Abdullah, and C. Subramaniam (2009) suggest the occupational accidents and injuries will increase because of the ineffectiveness of safety training. Carroll (2001) stated supervision is a combination of the elements such as goals, functions, tasks, roles, strategies, process elements, personalities, beginnings, middles, and endings to make a process. It is a very complex process. In safety training, employees are under responsibilities of an employer. Thus, they should care about its employee's safety Barling (2005). In addition, Mearns (1991), Milton and Ashley (1998) and Moore (1991) stated that supervision is based on own experiences and it is reflected in nature. the employees should have high supervision to manage safety practices and control from injuries. Bailey & Petersen (1989), Brown (2000), Cooper (2002) and Zohar (1980) agreed on in order to reduce workplace injuries or accidents, safety program for example, give a briefing and induction training about safety and health practices should implement in industrial production and manufacturing companies. Arboleda, Morrow, Crum, & Shelly II (2003), Brown (2000), Carder & Ragan (2003), Clarke (1999), Cooper (2002) and Petersen (1996) addresses that the root causes for accidents or injuries is the implementation of the safety and health practices in an organization. According to Zohar (1980), beliefs and attitudes have a significant positive relationship towards safety and health practices in an organization.

(6) The Role of Human Resource Management

HRM in Risk Management (July 09, 2012 -Bernard L. Erven ,Department of Agricultural, Environmental, and Development Economics -The Ohio State University) People and risk are as integral to farming as are weather, prices. and technology. Human resources must have careful attention if managers are to have a full understanding of their sources of risks and their alternatives for handling risk.

Managers' paradigms, understanding of human resource management, and human resource skills determine the success they will have with people. Like the rest of risk management, blaming others for management shortcomings neither solves problems nor provides escape from the problems. The good news is that

managers can make human resource management one of their strengths. The result will be better risk management, more effective management, and greater satisfaction from working with people.

IMPLICATIONS OF HEALTH AND SAFETY

The most valuable resource an organization has is its human capital, meaning the resources, talent and expertise of its workforce. Human resources policies are, therefore, key elements to providing workplace structure and guidelines for the most effective use of human capital. The implications for human resources policies mean utilizing human capital the right way can result in

- Workplace safety
- Safety awareness
- Attitude and manners
- Training and development
- Employees jobs satisfaction

SUGGESTION AND RECOMMENDATION

- The safety policy of the company can be made known to all the employees by circulating the policies.
- To motivate the employees, every year competition can be conducted on national safety day. Safety events can be conducted frequently to make awareness among the employees on safety.
- Attention should be focused on minor accidents so that major accidents can be avoided.
- Safety issues like accidents, problems, achievements etc. which are discussed in the safety committee to take corrective action for the betterment of employee safety.

CONCLUSION

Industrial growth of the company depends on efficient works of its employees. This is achieved only by the safe operation at work place by the employees. The study revealed the perception of employee with regards to safety measures and environment.

In this study, the researcher has explored and identified the relationship between safety and health practices of safe work environments (includes training, safety at work place, Role of Human Resource Management, Safety Awareness & Productivity, Attitudes and Manners of Employees). From this study, the outcomes that employees can get through safety and health practices are they know how to work and live safety within their daily environments and to act in case of an emergency in their workplace. Then, it can give greater benefit for employees such they are motivated and increase their morale and may ultimately increase the productivity and reputation of the organization.

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A STUDY ON “CUSTOMER PERCEPTION ON GREEN INITIATIVES” TAKEN BY BANKING SECTOR-SBI

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ABSTRACT

Green Banking is an ethical banking. It refers to practices and guidelines that make banks sustainable in economic, environment, and social dimensions. It intends to make banking processes and the use of IT and physical infrastructure as efficient and effective as possible, with zero or minimal impact on the environment. Green banking helps in technological improvements, operational improvements and changing client habits in the banking sector. It is an intellect and proactive way of thinking with a vision of future sustainability. Banking activities are not physically related to the environment, but the external influence of their customer activities is substantial. This study is about the green initiatives taken by the banking sector, Especially the State bank of India. to promote green products, process, and technology which substantially reduce the carbon footprint from the environment. This study is also to know the awareness & perception of SBI customers towards this initiative. lastly, this study will assist to know the satisfaction level of their customers on green banking initiatives.

Keywords: Green Banking, Ethical Banking, Green Initiatives, SBI, Customer Awareness & Perception, Satisfaction.

INTRODUCTION

“If you want to make a change in the world, you start with yourself &. Make the changes you wanted and you’ll inspire others to do the same”.

Banks and financial institutions can play a decisive role in these global efforts to make our planet a better place to live in. As providers of finance, banks can ensure that businesses adopt environment friendly practices. Incentives by way of offering less expensive funds for adopting green technologies will have a long term beneficial impact on the environment. banks themselves can implement green practices and thereby lay the way in this global initiative. Also, product innovation and leveraging on the use of technology enable banks and their customers today to reduce the usage of resources such as paper, thereby aiding in environmental protection.

Green banking is like a normal bank, which holds all the social and environmental/ecological factors with an aim to secure the environment and conserve natural resources. It is also known as an ethical bank or a sustainable bank. They are regulated by the same authorities but with an additional agenda toward taking care of the Earth's environment/ habitats/resources. For banking professionals, green banking involves the tenets of sustainability, ethical lending, conservation, and energy efficacy.

PROBLEM OF STUDY

Indian Banks introduced Green Banking services since 1996. The study aims to find out the awareness of the customers towards the use of Green Banking. During the research, the researcher identifies the awareness on Green banking among the customers of SBI. Also it intentions to find the customers usage relating to Green Banking service. One has to go the branch in person, to withdraw cash or deposit a cheque or request a statement of accounts. In Green banking, any inquiry or transaction is processed online without any reference to the branch (anywhere banking) at any time. If Green banking is increasingly becoming a "need to have" than a "nice to have" service. To enhance the level knowing the customers, a detailed study on the awareness of customers and their usage about various factors affecting Green Banking must be studied. As the use of Green Banking services are growing day –by-day, it is important to study the customer awareness towards Green Banking services in bangalore city.

OBJECTIVES OF THE STUDY

1. Primary Objective

- To Study about the awareness of green banking among the customers.

2. Secondary Objective

- To analyses the problems faced by customers by using green funds.
- To know the satisfaction level of their customers on green banking initiatives.

LIMITATIONS OF THE STUDY

1. The geographical scope of the study is limited to bangalore city.
2. The sample size is confined to 27
3. Only one bank was taken for the study that is SBI.
4. The respondents were unable to spend much time for filing up the questionnaire.
5. Time was a limiting factor in conducting the study.

RESEARCH DESIGN

Sources of Data

1. Primary Data: Primary data has been collected through structured questionnaire consisting of close ended multiple choice questions.
2. Secondary Data: The sources of secondary data are various journals, books, research papers and banks websites.

Sampling Method

The sampling method adopted for the study is “Convenience sampling”.

Sample Size

The sample size for the study is 27 to be collected from customers having accounts in various branches of SBI.

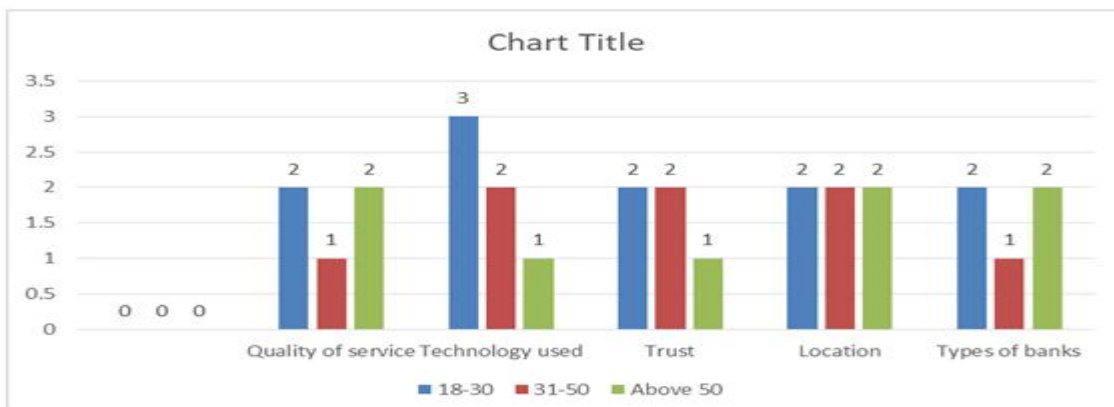
Data Collection Instrument

A structured questionnaire with close ended questions having totally “9” general questions & “17” specific questions was used. The reason for using close ended questions was to get objective answers from the respondents.

ANALYSIS & INTERPRETATION

1. Attributes of the bank which value the most to the customers.

attributes	AGE		
	18-30	31-50	Above 50
Quality of service	2	1	2
Technology used	3	2	1
Trust	2	2	1
Location	2	2	2
Types of banks	2	1	2

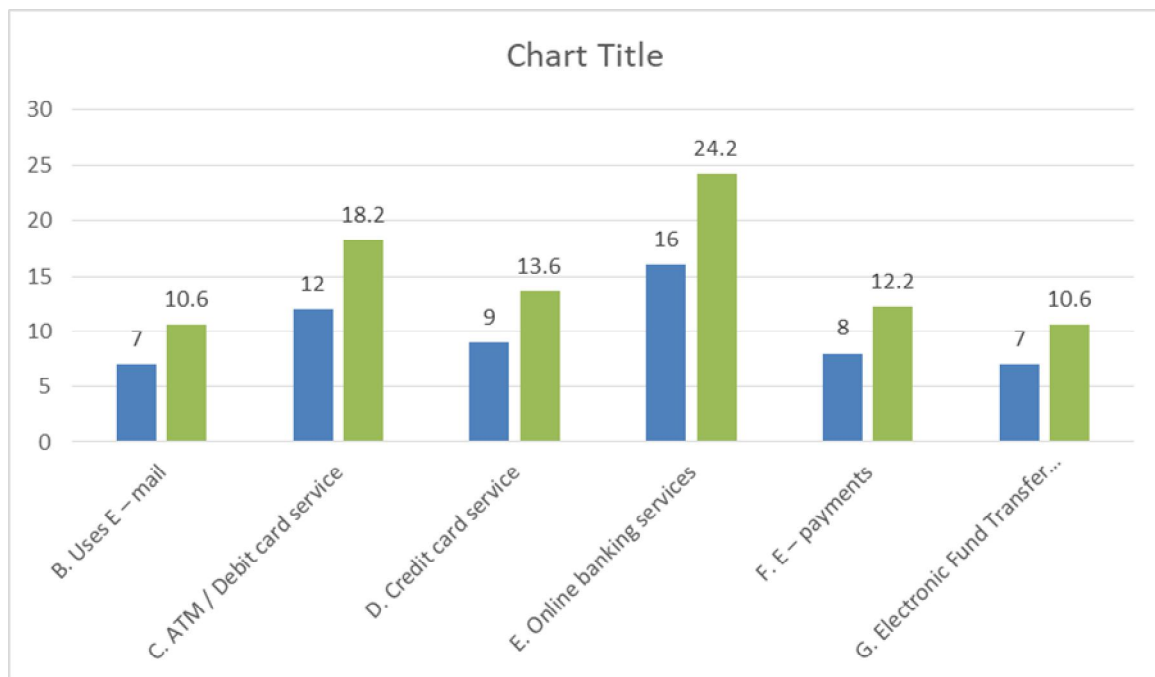


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In the above chart showing that the attributes value the most by the SBI customers are segregated according to their age groups. In the above graph shows that the age group between 18-20, they value the most no. of points when compared to the above 50 years of age. It shows our younger generation accept the technology faster than the older generations.

2. Customer level of usage of green technology

Attributes	Usage	%
Connected to the Internet at home or work to do their financial transactions	7	10.6
B. Uses E – mail	7	10.6
C. ATM / Debit card service	12	18.2
D. Credit card service	9	13.6
E. Online banking services	16	24.2
F. E – payments	8	12.2
G. Electronic Fund Transfer (EFTs)/NEFT/RTGS	7	10.6
Total	66	100



The above chart shows the usage level of green technology. it is clarified that, 24.2% of the customer uses online banking service. & only 10.6% of customers uses the e-mail & electronic transfer. This shows customer is not satisfied with this two services because most of the emails are not responded by the banks & transactions in electronic fund transfer is been limited to the extent & it can be done only in banking hours.

3. Satisfaction on technology usage

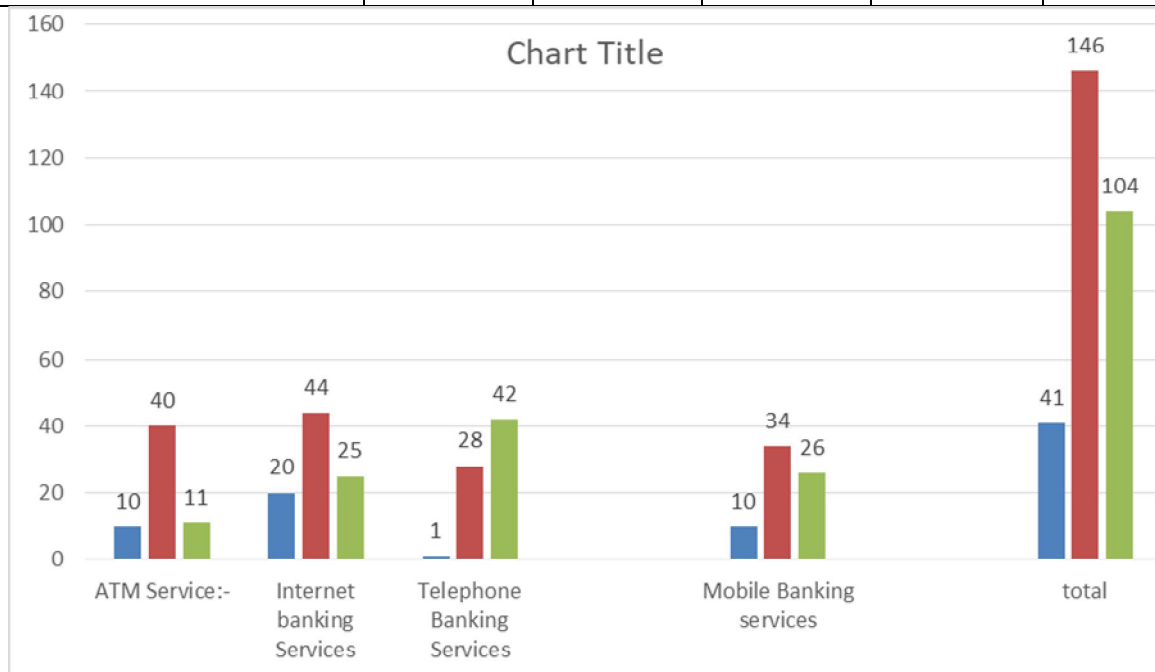
	Extremely satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied
ATM Service:-					
Promptness of card delivery	2	15	2	2	1
Number of Transactions	2	8	1	2	3
The quality of notes (currency)	2	9	6	3	
Conveniently located	4	9	2	4	
Internet banking Services					
Account information and balance enquiry	6	13	3	1	

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E- payments	3	10	3	3	
Account to Account transfer	3	8	7	1	1
Due installment enquiry	4	4	7	3	
Statement request(by email, fax, mail)	4	9	5	3	
Telephone Banking Services					
Pleasant musical background		5	10	2	
Reasonable number of voice prompts		4	10	4	
Clear instructions		7	7	2	
voice directions / on line directions for new users		5	9		
Provide additional options	1	7	5	4	1
Mobile Banking services					
Reward point status		6	5	6	2
Prepaid Mobile Recharge	2	10	3		2
SMS alerts about specific information to the bank services / new products	4	7	6	2	
Transactions status	3	7	6	2	
Expensive	1	4	6	2	2
Total	41	146	104	42	12

Table showing the usages of green technology

	Extremely Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied
ATM Service:-	10	40	11	11	4
Internet banking Services	20	44	25	11	1
Telephone Banking Services	1	28	42	12	1
Mobile Banking services	10	34	26	12	6
Total	41	146	104	42	12



In the above chart shows the technology usage by the customers. The height level of customers is satisfied with all the services. Internet banking as 44 customers of usage by the customers. The least usage is telephone banking.

4. Problems on technology usage

	Often	Rarely	Never
ATM Problems			
Cards get blocked	6	8	8
Machine out of cash	10	10	1
Non printing of statement	7	7	4
Machine out of order	13	7	2
long waiting time in queues	7	11	2
Reduction in balance without cash payment	7	9	6
total	50	52	23
Internet Banking Problems			
Not providing information	8	7	5
Not being able to maintain security	3	10	5
Not giving fast response	4	6	5
Leaving the operation unfinished	4	10	3
Internet banking can be tampered with by others	4	11	6
Waiting for long time for conducting of transactions	4	9	3
Too many steps in processing transaction	5	11	5
total	32	64	32
Tele Phone Banking Problems			
Lack knowledge of customer service representative	9	3	4
Absence immediate connection to the service	2	14	0
Lack of prompt service.	3	9	4
Lack of clear guidelines.	2	11	3
total	16	37	11
Mobile Banking Problems			
Login / Sign off are not easy.	9	7	3
Lack of security in transactions.	7	7	3
Lack of appropriate software.	3	9	4
Login / Sign off are not easy.	6	7	3
total	25	30	13
Customer Service			
Customer friendly environment at Bank	10	11	1
customer feedback services	10	9	2
capable of solving complaints adequately	11	8	1
brochures to educate new users	7	12	1
Special services for the elders and disabled	4	12	1
total	42	52	6

The above table shows that 64 customers rarely have problems in internet banking. & 54 customers have problems often in ATMs. Only 15 customers are happy with the green banking technology.

FINDINGS

1. It shows that the age group between 18-20, they value the most no. of points when compared to the above 50 years of age. It shows our younger generation accept the technology faster than the older generations.
2. The result shows the usage level of green technology. it is clarified that, 24.2% of the customer uses online banking service. & only 10.6% of customers uses the e-mail & electronic transfer.
3. It shows the technology usage; height level of customers is satisfied with all the services. Internet banking as 44 customers of usage by the customers. The least usage is telephone banking.
4. It reveals that the customer has more problems in ATMS service's & less problems in mobile service

SUGGESTIONS

1. Awareness of green banking is more with age group 18-35years; banks can take measures for spreading the awareness about green banking to senior citizens.
2. Various Steps can be taken by banks to educate them about the easy accessibility of green banking products and services especially for older ones.
3. There should be a Periodic campaigns have to be made mandatory by the banks to educate people about the green banking services.
4. Banks can have green lounge in all the retail branches, so people walking in to the branch will be aware of green banking funds.

CONCLUSION

Green banking is the latest technology to go green. It helps our younger generation to know & implement the various energy renewable. It helps them to implement these resources to protect our environment. Customers are not aware of many green banking products and services like recycled debit and credit cards, automatic cash and cheque deposit, percentage of loans for environmental based companies and individuals, green credit cards, solar powered ATM's. Banks should take all necessary steps to educate the customers about the green products and services; it is the responsibility of every bank to do it. Each one teaches one how to plant one. If we take an initiative to teach one to go green. The entire planet will be saved.

ROLE OF ICT ON HUMAN RESOURCE MANAGEMENT IN 21ST CENTURY: A STUDY ON SELECTED TEXTILE COMPANIES IN TELANGANA STATE.

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ABSTRACT

The Study starts by presenting various perceptions on the applications of information and communication technology (ICT) in the field of Human Resource Management (HRM). ICT has changed the business world work practices inclusive of HRM Practices and Policies. How do employees perceive the ICT impact on HRM Practices is the focus of this research paper. By using qualitative research method the study focused on selected organizations of India. Although the impact of ICT on HRM has long been attracting the interest of academics, no empirical research has ever been realized in this field in India, and few studies have been reported elsewhere. Simple random sampling was used to select 300 employees of selected companies. The research confirmed that HRM plays a major role in the functioning of the organization by coordinating the work of other divisions and is working for the welfare of human resource. The changing HRM Practices due to ICT are perceived as cost and time beneficent by the managers of organization and they add to the satisfaction of the workforce with their job and with their organization. The changes in occupation practices and adjustment of workforce with these changes was successfully applied and ensured by the management through appropriate awareness and cooperation with the workforce. Employees believe that the enhanced Role of ICT on HRM practices will further improve the functioning of the organization.

Keywords: ICT, HRM, Manufacturing organizations.

INTRODUCTION

information and Communication Technology (ICT) at workplace are differently joining microelectronics, PC frameworks, and media communications, influencing the social affair and communicate of data, as well as its utilization in basic leadership (Scott and Davis, 2007). ICT bolster the more fast and precise recognizable proof of issues and openings, increment the accessibility of significant and opportune data and, along these lines, enhance both the speed and nature of basic leadership (Huber, 1990). The associations of today have database rather than spreadsheets, they have web and intranet to interface and convey in less time, programming projects like CAD, CAM, JIT and so on have made crafted by entire association more straightforward and this rundown isn't thorough. Truth be told the working of entire association has been changed with the adjustment in innovation and method for getting things done. Future thriving is probably going to depend on the utilization of logical and specialized learning, the administration of data and the arrangement of administrations. The future will depend more on brains than strength (Barley, 1996).

In spite of the fact that the impact of ICT is evident on the general association yet in this exploration the emphasis will be on ICT related changes especially connected with the Human Resource Management. HR staff are the administrators of a definitive asset of the association that is "human asset" the workforce. The effect of innovation has improved the intensity of the HR division. "HR experts today don't have as much one-on-one contact with workers as they once did. Today representatives need results and replies to their inquiries, not simply meet and welcome connections that generally HR was known for". (Doran, 2003). In the year 2012, the associations and their HR hones are relatively changed and decidedly influenced by ICT going from paperless office (Doran, 2003) (Wali, 2010), time participation, databanks, computerizing work hones (Wali, 2010), Tele working (Baloh&Trkman, 2003) (Wali, 2010), exchange preparing, revealing and following applications (Broderick and Boudreau, 1991), E-enrolling, utilizing web for staffing, worker improvement utilizing web (Baloh&Trkman, 2003) . This rundown has no end and future is towards expecting more changes making work less demanding and effective.

Getting ready for the data and correspondence innovation related changes at work environment incorporates numerous critical choices like stepping up with regards to change or following the other effective ones in the market or else a blend of these two. Associations confronting testing business conditions, for example, working in unique markets frequently swing to fruitful 'others' as a wellspring of data (Teece, Pisano &Shuen, 1997). The utilization of ICT in business and HRM was started by the created nations of the world

and is being received all through the world. Creating nation like India is likewise not an exception. Indian organizations and organizations are selecting ICT in the Human asset hones and over all association to enhance their work effectiveness however the circumstance here are not as dynamic as things were begun late. Additionally, there is issue of interest in innovation because of low spending plans. The greatest check is the adequacy of progress among the general population. Individuals are so bound and strict to the old things that they don't effortlessly acknowledge advancements and change yet as change is basic for survival, so it is being picked. Presenting and executing ICT related changes in Human asset rehearses is to a greater degree an arrangement choice and a decent time has been goes since the mechanical advancements in work hones, this exploration paper means to have aimpression of the working of ICT related developments in Human asset hones and their effect on the general association. Associations that are chosen for this exploration is Vishnupriya Textiles, Vijay Textiles Limited, Suryavanshi Spinning Mills and Dilip Textiles.

The focal point of the investigation will be more on part of ICT on HRM rehearses in material associations in telangana (Hyderabad). The inquiry to address in this examination hence is "what is the effect of ICT on Human Resource Management Practices in material associations in Telangana (Hyderabad)?"

Information and Communication Technology (ICT) at work environment are variously combining microelectronics, computer systems, and telecommunications, affecting not only the gathering and broadcast of information, but also its use in decision making (Scott & Davis, 2007). ICT support the more rapid and accurate identification of problems and opportunities, increase the availability of relevant and timely information and, in this way, improve both the speed and quality of decision making (Huber, 1990). The organizations of today have database instead of spreadsheets, they have internet and intranet to connect and communicate in less time, softwares like CAD, CAM, JIT etc have made the work of whole organization simpler and this list is not exhaustive. In fact the functioning of whole organization has been changed with the change in technology and way of doing things. Future prosperity is likely to hinge on the use of scientific and technical knowledge, the management of information and the provision of services. The future will depend more on brains than brawn (Barley, 1996).

Though the effect of ICT is obvious on the overall organization but in this research the focus will be on ICT related changes particularly associated with the Human Resource Management. HR personnel are the managers of the ultimate resource of the organization that is "human resource" the workforce. The impact of technology has enhanced the competitiveness of the HR department. "HR professionals today do not have as much one-on-one contact with employees as they once did. Today employees want results and answers to their questions, not just meet and greet relationships that historically HR was known for". (Doran, 2003). In the year 2012, the organizations and their HR practices are almost changed and positively affected by ICT ranging from paperless office (Doran, 2003) (Wali, 2010), time attendance, databanks, automating work practices (Wali, 2010), Tele working (Baloh & Trkman, 2003) (Wali, 2010), transaction processing, reporting and tracking applications (Broderick & Boudreau, 1991), E-recruiting, using internet for staffing, employee development using internet (Baloh & Trkman, 2003) . This list has no end and future is towards expecting more changes making work easier and efficient.

Planning for the information and communication technology related changes at workplace includes many important decisions like taking the initiative of change or following the other successful ones in the market or else a mixture of these two. Organizations facing challenging business environments such as operating in dynamic markets often turn to successful 'others' as a source of information (Teece, Pisano & Shuen, 1997). The use of ICT in business and HRM was initiated by the developed countries of the world and is being adopted throughout the world. Developing country like India is also not an exemption. Indian companies and businesses are opting for ICT in the Human resource practices and over all organization to improve their work efficiency but the situation here are not as progressive as things were started late. Moreover there is problem of investment in technology due to low budgets. The biggest obstruction is the acceptability of change among the people. People are so bound and strict to the old things that they do not easily accept innovations and change but as change is essential for survival so it is being opted. Introducing and implementing ICT related changes in Human resource practices is more of a policy decision and a good time has been passes since the technological innovations in work practices, this research paper aims to have a impression of the functioning of ICT related innovations in Human resource practices and their impact on the

overall organization. Organizations that are selected for this research is Vishnupriya Textiles, Vijay Textiles Limited, Suryavanshi Spinning Mills and Dilip Textiles.

The focus of the study will be more on role of ICT on HRM practices in textile organizations in telangana (Hyderabad). The question to address in this study therefore is “what is the impact of ICT on Human Resource Management Practices in textile organizations in Telangana (Hyderabad)?

LITERATURE REVIEW

In 21st century as the developments are changing so is the Role of information and communication technology enhancing at the work environment. A lot of research has been done to resolve the role of information and communication technology for the business and service organizations. Some of the studies are reviewed in this section.

Technology today is one of the major determining factors for survival in all organizations. It is its lifeblood, but it could only occur through human intervention.

Quinn (1969) argued that it is incumbent on any organization to monitor technological changes, train and motivate employees to innovate, because technology covers every aspect of all organizations. Kubbr (1977) observed that new technology, whenever introduced in any organization, changes all aspects of its operations.

Zwick, 2003 studied the impact of ICT investment on productivity for a large and representative German establishment panel data set. Those establishments without ICT capital were also included in the data set to compare the results with those having ICT capital. The data set of his study involved information on about 14000 German Establishments. The cross sectional regression analysis of the data indicated that ICT investment substantially increases the average productivity of German establishments. The limitations of the study was that the corresponding size of the ICT investment was not known, the only thing known was whether or not an establishment invested in ICT.

Mathur ,2009 did financial analysis of ICT industry. He attempted to quantify the technical efficiency of the ICT (Information and Communication Technology) in 52 countries. The proportions of the productivity growth attributable to efficiency and technical change due to ICT were also quantified. The study found that the productivity growth in the ICT sector in developing and newly industrialized countries is slightly lower than the growth in developed and transition countries, suggesting the catching-up of developing and newly industrialized countries. The main limitation of this study was that the data collected from all the countries was not firm level data to determine how ICT affects the firm’s performance but most of the data was country level data.

Zafar, 2009, studied the e.HRM practices in State Bank of Pakistan. The purpose of his study was to determine at which level IT related changes are being adopted in the HR department and how they are contributing to the professional competence of HR department in Pakistan with focus on State Bank of Pakistan. The study identified that e.HRM practices are not yet fully visible in Pakistan; things will take time to improve. It was also found that employees are happy with technological changes in HRM as it is making their work easier. The major limitation of this study was that the researcher kept his more focus on already available literature which did not provide any evidence from Pakistan. No face to face interactions with the respondents took place that again limits the worth of the findings.

Dauda (2010) noted that the major challenge facing most organizations in the global economy is how to manage rapid and radical technological change. Technological innovations to a large extent determine organizational competitiveness. The technology of a firm includes a body of knowledge, skills and procedures and physical manifestations such as tools and machines (Merrifield, 1983). The effect of the rapidly changing technology has necessitated the need forthe employment of skilled and knowledge workers and to motivate them to be innovative to cope with change. The level of technological development of any nation or organization influences its ability to create wealth and profitability and improved the people's performanceand well-being (Dauda, 2009). Changes in technology have really affected most industries worldwide. Globalization, which dominates the world today, was influenced mainly by com-munication technology. Digital technology integrates the world and it "allows organizations to manage their channels of communication" (Negrophone, 2000).

There is tremendous increase in the number of internet users in recent time. This shows that internet has significant effect on how, why, where and when people work.

The ICT have the most prominent influence on more educated, skilled and ambitious people, especially those, that are regularly working with information and communication technology (ICT). Because they are the one that occupy important positions in organizations hierarchy and are therefore of great significance for the overall success of the company. Baloh and Trkman (2003) argued that ICT and internet offer support in recruiting process in an organization. For instance, it lower cost of recruiting, that is savings in invitations for application, postal – costs data-processing costs. It also includes quicker process of recruitment that is period from the point when the need for a new employee is sensed until the point when he starts doing his job. In addition, possibility to attract better and more candidates that is invitation for application published on a web-site can also be spotted by those who are currently not seeking new employment actively. Evidence from several countries suggests that the ICT revolution is skilled biased and increases demand for high skilled relative to low skilled workers. Jorgenson and Stiroh (2000) maintained that high skilled workers are likely complementary to ICT, while low skilled are substitutable. High skilled workers are more likely to be hired than low skilled workers (the World Bank, 2006).

Equally, it is being now realized that ICT skills are critical to navigate in the complexity of today's world. It has also been observed that some of the production processes of goods and services, in societies with higher ICTs, are shifting from developed countries to developing countries. In line with the rapid development in ICTs the evidence of what is taking place in china, India, South Korea, and a few other non-western countries (Friedman, 2006). ICT and the internet have not affected only the IT professionals and those employees that use it for their work on a regular basis but also the environment of the organization, organization itself and the social universe (Drucker, 2001).

Tele- working is the use of computers and telecommunications to change the accepted geography of work. It means that we are moving the work to workers instead of moving the workers to work, with help of information technologies (Nilles, 1998). The impact of

ICTs on the overall growth of the economy can be observed by looking at the multifactor productivity factor (MPF) measurement. In Organization for Economic Cooperation and Development countries, MPF coefficients have been found higher in their economies and more specifically in sectors with higher investments in ICTs (Irene, Bertschek, Fryges, & Kaiser, 2004). The productivity growth by ICTs is usually through two main channels: First, greater investment in ICT, which boosts labour productivity growth by raising the stock of capital available to each worker (capital deepening); and secondly, rapid productivity growth is occurring in the production of ICT goods (e.g. computers, mobile phones). This is because the spread of computing power has reduced radically the costs for companies of collecting, analyzing, retrieving and re-using information. For example, the growth of voice and data communications means companies are increasingly able to share and spread strategic information at great speed, over long distances but at a fraction of cost. So as computers continue to becoming cheaper and more powerful, the business value of computers is limited less by computational capability and more by the ability of managers to invent new processes, procedures and organizational structures that leverage this capability.

Saleem, Qureshi, Mustafa, Anwer, Hijazi, 2011, study attempted to measure Impact of (ICT) on Organizational Productivity (Efficiency and Effectiveness); which leads to Organization Performance (Δ Cost, Δ Time, and Δ Quality) using IRA (ICT role and adoption model). Barriers in ICT Adoption and impact of IT Literate human capital on organizational productivity were also explored. The target population included computer professionals, administrative staff and faculty members of Higher Education Institutes from various geographic locations of Pakistan, including Islamabad, Lahore, Rawalpindi, Peshawar, and Multan, DG Khan and Faisalabad and some other cities. The study found significant relation of ICT adoption on the effectiveness; nonetheless ICT adoption is insignificant on efficiency; however the relationship between the two is positive. The barriers to adoption were found to be less evident. The study has some limitations too which include the sample is just from those members who were IT literate not from other areas. The quantitative analysis was just based on correlation analysis.

The present study focuses on bridging the gap in the reviewed literature. The study is at organizational level by focusing on one textile sector organizations, Vishnupriya Textiles, Vijay Textiles Limited, Suryavanshi Spinning Mills and Dilip Textiles, Telangana.

METHODS OF ANALYSIS

The study made use of chi-square, regression and Validity and Reliability to show the extent of role of ICT on HRM in textile firms through the use of SPSS package because the data in question is qualitative in nature. More so, because chi-square tests are used to determine whether sample data are consistent with the hypothesized distribution.

SOURCES OF DATA

The research work relied basically on primary source of data obtained from the respondents answer to the administered questionnaires. 409 questionnaires were sent out to the respondents out of which 309 were returned dully completed and the remaining 100 were rejected because they are not properly filled and some are not returned.

STUDY HYPOTHESES

Hypothesis 1: There is a significant Role of ICT on Human Resource Management Practices in textile organizations in Telangana.

Thus, it was hypothesized that

Hypothesis 1(a): There is a significant Role of ICT on Human resource planning in textile organizations in Telangana.

Hypothesis 1(b): There is a significant Role of ICT on Human Recruitment and Selection in Textile organizations in Telangana.

Hypothesis 1(c): There is a significant Role of ICT on Training and Development in Textile organizations in Telangana.

Hypothesis 1(d): There is a significant Role of ICT on Compensation in Textile organizations in Telangana.

Hypothesis 1(e): There is a significant Role of ICT on Performance Appraisal in Textile organizations in Telangana.

Table-1: Socio-economic profile of the respondents

S. No.	Demographic factor	No. of Respondents	Percentage	
1	Age	Below 30 years	54	18
		31-40 years	32	18
		41-50 years	47	15
		51years and above	176	57
		Total	309	100
2	Gender	Male	286	93
		Female	23	07
		Total	309	100
4	Religion	Hindu	293	94.82
		Muslim	08	02.58
		Christian	06	01.94
		Others	02	0.64
		Total	309	100
5	Caste	ST	10	03.23
		SC	28	09.06
		BC	75	24.27
		OC	200	64.72
		Total	309	100
6	Qualification	Masters	77	25
		UG	112	36

		Inter	93	30
		SSC	27	9
		Total	309	100
7	Marital Status	Married	108	34.95
		Unmarried	101	32.68
		Widowed	60	19.41
		Separated	40	12.94
		Total	309	100
8	Experience	Below 5 Years	60	19.42
		6-10 Years	25	08.09
		11-15 Years	40	12.95
		Above 15 Years	184	59.54
		Total	309	100

Source: Primary Data

Validity and Reliability

Table-2. Reliability test was conducted to Cronbach alpha correlation in each of the variables in the questionnaire.

Variable	Cronbach Alpha
Independent	0.811
Independent	0.841

Source: Primary Data

ANALYSIS AND RESULTS

Hypothesis 1: There is a significant Role of ICT on Human Resource Management Practices in textile organizations in Telangana.

Table-3: Simple regression of ICT on Human Resource Management Practices

Results of ANOVA					
T	beta	Sig	F	r2	r
16.890	0.868	0.000	126.872	0.610	0.868

Source: Primary Data

The value of R2 for ICT is (0.61) and ($f= 126.872, P= 000$) which explain (61%) of variance in Human resource management Practices. Therefore, ICT was found to have a significant and positive role on Human resource management Practices, the regression coefficient for ICT ($\beta =0.868, P= 000$). Based on the result we accept the study hypothesis that indicates a significant effect of ICT on Human resource management Practices in textile companies in telangana at level of ($P\leq 0.05$).

Hypothesis 1(a): There is a significant role of ICT on Human resource planning in textile companies in telangana.

Table-4: Simple regression of CT on. Human resource planning

Results of ANOVA					
T	beta	Sig	F	r2	r
9.578	0.588	0.00	97.114	0.338	0.588

Source: Primary Data

The value of r2 for ICT is (0.338) and ($f= 97.114, P= 000$) which explain (33.8%) of variance in Human Recruitment and Selection. Therefore, ICT were found to have a significant and positive role on Human Recruitment and Selection, the regression coefficient ($\beta =0.588, P= 000$). Based on the result it is accepted the hypothesis that indicates a significant role of ICT on HRM and Selection in organizations in textile companies in Telangana at level of ($P\leq 0.05$).

Hypothesis 1(b): There is a significant role of ICT on Human Recruitment and Selection in textile companies in Telangana.

Table-5: Simple regression of ICT on Human Recruitment and Selection.

Results of ANOVA					
T	Beta	Sig	F	r2	r
9.578	0.588	0.00	97.114	0.338	0.588

Source: Primary Data

The value of r2 for ICT is (0.338) and (f= 97.114, P= 000) which explain (33.8%) of variance in Human Recruitment and Selection. Therefore, ICT were found to have a significant and positive role on Human Recruitment and on the result it is accepted the hypothesis that indicates a significant role of ICT on HRM and Selection in textile companies in Telangana at level of (P≤ 0.05).

Hypothesis 1(c): There is a significant role of ICT on Training and Development in textile companies in Telangana.

Table-6: Simple regression of ICT on Training and Development.

Results of ANOVA					
T	beta	Sig	F	r2	r
9.578	0.688	0.000	107.103	0.612	0.688

Source: Primary Data

The value of r2 for ICT is (0.612) and (f= 107.103, P= 000) which explain (61.2%) of variance in Training and Development. Therefore, ICT were found to have a significant and positive role on Training and Development, the regression coefficient (β 0.688, P= 000). Based on the result it is accepted the hypothesis that indicates a significant effect of ICT on Training and Development in textile companies in Telangana at level of (P≤ 0.05).

Hypothesis 1(d): There is a significant role of ICT on Compensation in textile companies in Telangana

Table-7: Simple Regression ICT on Compensation.

Results of ANOVA					
T	beta	Sig	F	r2	r
9.447	0.509	0.000	104.887	0.559	0.509

Source: Primary Data

The value of r2 for ICT is (0.559) and (f= 104.887, P=000) which explain (55.9%) of variance in Compensation. Therefore, ICT were found to have a significant and positive role on Compensation, the regression coefficient for (β =0.509, P= 000). Based on the result it is accepted the hypothesis that indicates a significant role of ICT on Compensation in textile companies in Telangana at level of (P≤ 0.05).

Hypothesis 1(e): There is a significant role of ICT on Performance Appraisal in textile companies in Telangana..

Table-8: Simple regression of ICT on Performance Appraisal.

Results of ANOVA					
T	beta	Sig	F	r2	r
9.447	0.625	0.000	98.857	0.393	0.625

Source: Primary Data

The value of r2 for ICT is (0.393) and (f= 98.857, P= 000) which explain (39.3%) of variance in Performance Appraisal. Therefore, ICT were found to have a significant and positive role on Performance Appraisal, the regression coefficient (β =0.625, P= 000). Based on the result it is accepted the hypothesis that indicates a significant role of ICT on Performance Appraisal in textile companies in Telangana at level of (P≤ 0.05).

Table-9: Summary of chi-square analysis of influence of adoption of ICT on HRM Performance

Item	X ² cal	X ² table	DF	Decision
Role of ICT	6.817	5.888	2	Reject a Null Hypothesis

Source: Primary Data

Table-10: Summary of chi-square analysis of adoption of ICT and Organizational Performance

Item	X ² cal	X ² table	DF	Decision
Role of ICT	7.698	5.888	2	Reject a Null Hypothesis

Source: Primary Data

FINDINGS AND RECOMMENDATIONS

The study reveals that employee skills has improved as a result of frequent interaction with new form of technology i.e. ICT on daily basis. Also, ICT has made it possible for countries to trade without boarder restrictions through the internet. Some of the Textile companies are able to acquire more sophisticated machines and equipment from developed countries with the aid of ICT. The acquisitions of more equipment by Textile companies have enhanced their productivity, sales and profitability. ICT has become a major tool for manufacturing firm to have competitive advantage over their competitors. Productivity is an important measure in determining the growth and performance of Textile companies. The textile companies' HRM practices have increased their efficiency with the availability of a ICT in the organizations.

In conclusion, the application of ICT has become a major tool in maintaining a competitive position in the market as well as increasing organization productivity.

7. CONCLUSIONS

The analysis of the data demonstrated that employees perceive the overall role of ICT on HRM practices as positive and it is benefitting not only the functioning of Human Resource department but of the overall organization.

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INFLUENCE OF E-BANKING SERVICES ON SENIOR CITIZENS BUYING BEHAVIOUR: A STUDY IN BANGALORE, INDIA

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ABSTRACT

Internet banking is a form of self service technology. The numbers of Internet users have increased dramatically, but most of them are reluctant to provide sensitive personal information to websites because they do not trust e-commerce security. This paper investigates the factors influencing of e-services on senior citizens buying behaviour and also indicates level of concern regarding security and privacy issues in Indian context. Primary data was collected from 200 respondents, above the age of 60, through a structured questionnaire. Statistical analysis, descriptive statistics was used to explain demographic profile of respondents and also to identify and to know trend of internet use and factors affecting e-banking services among senior citizen customer in Bangalore, India. The finding depicts many factors like security & privacy, trust, innovativeness, familiarity, awareness level increase the acceptance of e-banking services among Indian customers. The finding shows that in spite of their security and privacy concern, senior citizen customers are willing to adopt online banking if banks provide him necessary guidance. Based on the results of current study, Bank's managers would segment the market on the basis of age group and take their opinion and will provide them necessary guidance regarding use of online banking.

Keywords: Customer perception, senior citizen, E-banking, Security & Privacy, buying behaviour.

INTRODUCTION

In the world of banking, the development of information technology has an enormous effect on development of more flexible payments methods and more-user friendly banking services. Internet banking involves, consumer using the Internet to access their bank account and to undertake banking transactions. At the basic level, Internet banking can mean the setting up of a web page by a bank to give information about its products and services. At an advanced level, it involves provision of facilities such as accessing accounts, transferring funds, and buying financial products or services online. This is called "transactional" online banking (Sathye, 1999). In spite of the great benefits of the online banking, it is extremely essential that banks regard the risks associated with it. One significant step that banks must take before going through any transformation is to insure the proper handling of online banking risk (Al-Alawi, 2005). But it is very difficult for both the customers and the banks to determine the best approach to use of online banking. A particular risk arises with trying to integrate new channels with existing channels (Aljlfri et. al., 2003). In India, slowly but steadily, the Indian customer is moving towards Internet banking. But they are very concern about security and privacy of internet banking (Malhotra and Singh, 2009). In the Internet banking trust plays a very important role. It is very difficult to analyze trust as a phenomenon and may be almost impossible to analyze trust in the context of electronic commerce because of the complexity and risk of electronic commerce. Trust will be the decisive factor for success or failure of e-businesses. Karake Shalhoub (2002a and 2006b) has studied a number of US-based pure play firms to determine what she labeled trust enhancers. Her findings identified two main categories: privacy and security as the main determinants of trust in electronic commerce. Privacy has long been defined as the right of a person to be left alone and to be able to have control over the flow and disclosure of information about him or herself (Warren and Brandeis, 1890). Worries about privacy are not new, although businesses have gathered information about their customers for years. However, privacy issues often come about because of new information technologies that have improved the collection, storage, use, and sharing of personal information.

This study focuses only on Influence of e-banking services on senior citizens buying behaviour. Now there are number of study has been done. But there seems to be no clear definition for the senior citizen customers. Some of the earliest studies in the field considered 35-plus customers are adult (Al-Alawi, 2005) and some 50-plus segment of the population as "adult" market (Bartos, 1980). Conaway (1994) states that the adult market is the group of consumers over the age of 50, but sometimes grouped as those over the age of 55. Today's adult consumers are often defined as those falling into the 55-plus segment (Kennett et al., 1995; Moschis et al., 2004) while some of the studies restrict adult consumers as senior citizen customers to

those over 60 years of age (Oumlil et al., 2000; Mattila et al., 2003). In this study senior citizens customers are defined as those consumers over the age of 60 .

The Purpose of this paper is to gain an understanding of the acceptance of online banking in an Indian market where the 70% population reside in rural areas and 30% population reside in urban area of the country (Gerrard and Cunningham, 2003). This study explore influence of e banking services on senior citizens buying behaviour above the age of 60 and investigate how senior citizen customers perceive electronic banking services? As well as also depicts that what are the acceptance factors in spite of security and privacy concern between Indian customers? And what should be guidance provides by banks to customers that they can increase their willingness to adopt online banking? The answers of these questions are found through a simple survey for a random sample. In conclusion and recommendations are given based on the survey findings.

LITERATURE REVIEW

In the recent years there has been explosion of Internet based electronic banking applications (Liao & Cheung, 2003). Beckett, Hewer & Howcroft (2000) states that the emergence of new forms of technology has created highly competitive market conditions for bank providers. However, the changed market conditions demand for banks to better understanding of consumers' needs.

The concept of electronic banking has been defined in many ways (e.g. Daniel, 1999). According to Karjaluoto (2002) electronic banking is a construct that consists of several distribution channels. Daniel (1999) defines electronic banking as the delivery of banks' information and services by banks to customers via different delivery platforms that can be used with different terminal devices such as a personal computer and a mobile phone with browser or desktop software, telephone or digital television. Electronic banking also commonly known as internet banking or e-banking. Internet Banking, defined as "the delivery of banking services through the open-access computer network (the internet) directly to customers' home or private address". (Lau, 1997) has experienced phenomenal growth in recent years. In 2006, Pew Internet and American Life Project reported that nearly half of internet users in the United States – 63 million adults – bank online (Fox and Beier, 2006). In many ways, e-banking is not unlike traditional payment, inquiry, and information processing system, differing only in that it utilizes a different delivery channel. Any decision to adopt e-banking is normally influenced by a number of factors. Liao et al. (2008) stress that the success in Internet banking will be achieved with tailored financial products and services that fulfill customer' wants, preferences and quality expectations. Mattila (2001) concedes that customer satisfaction is a key to success in Internet banking and banks will use different media to customize products and services to fit customers' specific needs in the future. Liao et al. (2003) suggest that consumer perceptions of transaction security, transaction accuracy, user friendliness, and network speed are the critical factors for success in Internet banking.

Perception of senior citizens

Electronic banking is offering its customers with a wide range of services: Customers are able to interact with their banking accounts as well as make financial transactions from virtually anywhere without time restrictions. Adult customers are changing their existing pattern of use of traditional banking and switch over advanced self-service technology (Curran and Meuter, 2007). Liao and Cheung (2002) stated that willingness to use Internet banking depends on the expectations of accuracy, security, network speed, user-friendliness, user involvement, and convenience. A study between Turkey vs. UK has been found that Privacy is the single most important characteristic because of its effect on customers' perceptions. To access the private information shared between the bank and the customer (Sayar and Wolfe, 2007). It is argued that in the e-bank context, the security issue is crucial once, it involves directly the user's actives (Cockburn & Wilson, 1996; Pavlou, 2001).

Hill (2004) conducted a study concerned with identifying the characteristics of online banking users. She mentioned that it is commonly assumed that demographics do influence the acceptance of electronic self-service tools, such as online banking. The results of the study were that people who use such services are young, trendy and highearning. They actively seek out online banking tools, and they want to conduct all transactions through the same channel. Nevertheless, Lee (2000) conducted a similar research and arrived at different results. He found that the Customer Relationship Management (CRM) efforts of the banks

themselves have the real influence on who accesses online self-service tools than any other factor. Therefore, customers tend to use such tools based on attitudes, not demographics. Other study by Al-Alawi (2004) investigated the CRM's actual implementation by finding the criteria and problems that needed to be tackled in order to implement a successful CRM program in banking.

An empirical study by Pew Internet & American Life Project dated 2002 was concerned with the number of people banking online and their gender in addition to their age. The study found that men are somewhat more likely to bank online than women. Also, younger and middle-aged Internet users are the most likely group to turn to online banking. The highest category using online banking in the survey was people aged 30 to 49, the lowest category is above 65 and the rest of them are in between. Of great value was the study of Mattila et. al., (2003). The study was concerned with analyzing the adoption of Internet banking among adult customers. The results show that people over the age of 65 generally tend to be late adopters of technologies. They found that adult customers who discontinued the use of online banking blamed insufficient or nonexistent training on how to use the technology. They also pointed that confusing web pages and complex steps discouraged their adoption of online banking. Subsequently, they recommended developing three dimensional web pages with voice recognition, using video technology to provide access to bank employees. Also, Sohail and Shanmugham (2004) wrote a paper concerning customers' preferences in E-banking in Malaysia. Their results were based on a survey of 300 respondents. Their conclusion indicates that age and educational qualifications of electronic and conventional banking have no significant impact on E-banking adoption. Instead, they argued that accessibility to the Internet, awareness of E-banking and customers' resistance to change are the main factors influencing the adoption.

Fitzgerald (2004) choose to analyze four different research papers to identify current and potential customers' perceptions on online banking. He concluded that there are common perceptions regarding online banking with disregard to demographic, geographic or psycho-graphic characteristics. He argued that among the major 'nonadoption' areas are the security concerns and lack of awareness of online banking. Cleaver (1999) reports an academic study that concluded that older users prefer internet sites that do not demand complicated manipulation of software and hyperlinks the equipment, simply in order to browse. They appreciate functions that make on-line navigation easier and more convenient; for instance, simple, clear, and polite messages. On the other hand, other studies have shown that older people want the same things as users in general: a site that is easy to use, fast, clear, and secure. On the whole, it seems that the expert majority's opinion is that older people need separate internet sites, or at least modifications of existing ones (Judd, 2000), incorporating for instance larger font sizes and simpler graphics.

Security and Privacy

Now day's uptake of EC applications in the banking industry is very slow only because of security and data confidentiality issues have been a major barrier. Security and privacy are one of the most challenging problems faced by customers who wish to trade in the ecommerce world. Security in the form of keeping customer safe from an invasion of their privacy, affects trust and satisfaction. If company wish to maintain customer trust, they need to keep their promises regarding security and privacy. Since security is closely related to trust, violations of security norms may backfire in terms of losing customers and negative word-of mouth. Security perceptions are defined as "the subjective probability with which consumers believe that their private information will not be viewed, store and manipulated during transit and storage by inappropriate parties in a manner consistent with their confident expectations" (Pavlou 2001).

The banking sector was reluctant to use e-commerce applications as they felt that transactions conducted electronically were open to hackers and viruses, which are beyond their control. As well as convinced that online services are a mixture of customer insecurities, technology investment costs and a lack of market-readiness have all conspired to make e-banking 'unattractive' (Abdulwahed and Yaqoub, 2006). Perceived risk was one of the major factors affecting consumer adoption, as well as customer satisfaction, of online banking services (Polatoglu and Ekin, 2001). Perceived risk usually arises from uncertainty. Howcroft et. al., (2002) the principal characteristics that inhibit online banking adoption are security and privacy. An interview held on web security and showed four screen shots of a browser connecting to a website and asked participants to state if the connection was secure or not secure and to affirm the motivating factor for their

appraisal. It was discovered that about 72 participants cannot tell if a connection is secure (Friedman et. al., 2002).

In Malaysia it is found that security is main barrier to e-commerce expansion. Security is perhaps the most feared problem on the internet. Banks and customers take a very high risk by dealing electronically (Mukti, 2000; Chung and Paynter, 2002). Similarly, (Nahar et al., 2000) describe, that IT manger contributed to the discussion, by saying, “security implementation over the internet is still considered as a big risk by many financial organizations that are skeptical about the technologies available”. He added, “However, with the introduction of new technologies such as SSL, digital signature, encryption, firewalls, PKI infrastructure, etc. internet security can be resolved, but it will take some time”. It is noted that although consumer’s confidence in their bank was strong, yet their confidence in the technology was weak (Roboff and Charles, 1998). Today’s consumers are increasingly more concerned about security and privacy issues (Howcroft et al., 2002). Dr. David Chaum, CEO of DigiCash said that security is simply the protection of interests. People want to protect their own money and bank their own exposure. The role of government is to maintain the integrity of and confidence in the whole system. With electronic cash, just as with paper cash today, it will be the responsibility of government to protect against systemic risk. This is a serious role that cannot be left to the microeconomic interests of commercial organizations.

Ganesan and Vivekanandan (2009) described a secured hybrid architecture model for the internet banking using Hyperelliptic curve cryptosystem and MD5 is described. Information about financial institutions, their customers, and their transactions are, by necessity, extremely sensitive; thus, doing business via a public network introduces new challenges for security and trustworthiness. Given the open nature of the Internet, transaction security is likely to emerge as the biggest concern among the e-bank’s account holders. The rapid growth in account hijacking and online fraud are on the rise. The negative publicity damages consumer trust in the online service.

Since personal and financial information can be intercepted and used for fraudulent purposes, online investing involves greater security concerns than conventional trading; users need a sense of security when conducting financial transactions, and it is still one of the major barriers to e-commerce growth (Lee and Turban, 2002). Perceived security was defined as a threat that creates a circumstance, condition, or event with the potential to cause economic hardship to data or network resources in the form of destruction, disclosures, and modification of data, denial of service, and/or fraud, waste and abuse (Kalakota and Whinston, 1997). Security, which involves the use of technical advancements like cryptography, digital signature and certificates aimed at protecting users from risk of fraud, hacking or “phishing”, has a positive influence on the intention to purchase online (Lian and Lin, 2008).

Potential customers mentioned Internet security, online banking regulations, consumers’ privacy, and bank’s reputation as the most important future challenges of online banking adoption. (Aladwani, 2001). Indeed, in Aladwani’s (2001) study of online banking, potential customers ranked Internet security and customers’ privacy as the most important future challenges that banks are facing. Perceived usefulness, perceived Web security has a strong and direct effect on acceptance of internet banking, too. A high level of perceived risk is considered to be a barrier to propagation of new innovations (Ostlund, 1974). Influenced by the imagination-capturing stories of hackers, customers may fear that an unauthorized party will gain access to their online account and serious financial implications will follow. The survey by White and Nteli (2004) found that UK consumers ranked the security of bank’s website as the most important attribute of internet banking service quality. This widespread anxiety is vividly illustrated by the results of Sathye (1999), who reported that three-quarters of Australian respondents expressed security concerns with regard to electronic banking. Overall, the literature appears to be unequivocal in its finding that the level of perceived risk is negatively related to the attitude towards banking on the World Wide Web (Black et al., 2001; Rotchanakitumnuai and Spence, 2003; Singh, 2004; Lee et al., 2005 and Gerrard et al., 2006). For this reason, this study uses perceived security as a predictor of customer acceptance.

A majority of studies highlight the fact that “security” is the biggest single concern for customers when faced with the decision to use internet banking. Security has always been an issue, but its scope has changed from mere doubts about the privacy of personal information to worries of financial loss (Sayar and Wolfe, 2007). White and Nteli (2004) find that “security” is the most important attribute for UK internet banking

customers. It is followed by “responsiveness of service delivery (speed and timeliness)”, “ease of use”, “credibility of the bank”, and “product variety”. Akinci et al. (2004) find that the selection of an internet banking service provider is effected by security, reliability and privacy. Security, which involves protecting users from the risk of fraud and financial loss, has been another important issue in safe use of the internet when conducting financial transactions in Saudi Arabia (Sohail and Shaikh, 2007).

RESEARCH GAP

The review of literature suggest that most of the studies have been done on issues related to Internet banking in countries like Australia (Sathye, 1999), Malaysia (Mukti, 2000; Chung and Paynter, 2002; Sohail and Shanmugham 2004), Singapore (Gerrard and Cunningham, 2003a, 2006b), Turkey vs. UK (Sayar and Wolfe, 2007) and Saudi Arabia (Sohail and Shaikh, 2007). Much work has not been done in India with regard to Internet banking issues. The present study intends to know the factors influencing of e banking services on senior citizens buying behaviour and also indicates level of concern regarding security and privacy issues in Indian context.

RESEARCH HYPOTHESES

It is indeed essential to emphasize the fact that the Indian culture is different from the countries where previous research was conducted. The researchers predicted that the familiarity and economic benefits of using the Internet has a significant impact on the acceptance of online banking. If adult customers are not used to accessing the Internet frequently, and if they do not trust the Internet as a secure environment to conduct financial transactions, then it is nearly impossible for them to accept online banking. Therefore, the following is hypothesized:

- H1. Security and privacy has significant impact on adoption of Internet banking among senior citizen customers.
- H2. Trust has significant impact on adoption of Internet banking among senior citizen customers.
- H3. Innovativeness has significant impact on adoption of Internet banking among senior citizen customers.
- H4. Familiarity has significant impact on adoption of Internet banking among senior citizen customers.
- H5. Awareness has significant impact on adoption of Internet banking among senior citizen customers.

METHODOLOGY

A questionnaire form was made by the researchers consisting of 30 questions about the respondents and their willingness to conduct online banking. The questions were focused on the extent to which senior citizen customers use the Internet and purchase items using online methods. Following, respondents were asked if they were aware of online banking and whether they were willing to experience it had their banks provided sufficient support.

The survey instrument used in this study was a structured questionnaire for the empirical study. The questionnaire was made up the dimension which measures the factors influcing of e-banking services on senior citizens buying behaviour. The variables were measures using multiple items. All of the scale items represented in the survey instrument utilizing a five point categorical rating scale. The anchors used included: a) 1= strongly disagree, b) 2= disagree, c) 3= neither agree nor disagree, d) 4= agree, e) 5= strongly agree. The data obtained responses from senior citizens employed in the town area. The total number of useable responses was 200.

RESEARCH FINDINGS

The descriptive statistics of the respondents were analyzed in Table 1 and presents the demographic characteristics of the 200 respondents. It first shows that about 59% of the respondents are male and 41% respondents are female. Table 1 also shows that all respondents are adult, 60% respondents were 35-45, 17% were 46-55, 31% were 56-65 and 7.5% were more than 65 in age.

We first perform the factor analysis for the five multi-item measures by utilizing principal component extraction process with Varimax rotation. A suggested measure of factor loading of 0.5 or greater is adopted as a criterion to examine the item reliabilities of all measures (Hair et. al., 1995). As shown in the table 2, the measurement items are classified into the five independent variables. The Eigen values of all factors exceed

1.0, and about 75 percent of total variance is explained by these five factors. These factors are labeled security & privacy, trust, innovativeness, familiarity and awareness.

Internal consistency tests were conducted using Cronbach alpha tests (Cronbach, 1946). The alpha values for all factors vary from 0.55 to 0.91 which are considered acceptable for this type of study (Nunnally, 1978). This reveals that the variables load properly on these five factors.

To test the hypotheses the linear regression analysis was performed. The respondents' intention to intensify the acceptance of e-banking services is regressed on the five independent variables identified through the factor analysis. The results are reported in Table 3. The Durbin-Watson test to detect the existence of autocorrelation among the residuals shows no indications of autocorrelation. The regression equation is significant at 1% level with the F value of 127.98 and the independent variables account for 76% of the variance of degree of the acceptance of e-banking by senior citizen customers. Security and privacy ($\beta=0.477$), trust ($\beta=0.246$), innovativeness ($\beta=0.272$), familiarity ($\beta=0.589$) and awareness ($\beta=0.243$) are significantly positively related to the acceptance of e-banking services.

DISCUSSION

The purpose of this study is to investigate the factors influencing of e-banking services on senior citizens buying behaviour who are the more than 60 age group. Specifically, the study postulated the affect of security and privacy issue in the acceptance of online banking in India. Along with the questions regarding possible acceptance factors of e-banking services we ask them whether they are willing to adopt online banking or not. Our results show that security and privacy, trust, innovativeness, familiarity and awareness have positive influence on the acceptance of e-banking services in India. This is in line with the previous findings of Sathye (1999), Mukti (2000), Chung and Paynter (2002), Sohail and Shanmugham (2004), Gerrard and Cunningham (2003a, 2006b), Sayar and Wolfe (2007), Sohail and Shaikh (2007), among others, which have reported that these factors have positive influences on the acceptance, constant use intension and satisfaction of innovations such as internet banking, electronic commerce etc. Among these factors that turn out to be significant in our study, the security and privacy factor is most influential one for the acceptance concern among adult customers in India.

For example, Koufaris and Hampton-Sosa (2004) also demonstrated that perceived security control of the site strongly influenced acceptance of online banking by customers. If the customers are less concerned about unauthorized use of or illegal access to their personal and financial data by third parties, they will have greater influence the willingness to use of online banking, which in turn will lead to higher acceptance to it. Thus, banks should improve their web security features in order to enhance the customer's acceptance.

Surprisingly, perceived privacy was not a determinant of perceived trust. Since these security characteristics guarantee almost total privacy, the relative importance of privacy concerns for these users is lower. Thus, Belanger et al. (2002) argued that customers generally understand the concept of security better than privacy because security is a more concrete concept, and they also showed that security features were more important than privacy statements. Kim et al. (2008) empirically showed that security protection mechanisms are more important in consumers' behavior than privacy. Pavlou and Chellappa (2001) found that the influence of perceived privacy was weak in comparison with the strong influence of perceived security on acceptance.

Interestingly, online banking has a very promising future in the eyes of senior citizen customers also. This is greatly emphasized by the fact that 84% of the participants declared they were willing to try experiencing it once their banks helped them and provided them with necessary guidance.

CONCLUSION AND RECOMMENDATIONS

In a country like India, there is need for providing better and customized services to the customers. Banks must be concerned the attitudes of senior citizen customers with regard to acceptance of online banking. It shows that senior citizen customers are more reluctant to join new technologies or methods that might contain little risk. It's also important to note that some senior citizen customers are interested in online banking; however, they do not possess the necessary computer literacy to conduct it. In addition banks should design the website to concern security and privacy issues.

The recommendations to the banks are that they have to increase the level of trust between banks' website and customers. Because customer perception on security and privacy aspect have been seen in the literature. The importance of security and privacy for the acceptance of internet banking has been noted in many banks study and found that people have weak understanding of internet banking, although they are aware about risk. Banks noted that although consumer confidence in their bank was strong yet their confidence in the technology was weak through many studies. It is clear those senior citizen customers are ready to adopt online banking if banks take necessary action. There are following strategies should be applied by banks.

- Banks should ensure that online banking is safe and secure for financial transaction like as traditional banking.
- Banks should organize seminar and conference to educate the customer regarding uses of online banking as well as security and privacy of their accounts.
- Some elder customers are hindered by lack of computer skills. They need to be educated on basic skills required to conduct online banking.
- Banks must emphasize the convenience that online banking can provide to elder people, such as avoiding long queue, in order to motivate them to use it.
- Banks must emphasize the cost saving that online can provide to the elder people, such as reduce transaction cost by use of online banking.
- Adult customer always prefers advanced technology but sometimes lack of knowledge they are unable to access such technologies. The fact that people have positive perceptions about online banking should be treated with great value. This is because one bad experience can result in customer discontinuation of the E-banking service (Jun & Cai, 2001).

LIMITATIONS AND SCOPE OF FURTHER RESEARCH

This research serves as an initial step in exploring customers' views and expectations on e-banking. However, it is limited by the following factors:

The sample was distributed randomly over adult people from the working environment. It did not include adult people who are less educated or those who never used computers or accessed the Internet.

The sample is comprised with 200 people. Future research requires a larger sample for the purpose of higher accuracy.

This research focused to a high degree on acceptance of online banking among Indian customers and opinion regarding security and privacy issues.

Further research is required to investigate issues related to online banking in deeper manner and what strategies should adopt by banks by which they can enhance level of e-satisfaction and e-loyalty with respect to online banking.

MANAGERIAL IMPLICATIONS

Through out this research, we have shown the level of concern regarding security and privacy aspect among senior citizen customers in India. The result show that customers are ready to adopt on line banking if banks provide him necessary guidelines regarding security and privacy aspect because there are many factors trust, familiarity, innovativeness, awareness affects the acceptance of online banking in India. Therefore, there factors will need to be considered as a strategic variable, and will need to be present in all organizational activities. But, how can these factors may be won to acceptance of online banking in India?

The literature shows that besides these factors security and privacy is main concern to the acceptance of online banking. Thus, we may consider the existence of some variable, which act as positive factor to the acceptance of online banking.

- Security and privacy: Security and privacy is a key factor to the acceptance of online banking. Cheung and Lee (2001) point out that security refers to aspects such as integrity, authentication, encryption, and non-repudiation. Integrity refers to impossibility of the transmitted data by third party without permission.

Authentication enables a certain operation carried out only after identification. Finally, non- recognition refers to procedure that prevents an individual or organization from denying that they had carried out a certain operation. Privacy refers to protection of personal financial information. Moreover privacy is the consumer's perception of the ability of the bank to protect personal information from unauthorized use.

- **Trust:** Trust is the “willingness to rely”. Trust is especially important in online transaction. Banks or organisation should provide him useful tips to use of banks website and operational procedure by which customer can enhance their level of trust in online banking. And they can increase their uses in future.
- **Familiarity:** Familiarity has also significant impact on acceptance of online banking among adult customers in India. Banks website design should be very simple by which customer can easily operate.
- **Innovativeness:** Innovativeness has influencing factor to the acceptance of online banking. Adult customers are innovative in nature. They are easily ready to adopt online banking if bank motivates them. Organisation should segment the market and focus on their needs and preference.
- **Awareness:** Adult customers are very much aware about security and privacy concern. They believe that online banking is not secure for conducting financial operations. Banks should increase the level of awareness and should kept their promises and commitment.

The result of the research also show that the need to target marketing actions on certain segments of the population. In this respect, those most likely to use the internet are in the upper income group, professional, more than 60 years age and male. Consequently, a through analysis will need to be made of what the needs of these population groups are so as to be able to design the most suitable response as well as the best way to present it on the internet.

Table-1

Demographic variables	Categories	No of respondents
Gender	Male	118 (59)
	female	82 (41)
Age (In Years)	35-45	31 (15.5)
	46-55	34(17)
	56-60	10 (7.5)
	60 and above	120(60)
Qualification	Upto 12 th	30(15)
	graduate	27(13.5)
	post graduate/masters	88(44)
	professional	33 (16.5)
INCOME (MONTHLY)	less than 15000	38(19)
	15001-30000	33(16.5)
	30001-45000	96 (48)
	More than 45000	33 (16.5)
Level of computer literacy	Expert	47(23.5)
	advanced	108(54)
	beginners	24(12)
	don't know how to operate PC	21 (10.5)
Preferred methods of performing banking transactions	ATM,S	89 (44.5)
	Visit Banks	66 (33)
	e- banking services,	19(9.5)
Source: Primary Data		

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IDENTIFYING THE RETURNS, VALUE AT RISK AND ESTIMATED SHORTFALL OF TOP FIVE TRADING IT SECTORS IN INDIA.

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ABSTRACT

It is a small attempt to identify the returns of the top five IT companies share prices and the risk hidden in these companies. The general measure of risk is measured by the standard deviation. For this study the researcher incorporates the different tool to measure the risk called Value at risk (VaR). This VaR measure the potential losses of our portfolio for the given period of time with the given confidence level. From this study we come to know about what maximum losses our investment will face. It help us to move further and gives an idea what to do to make good the loss, it is nothing but the risk management. Accordingly we have different hedging techniques to compensate the losses.

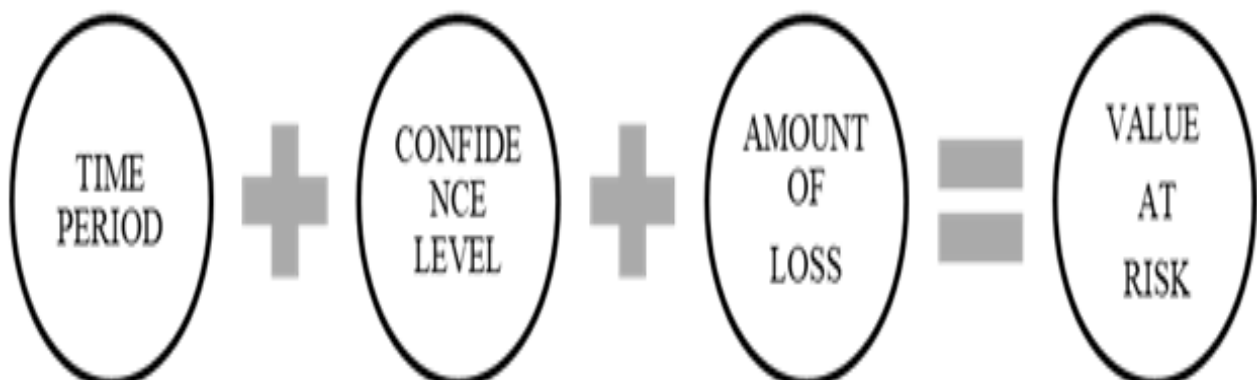
Keywords: Estimated Short fall, Returns, Risk, Share Prices, Value at Risk.

INTRODUCTION

The expectation and perception differ for each humanoid and now it become one of the factors which drives the market, but the chances of meeting the anticipation is where the real challenges lies. This war is always there in the capital market battle field. But in reality the war cannot be avoided but there are chances to defend. In the recent scenario there are various advanced analytical are there to be a good defendant. The relationship between the risk and return plays a vital role in the way wealth maximization. The first and foremost step in the handling the risk is to identify the risk. Then the other steps like evaluating, analyzing, hedging and others will follows. The 90% of the problem will be solved if the potential risk is identified. once if we identified the risk , then we come to the conclusion to accept , transfer , mitigate, and avoid the risk. Any how it is very clear that we cannot eliminate the risk completely, but to some extend we can meet it.

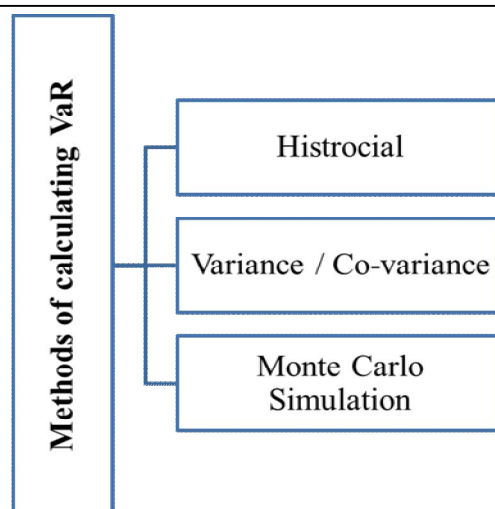
VaR

The history of VaR is traced back through the workings of Francis Edge worth in the year 1888, which is a greatest contribution to the statistical theories. Followed by this Dickson H. Leavens made a small and simple experiment in VaR in 1945. Although there are continues researches are traced long back and the first publication was at 20th century. Successive to this there are various authors like Harry. Markowitz, Aruthur. D. Roy etc., are worked on the same. VaR is a statistical method of measuring the risk of the investment for the specified time period with the specific confidence level. It gives the probability of losing more than the given amount of portfolio over the period of time.



Estimated Shortfall

The expected shortfall is also known as conditional value at risk (CVaR). It is also an risk assessment measure which gives the average of tail risk in the portfolio. In simple terms instead of 90% confidence the remaining 10% happens, then what will be the maximum losses will occur for the investment portfolio at the given period of time.



Historical Method

It is a non-parametric method of calculations. The name of the method itself explains that, in this method we have to calculate the historical returns to identify the VaR. this approach requires fewer assumptions for the underlying market conditions.

Variance/ Co-Variance

This method of calculating the VaR takes the daily price returns of normally distributed data. It is a simplified function of standard deviation at the given confidence level. This approach of VaR may be calculating volatility using the simple moving average or exponential moving average.

Monte Carlo Simulation

In this approach it develops a model of future stock returns and running multiple trails. The Monte Carlo simulation attempts the randomly generated trails but its dose not explains about the basis of calculations.

1. REVIEW OF LITERATURE

In this article the researcher identifies the relationship between the risk and return. Here the paper analyses the volatility, risk premium and identifies the correlations. It predicts that 16-20 percent variations in the stock prices compare to the market variations, and it also reveals there is a positive correlation which means there is a positive increase in the result.

This paper was too technical in analysis and it is calculated through the CAPM model. This study reveals the probability distribution and the portfolio return, and the characteristics were analyzed. There is another comparison in this study is traditional equilibrium models and mean-variance model to identify the equilibrium.

In this study the researcher discussed the Motivated by the implications from a stylized self-contained general equilibrium model incorporating the effects of time-varying economic uncertainty, we show that the difference between implied and realized variation, or the variance risk premium, is able to explain a nontrivial fraction of the time-series variation in post-1990 aggregate stock market returns, with high (low) premia predicting high (low) future returns. The magnitude of the predictability is particularly strong at the intermediate quarterly return horizon, where it dominates that afforded by other popular predictor variables, such as the P/E ratio, the default spread, and the consumption–wealth ratio.

This study reveals the variations in the aggregate consumption- Wealth ratio in the United States stock market. It examines the quarterly returns of stock market data and identifies the fluctuations and compared the returns over the Treasury bills. It also attempts to predict the trend for the short horizons.

2. RESEARCH METHODOLOGY

Statement of the problem

It is very important to identify the maximum quantum of loss occur for the sum of money invested for the specified period.

Scope of the study

- The percentage of maximum loss occur at 95 % and 90% confidence level
- The study will reveal the estimated shortfall in the investment made after the specified

Objective

- To calculate the returns
- To identify the Risk (VaR)
- To identify the estimated shortfall.

Sampling

In this study, the secondary data (Historical Prices) are taken for the period of 1 year, 247 days daily adjusted closing prices are considered for the study.

Tools Used

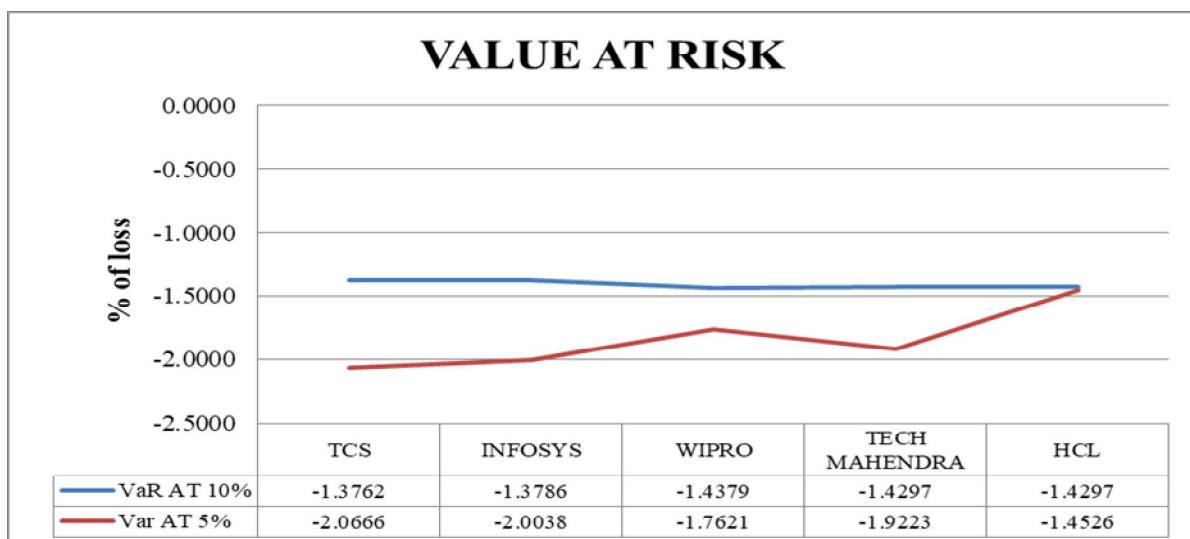
Microsoft Excel – VaR, Histograms, Graphical representation are used to interpret the data

Limitations of the study

- Inference and interpretations are subject to the time period.
- Analysis is only based on the information available.
- The data used for the analysis is only secondary data.

3. DATA ANALYSIS AND INTREPRETATIONS

VALUE AT RISK (VAR)		
Company	10%	5%
TCS	-1.376	-2.067
INFOSYS	-1.379	-2.004
WIPRO	-1.438	-1.762
TECH MAHENDRA	-1.43	-1.922
HCL	-1.43	-1.453



INFERENCES

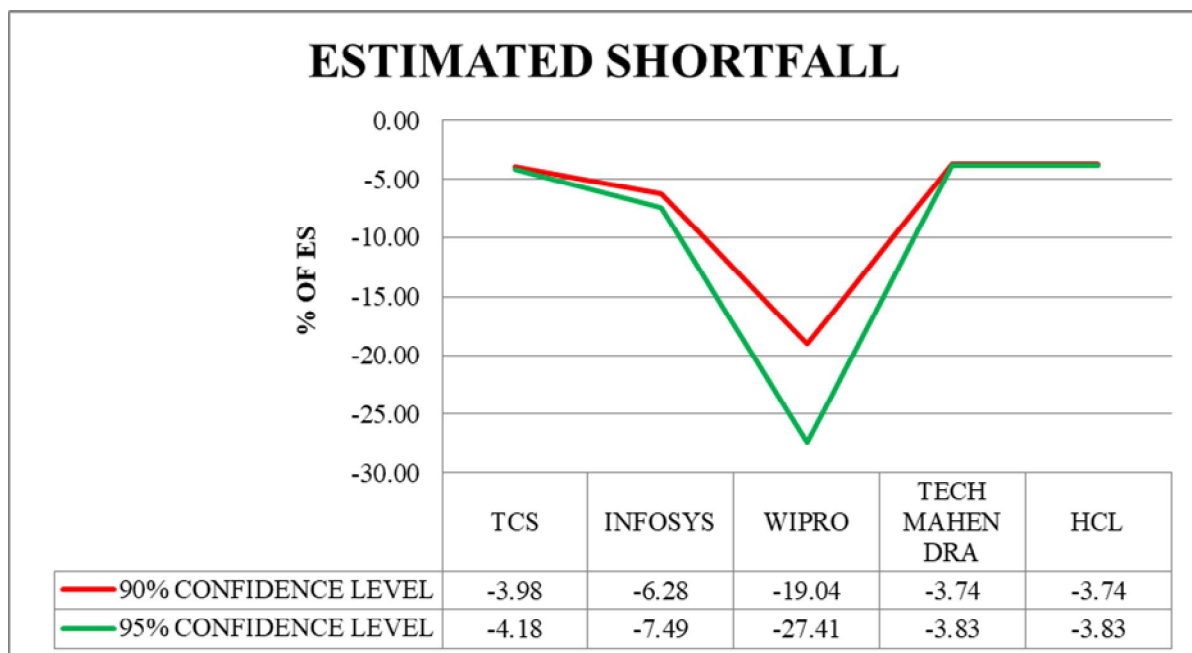
- At a 90% of confidence the maximum loss of our investment with TCS will be of 1.3762%
- At a 95% of confidence the maximum loss of our investment with TCS will be of 2.0666%
- At a 90% of confidence the maximum loss of our investment with INFOSYS will be of 1.3786%

Recent Research Trends in Management

- At a 95% of confidence the maximum loss of our investment with INFOSYS will be of 2.004%
- At a 90% of confidence the maximum loss of our investment with WIPRO will be of 1.4379%
- At a 95% of confidence the maximum loss of our investment with WIPRO will be of 1.7621%
- At a 90% of confidence the maximum loss of our investment with TECH MAHENDRA will be of 1.4297%
- At a 95% of confidence the maximum loss of our investment with TECH MAHENDRA will be of 1.9223%
- At a 90% of confidence the maximum loss of our investment with HCL will be of 1.4297%
- At a 95% of confidence the maximum loss of our investment with HCL will be of 1.4596%

Estimated Shortfall

ESTIMATED SHORT FALL		
Company	90%	95%
TCS	-3.98	-4.18
INFOSYS	-6.28	-7.49
WIPRO	-19.04	-27.41
TECH MAHENDRA	-3.74	-3.83
HCL	-3.74	-3.83



INFERENCES

- At a 10% of confidence the estimated loss of our investment with TCS will be of -3.98%
- At a 5% of confidence the estimated loss of our investment with TCS will be of -4.18%
- At a 10% of confidence the estimated loss of our investment with INFOSYS will be of -6.28%
- At a 5% of confidence the estimated loss of our investment with INFOSYS will be of -7.49%
- At a 10% of confidence the estimated loss of our investment with WIPRO will be of -19.04%
- At a 5% of confidence the estimated loss of our investment with WIPRO will be of -27.41%

- At a 10% of confidence the estimated loss of our investment with TECH MAHENDRA will be of -3.74%
- At a 5% of confidence the estimated loss of our investment with TECH MAHENDRA will be of -3.83%
- At a 10% of confidence the estimated loss of our investment with HCL will be of -3.74%
- At a 5% of confidence the estimated loss of our investment with HCL will be of -3.83%

4. FINDINGS

- At 90% Confidence Level all the top five companies VaR i.e. Risks are almost similar between the range of (1.38%-1.43%), the difference of (.05) is lower in top two companies (TCS, INFOSYS) and higher in the remaining three companies (Wipro, Tech Mahindra, HCL)
- At 95% Confidence Level the top two companies are having higher risk (TCS-2.0666%, INFOSYS-2.0038%) compared with the other three
- At 90% confidence level the maximum loss will be 1.38% to 1.43%, at the remaining 10% chances the minimum losses will be 1.38% to 1.43%.
- At 95% confidence level the maximum loss will be 2.0666% to 2.0038%, at the remaining 10% chances the minimum losses will be 2.0666% to 2.0038%.
- At 90 % and 95% confidence level the estimated shortfall is higher in WIPRO (-19.04, -27.41), Therefore the risk is higher.
- At 90 % and 95% confidence level the estimated shortfall is equal in TECH MAHENDRA and HCL (-.374, 3.83), therefore there is an equal opportunity of risk prevails.

5. SUGGESTION

Though the VaR are between 1% and 2% the appropriate hedging techniques will help us to meet the risk. Even it can be adjusted through the right portfolio management. With the higher estimated shortfall should be consider as a higher risk security and the investment proportions will be analyzed before the investment made.

6. CONCLUSION

This attempt gives the clear views about the maximum quanta of losses of our investment. Once this is clear it will help us to move further for hedging. In view of individual security it seems to be a minimal. As a portfolio it is 7% to 8% the hedging technique will differs. For the higher estimated shortfall the lesser proportion of investment should be made.

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TALENT MANAGEMENT STRATEGIES IN HIGHER EDUCATION FOR ACHIEVING COMPETITIVE ADVANTAGE

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ABSTRACT

Talent is defined as those individuals in the organisations who can make a difference to organisational performance either through their immediate contribution or in the longer term by demonstrating the highest level of potential.

Talent Management (TM) has been identified as a key strategic issue in organizations. This is so because organizations that fail to redefine their employee value proposition always have problems in attracting, developing and retaining top talent.

There are a number of issues that necessitated the need for talent management in higher education These include: increased competition among higher education institutions are needed to map the talents of the existing workforce; need to address future leadership; recruitment and retention challenges institutions face; changes in demographics and external labour markets; skills shortage ; and under-utilisation of expertise of existing workforce. The need, therefore, for more effective, robust and agile talent management strategies in the field of higher education cannot be over emphasized. Higher education institutions needed to seriously engage in a paradigm shift regarding their talent management strategies if they are to succeed in their operations and achieve competitive advantage.

Keywords: Talent, Talent Management, Higher Education , Competitive Advantage, Talent Management Strategies.

INTRODUCTION

The educational institutions open the way for the socio-political and economic development of the country by producing skilled and potential human capital. The implementation of appropriate talent management in academics can lead to the development of human capital of the nation. The higher education sector not yet able to properly promote and implement the culture of talent management. Higher education institutions are dealing with the issue of talent crunch and retention of faculty. The faculties play a vital role in the development of the future talents. There are a number of issues that necessitated the need for talent management in higher education These include: increased competition among higher education institutions are needed to map the talents of the existing workforce; need to address future leadership; recruitment and retention challenges institutions face; changes in demographics and external labour markets; skills shortage ; and under-utilization of expertise of existing workforce. The need, therefore, for more effective, robust and agile talent management strategies in higher education cannot be over emphasized. Higher education institutions needed to seriously engage in a paradigm shift regarding their talent management strategies if they are to succeed in their operations and achieve competitive advantage.

For sustaining and retaining a competitive team of talented personalle, the higher education institutions need to develop their own talent management strategies and policies. The experience and knowledge the students gain from the institutions , to a large extent, depends directly on the experience and knowledge of faculties. So the higher education institutes should develop and deploy faculty who can articulate the passion and vision of the institution and satisfaction of students. The teacher is the backbone of any educational system and the maker of mankind and thus the architect of the society. A nation grows with the teacher and the education imparted to the human capital.

Higher education, research and innovations are the key drivers to economic growth. The higher education faculties have a three fold role: ie, *Teaching* – transmission of knowledge; *Research* – creation of knowledge and *Mission* – address social welfare needs and economic activities with industry interface.

PHASES OF TALENT MANAGEMENT STRATEGIES

The determinants of Talent Management include: Talent Attraction; Talent Retention; Learning and Development; and Career Management. Careful recruitment, retention and development of talent is a critical aspect of motivated staff performance, quality student learning and institutional success.

The use of Talent Management diminishes the time spent hiring replacements for specialists. The focus is meeting the demand for the right people with the right competencies at that exact point in time when they are needed, either with internal successors or with candidates from outside the company. According to previous studies, a proactive internal succession planning reduces transaction costs and, subsequently, raises profit.

TALENT ATTRACTION

The components of Talent Attraction are Recruitment and Selection, Employer Branding, Employee Value Proposition etc- . The recruitment of members of the talent pool is the first task in talent management strategy. Employer branding includes development of an organisation's image, good enough to attract employees. The Institutions that manage its brand effectively gains advantage in the highly competitive market. The employee measure value proposition on the challenge of the job possess, work environment, training opportunities, flexibility and reputation of the institution.

To attract and retain talent, the institution needs to know what talents want and, consequently, have to set the incentive system in line with their needs. Subsequently, their esteem needs are fulfilled and, as a result, talents demonstrate higher job satisfaction and motivation. Furthermore, talents are valued and retained by specialized programs existing within the institution; they get meaningful work combined with special rewards. According to previous studies, this appreciation and recognition leads to higher commitment and job satisfaction. Furthermore, the quality of work ought to be enhanced through the use of this strategy in view of the fact that experience is an essential source of learning. The longer the talents stay in a company, the higher the level of institution -specific knowledge and qualification remains.

Talent management decisions are often driven by a set of organisational core competencies as well as position specific competencies. The competency set may include knowledge, skill, experience and personal traits. Management Gurus have defined Talent as "People who have high potential and skill or those who can successfully lead transformation and change in the organisation". Such individuals are usually sought after in the market and their contribution to the institution adds direct value to its strategic and competitive positioning. The organisation carefully develops a distinct 'Employer Brand' to attract talent.

TALENT RETENTION

In this competitive world, the educational institutions can survive only with its talented faculties and staff. Talent retention aims to take measure to encourage employees to remain in the organisation for maximum period of time. Employee turnover is harmful because cost of attraction is high. Good compensation package is important in retaining employees. Offering an attractive competitive benefit package motivates employees to commit themselves to the organisation. The remuneration package must be viewed as the retention factor. This is referred as external and internal equity. External equity is the perceived fairness of the remuneration in comparison to other employees in the same kind of work in the same industry. Internal equity refers to how an employee perceives his pay to be fair in comparison to another employee in a similar position within the same organisation.

According to previous studies, this appreciation and recognition leads to higher commitment and job satisfaction. The major retention strategies are: Good compensation, Proper communication, performance based bonus, inclusion in decision making, opportunities for development and growth etc- In education institutes, institutional managers should be accountable for taking care of problems regarding talent management which ultimately helps in maintaining good and healthy relationships among the faculties. Talent management strategy must help the faculties in learning and growth which gives satisfaction with their job and tasks.

LEARNING AND DEVELOPMENT

Talent development is the process of changing an organisation, its employees, its stakeholders, and group of people within it, using planned and unplanned learning in order to achieve and maintain a competitive advantage for the organisation.

In-house development programs, coaching by senior staff, are effective learning and development practices. E-learning was also identified as good source in learning and development. Learning and development is a strategic process that minimizes leadership gaps for critical positions and provides opportunities for top talent to develop the skills necessary for future roles. Learning and development is an important strategy of the institution ensuring that people with the right qualification and experience are available when needed.

CAREER MANGEMENT

Career management includes career development and planning which focuses on the employee growth and progression. Career management consists of both formal and informal activities including employee workshops, job rotation, job enrichment, career progression ladders. Organisational career management enhances employee commitment and hence organisational performance. Organisational career management practices includes: performance appraisal as a basis of career planning , assessment centers , career counseling, formal mentoring, career workshops, , succession planning, and retirement preparation programs.

The Talent Management Strategies can be shown as follows:

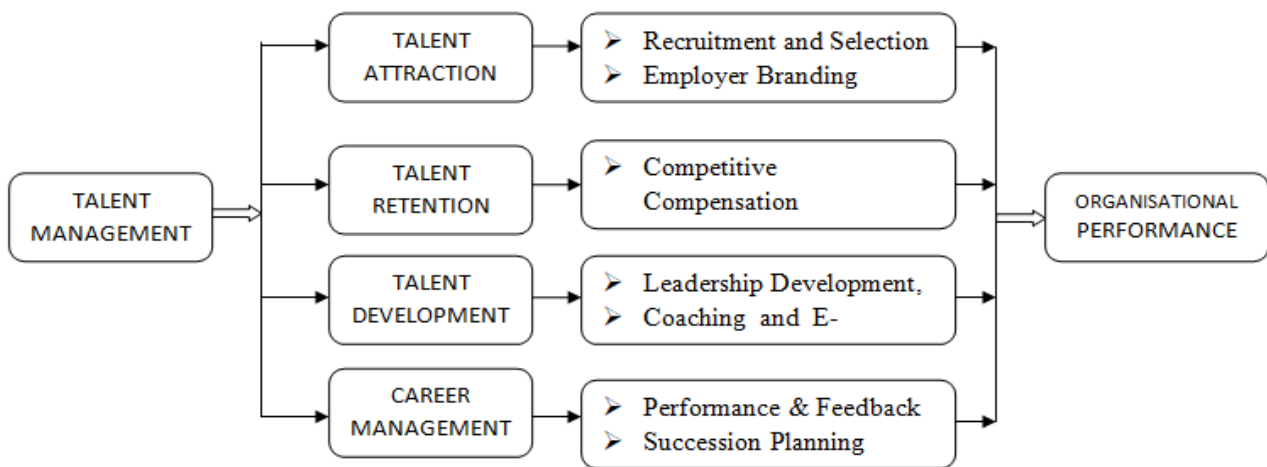


Fig-1.1: Talent Management Strategies

CONCLUSION

Talent Management Strategies adopted by higher education institutions gains competitive advantages. Be a demanding Institutional manager who sets high aspirations, but also one who engenders trust and helps others shine. From the above points discussed it is clear that talent management in higher education institutions can really help in identification of the right talent, retaining that talent and development of that talent in the institution for its success and growth. It is also concluded that talent management strategies adopted in educational institutions will help in identifying the core competencies required for the job description by the faculties which helps to - recruit the right faculty – retain the right faculty – and develop the right faculty and thus to achieve competitive advantage.

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MANAGEMENT INFORMATION SYSTEM” A GAME CHANGER IN MANAGEMENT!

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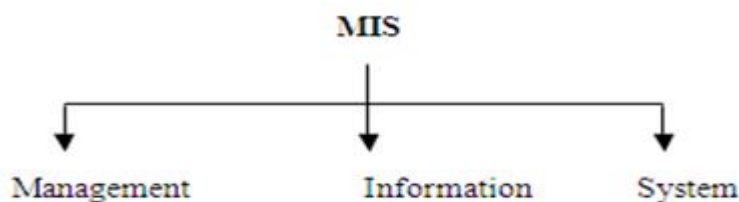
INTRODUCTION

A Management Information System (MIS in short) is an organized procedure that provides past, present, and prediction information.

MIS collects raw data, processes it into meaningful data called information and makes it available to the all level managers (Lower, Middle and Upper) managers equipping them in most accurate way for decision making, planning, program implementation, and control.

MIS is, thus, a system in which required data are collected and transmitted to help the managers at various levels in the process of planning, implementation and evaluation. In other words, MIS is a system which collects, analyses, stores and displays information to the decision-makers at all levels for the management of resources, flows of material, personnel, money facilities and machines.

Management Information system is an acronym of three words, viz., Management, Information and Systems. In order to fully understand the term MIS, let us try to understand these three words.



It is well known fact that organizations grow in level and also in their complexity of functioning. Tremendous amount of information is generated ever year, most of it goes into the archives without any reference to it in the future. The MIS has many roles to perform like the decision support role, the performance monitoring role and the functional support role.

To facilitate better flow of information adequate Management Information Systems (MIS) is the need of the hour. Decision making is an integral part of the functioning of any organization. Thus it is important to have an understanding of the MIS followed in an organization by all levels of management in order to take effective decisions. To facilitate Decision making in this ever-competitive world it is imperative that managers have the right information at the right time to bridge the gap between need and expectation.

The modern digital computer was basically designed to handle scientific calculations. During the period 1940 to 1960 computers were commercially used for census and payroll work. This involved large amount of data and its processing. Since then the commercial application exceeded the scientific applications for which the computer were mainly intended for.

MIS is an Information system which helps in providing the management of an organization with information which is used by management for decision making.

MIS has a major impact on the functions of any organization. The organization derives benefits from the systems in the following form:

- a) Speedy access to information,
- b) Interpretation of data,
- c) Quick decisions,
- d) Speedy actions,
- e) Increased productivity and thereby increase in the profit
- f) Reduced transaction cost

To get the accurate and overall view of the MIS, Introduction of MIS with a limited company in India ABC Limited (Name Changed) is taken as an example. To get a more detailed understanding of a particular function of the company, we studied the need, uses and benefits of MIS with respect to the Finance, Manufacturing, Marketing, and Human Resource. Management aspect was of prime focus in our study.

ABC Limited is one of the first Indian companies in the field of Chemicals and fertilizers to realize the potential and importance of information technology and adopt automation and IT. The organization started computerizing its systems right from its inception as early as 1987.

The organization has traveled a long way from the days in 1985 when it was using simple keypunching machines. Significant improvements have been made in the application systems and infrastructure. From Batch processing to on-line systems, from IBM1401 to the latest UNIX and Windows 2003 based machines it has made timely transitions determined by available technologies and business requirements. The MIS has greatly facilitated and synchronized the information flow in the organization and the management feels that it has played a role in the growth and increased performance of the company.

NATURE AND SCOPE OF THE STUDY

To understand the need and implementation of MIS in an organization, to meet the growing demand of the present day market in the preview of Liberalization, Privatization and Globalization (LPG) concept. Wherein, the need for transformation to the digital sector has become a necessity, helping the overall process to achieve the developmental stage in versatile areas.

Modern management information systems are computer based systems with built in automatic data retrieval, data capture, selection, sorting, data processing data analysis and data exchange capabilities. MIS is a system which provides management with the information it requires to monitor progress, measure performance, detect trends, evaluate alternatives, make decisions and to take corrective action

The concept of MIS is interdisciplinary in nature, i.e. it has borrowed its concepts from a large number of disciplines like Accounting, Computers, Organization, Management, Operations Research and Behavioral Sciences, etc.

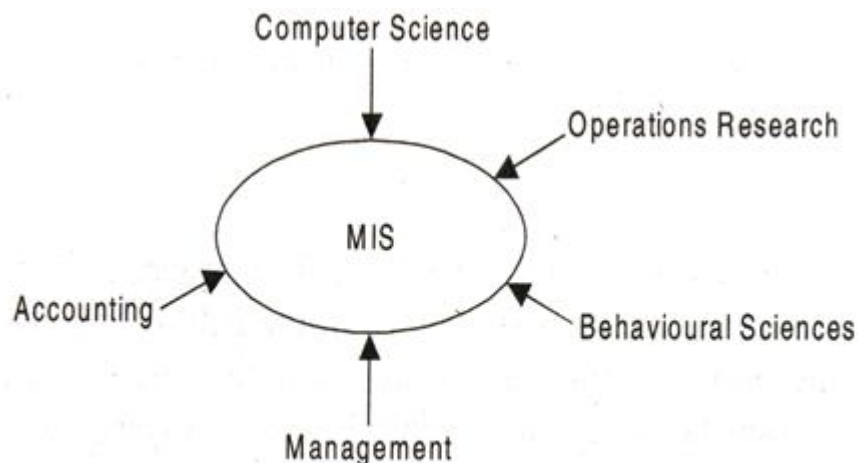


Fig. 1.10 Interdisciplinary Nature of MIS

Concerned with 'how' something is being accomplished and thus may be differentiated from a *physical system*, which is the process itself and is concerned with the content or 'what' is going on. MIS, in fact, encompasses both physical and information systems. There has been a lot of debate on the issue whether MIS is more management-oriented or computer-oriented. Though there are advocates of both the sides, MIS should be considered more of a Management subject than of computers because of simple logic that computers are just a tool in the hands of managers. Computers are used for their characteristics like accuracy, speed and capacity to handle large amount of data.

The scope of our study is to understand the reasons behind the need of MIS in ABC Ltd. The study would develop knowledge of what information is needed on a regular basis for decision making purposes and how it is sought and used by ABC Ltd., with the help of MIS .During the study, the MIS support to the Company as a whole with special emphasis on every departmental information flow.

MIS - Why?

It is important to understand the area of information systems just like any other functional area in business. Nowadays, information systems and information technology have become a vital component of any successful business and is regarded as a major functional area just like any other functional areas of a business organization like marketing, finance, production, and human resources, etc

Today, information systems play three vital roles for a business organization, namely

- Support the business processes and operations of an organization.
- Support of decision-making by employees and managers of an organization.
- Support the strategies of an organization for competitive advantage.

MIS – What you need to Know?

The field of information systems encompasses many complex technologies, behavioural concepts and a large number of specialised applications in business and non-business areas. What you need to understand is:

- The basic concepts of information systems and information technology;
- Business applications of information systems for the operations, management, and competitive advantage of a business.
- The development process of information systems; and
- The challenges in managing IT and other issues in the use of IT.

LITERATURE REVIEW

1. Hassan Aldarbesti, Qatar Computing Research Institute, Doha, Qatar, Landline; +97444542345

The importance of MIS, its rapid growth and latest trends in MIS have been reviewed in the past.

An Education Management Information System (EMIS) should be capable to collect, store and process the information. Education Management Information System (EMIS) is one area which plays an important role in developing appropriate plans, strategies and policies for improving the education system.

In addition it provides the required and accessible information for education policy-making. The role of EMIS has now changed and is seen as an indispensable tool and support system for the formulation of education policies, their management and evaluation. MIS applications improve administration, service delivery and practice evaluation.

2. Elizabeth Johnson, James Hinterlong, Michael Sherraden, Email: csd@gwbmail.wustl.edu <http://gwbweb.wustl.edu/csd>

The Center for Social Development (CSD) at Washington University in St. Louis created an MIS application to serve both as an administrative support and evaluation tool. The goal of these Individual Development Account (IDA) programs is to assist low-income individuals and households to accumulate sufficient savings to invest in assets, such as homes or small-businesses, that have the potential to generate benefits over the long-term.

Further study reveals MIS Technology to create a Practice System: The potential benefits from developing MIS applications to support practice and research are great and the greatest impacts are achieved when MIS applications are proactively created through a collaboration of all stakeholders and crafted as an administrative and evaluation tool.

Component-based Practice - At risk of oversimplification, work within a single organization can be viewed as comprised of three distinct components: service delivery, program administration, and – sometimes – evaluation

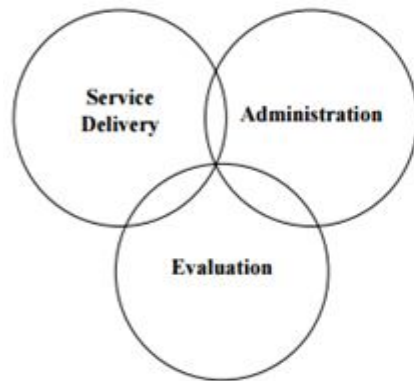


Figure 1. Practice Components



Figure 2. MIS-Enhanced Practice System

3. Panagiotis G. Trivellas is an Associate Professor of Management in Technological Education Institute (TEI) of Chalkis, Greece. <http://www.ijcte.org/papers/671-I402.pdf>

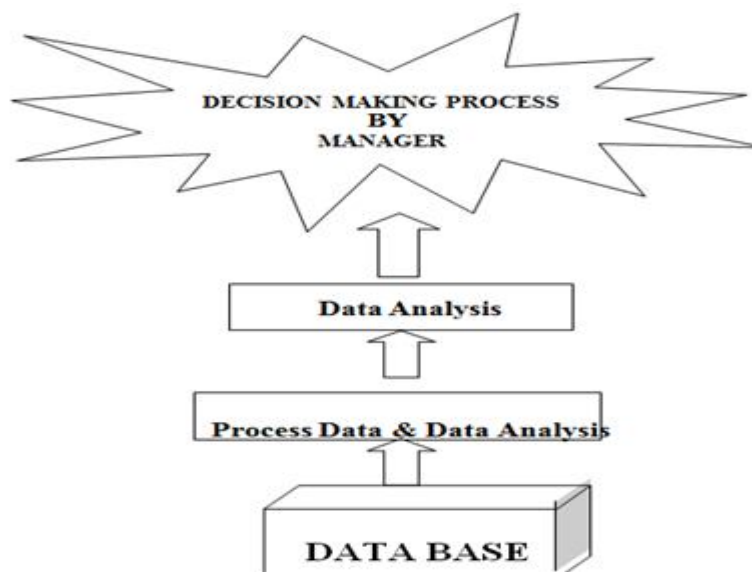
Collective MIS has been developed in areas of banking and services, Management of information technology plays a strategic role in building a competitive advantage, particularly in the banking sector which is based on reliability and information. The further study on various paper published investigates the impact of Management Information Systems (MIS) effectiveness on task productivity. The Competing Value Model (CVM) was adopted for the operationalization of MIS effectiveness, which defines four archetypes labeled as: open system (OS), human relations (HR), internal process (IP) and rational model (RM).

4. Princy P James, Research scholar, B K College Amalagiri P O, Kottayam.686561 Corresponding Author: *Princy P James

Complex factor of survival force modern business to shift their primary focus from mere ‘profit’ to ‘gaining competitive advantage’ in their respective markets. Effective and efficient strategic decision making by ensuring that the right kind of information reaches the right person in the right format at the right time determines the market position of any business. MIS, oriented with rapidly evolving technology surrounding Artificial Intelligence (AI) aims at maximum automation of business processes.

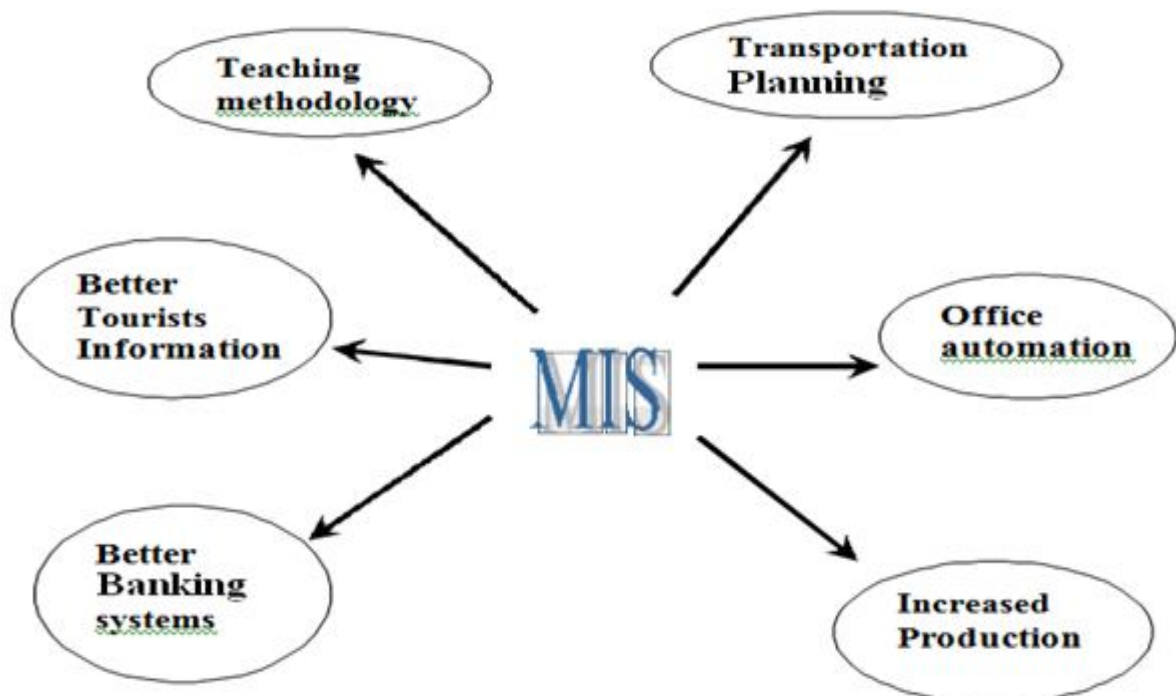
MIS, oriented with rapidly evolving technology surrounding AI aims at maximum automation of business processes. This Study reveals the role of MIS in the success and survival of modern business and industry. The evolution of modern dynamic MIS from its Traditional manual version – IBM Mainframe based – to the latest cloud based MIS services are discussed along with the Framework and Components of MIS. The role of MIS in business and industry is examined in detail.

MIS Functions



NECESSITY FOR MANAGEMENT INFORMATION SYSTEM

- In any organization managers will have varieties of tasks to manage. MIS is mainly designed to take care of the needs of the managers in the organization.
- Organizations will have different departments like marketing, production, sales, inventory, maintenance etc. Each of these departments function individually and also in relationship with other departments. Information is available in abundance. MIS aids in integrating the information generated by various departments of the organization.
- MIS helps in identifying a proper mechanism of storage of data. The data is maintained in such a way that the unnecessary duplication of data is avoided.
- MIS also helps in establishing mechanism to eliminate redundancies in data.
- MIS as a system can be broken down into sub systems. Each such sub system may be programmed. This results in easy access of data, accuracy of data and information. It helps in maintaining the consistency of data.



Impact of MIS in different areas

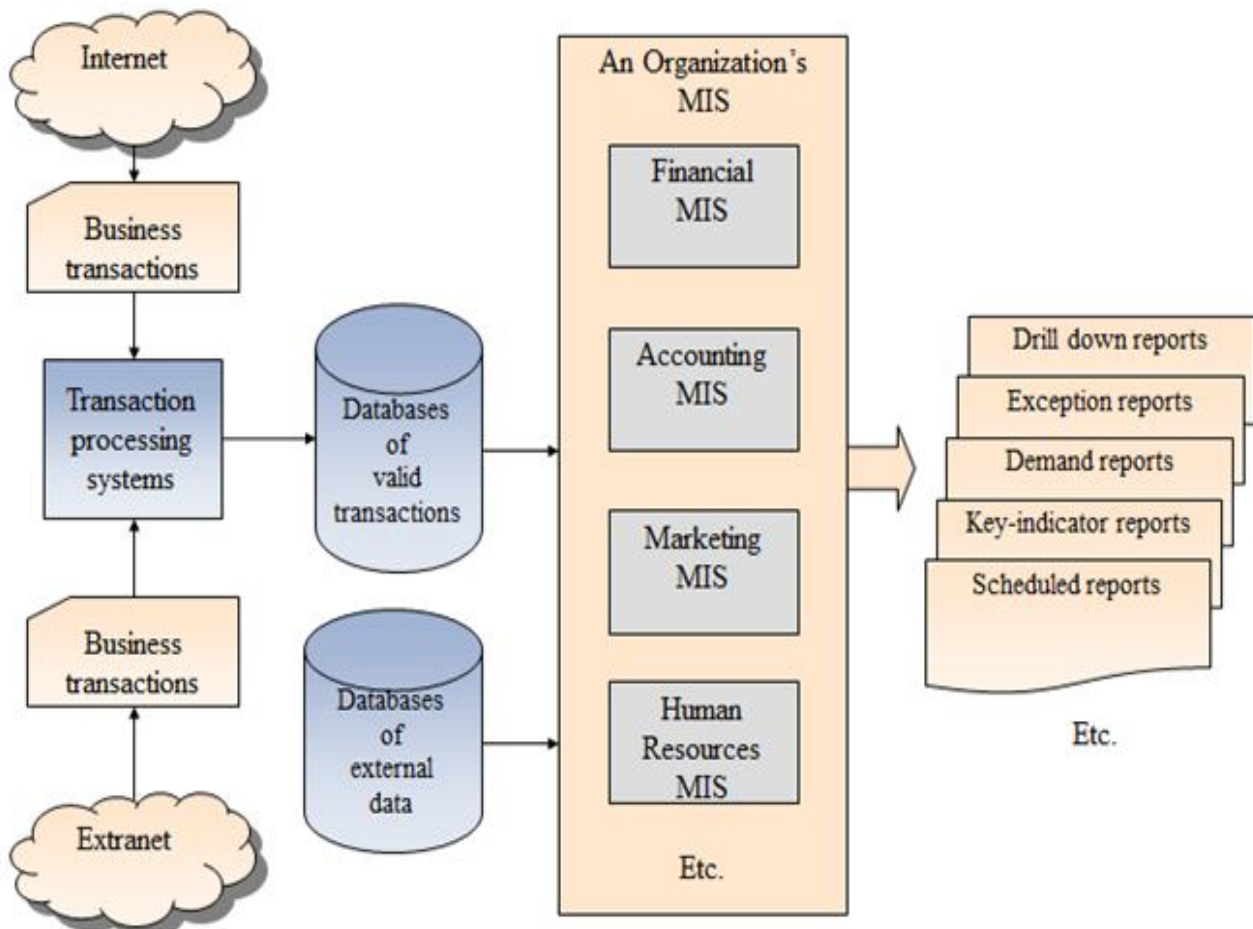
TYPES OF INFORMATION SYSTEM AND USES

MIS is a concept, which is a matter of degree rather than an absolute one. In management there are perhaps few other areas other than MIS which has created so much controversy. We would make an attempt to try to look into different types of MIS as they have evolved during the course of time.

1. Transaction Processing System
2. Management Information System
3. Decision Support System
4. Executive Support System
5. Office Automation System
6. Business Expert System

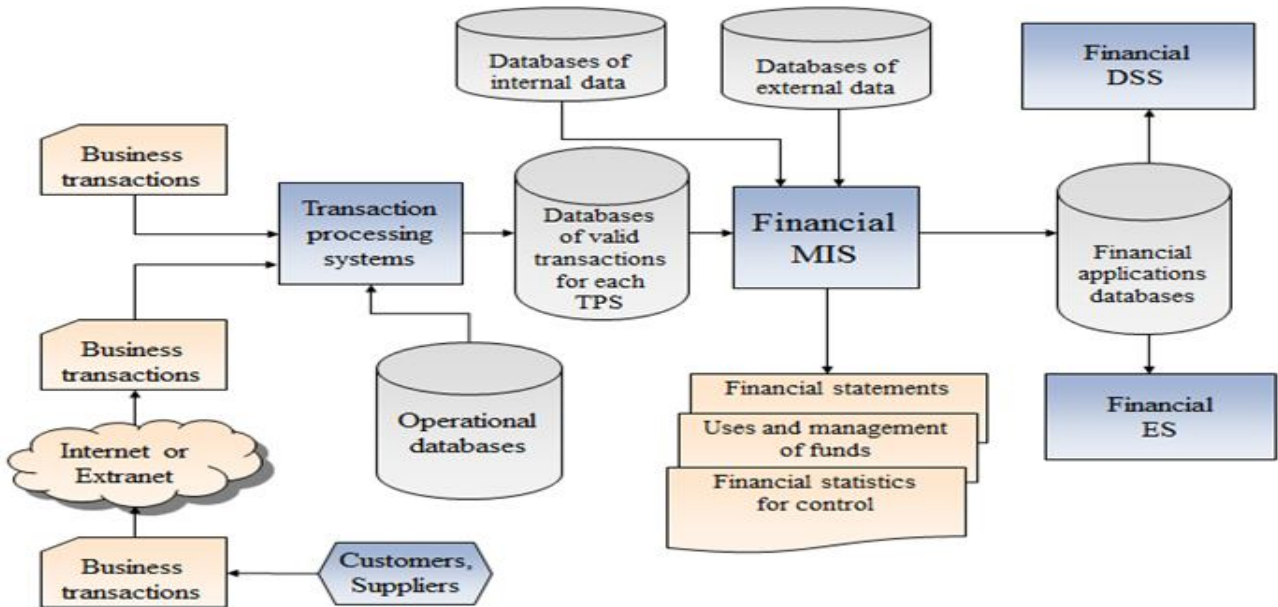
1. **Transaction Processing System:** It processes transactions and produces reports. It represents the automation of fundamental, routine processing used to support business operations. It does not provide any information to the user for decision making. TPS uses data and produces data.
2. **Management Information System:** MIS is an information system that processes data and converts it into information. A management information system uses TPS for its data inputs. The information generated by the information system may be used for control of operations, strategic and long-range planning, short-range planning, management control and other managerial problem solving.
3. **Decision Support System:** A decision support system is an information system application that assists decision-making. DSS tends to be used in planning, analyzing alternatives and trial and error search solutions. They incorporate a variety of decision-making models and thus are capable of performing what-if analysis.
4. **Executive Support System:** An ESS is a special kind of DSS. It is specially tailored for the use of chief executives of an organization to support his decision-making. Thus ESS is a comprehensive information system that includes various types of decision support systems, but it is more specific and person oriented.
5. **Office Automation System:** Office automation refers to the application of computer and communication technology to office functions. Office automation systems are meant to improve the productivity of managers at various levels of management by providing secretarial assistance and better communication facilities.
6. **Business Expert System:** A BES is a knowledge based information system that uses its knowledge about a specific, complex application area to act as an expert.

AREAS IN WHICH MIS PLAYS A VITAL ROLE



APPLICATION OF MIS

Financial MIS: Provides financial information to all financial managers within an organization.



Inputs to Financial Information System

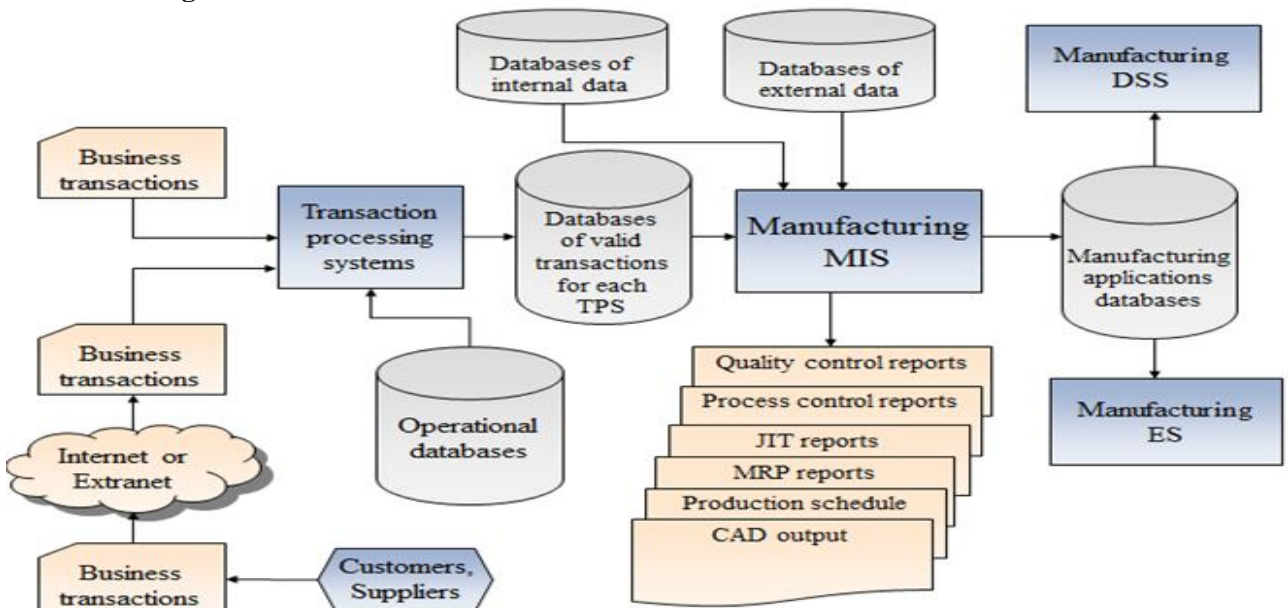
- Strategic plan or corporate policies
- Transaction processing system (TPS)

Payroll, inventory control, order processing, accounts payable, accounts receivable, general ledger

Output to Financial subsystems

- Profit/loss and cost systems
- Auditing
- Internal auditing
- External auditing
- Uses and management of funds

Manufacturing MIS



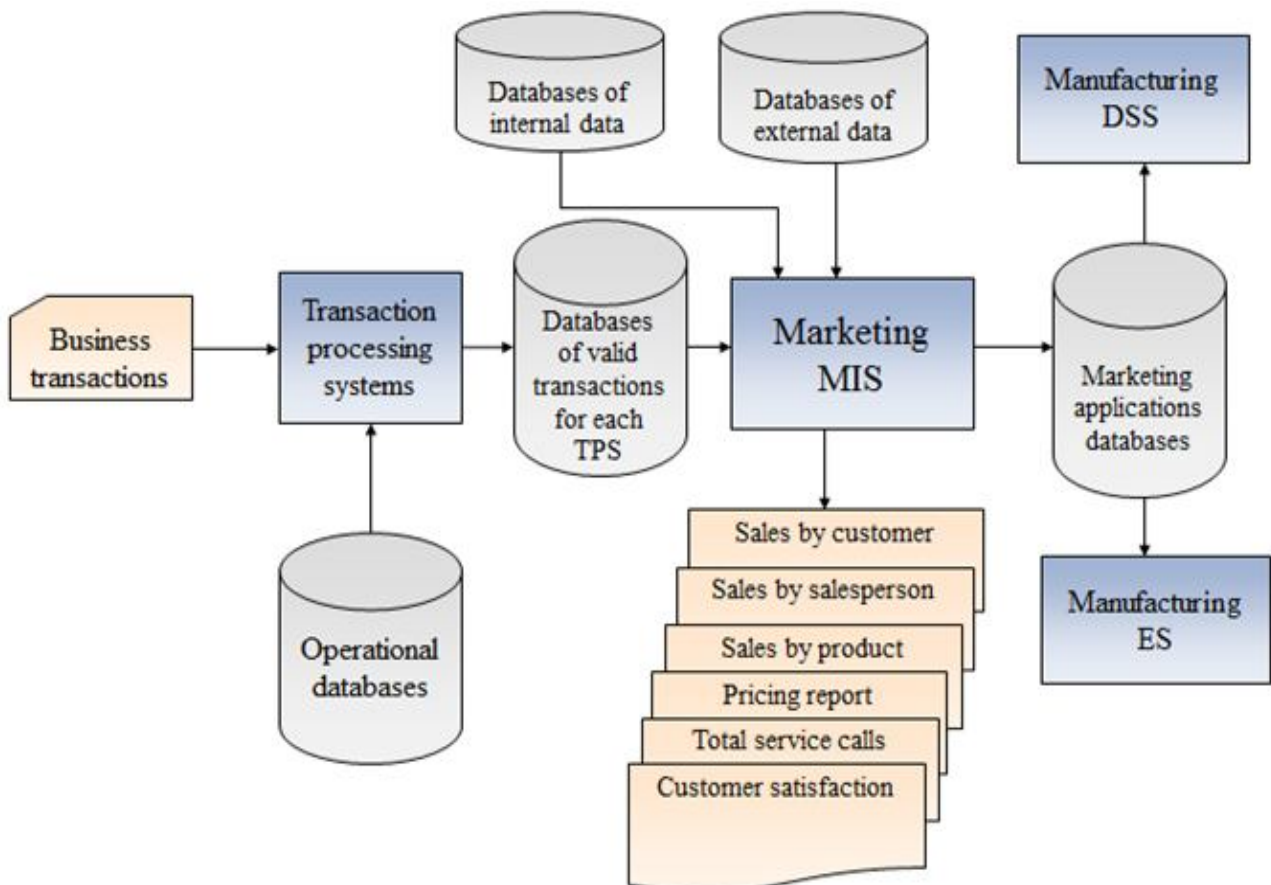
Inputs to Manufacturing MIS

- Strategic plan or corporate policies.
- The TPS:
 - Order processing
 - Inventory data
 - Receiving and inspecting data
 - Personnel data
 - Production process

External sources

- Design and engineering
- Master production scheduling
- Inventory control
- Manufacturing resource planning
- Just-in-time inventory and manufacturing
- Process control
- Computer-integrated manufacturing (CIM)
- Quality control and testing

Marketing MIS:- Supports managerial activities in product development, distribution, pricing decisions, and promotional effectiveness.



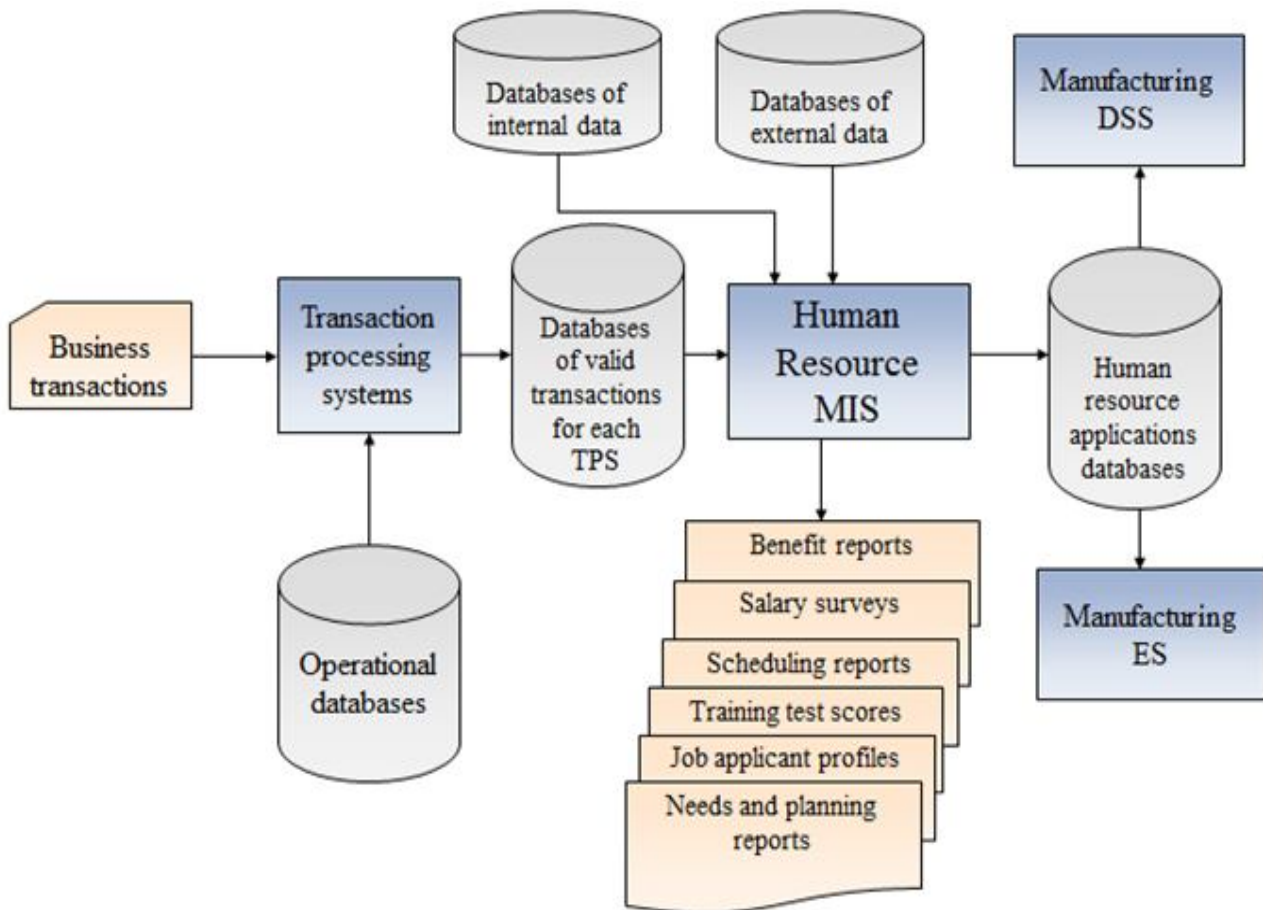
Inputs to Marketing MIS

- Strategic plan and corporate policies
- The TPS
- External sources:
 - The competition
 - The market

Marketing Outputs

- Marketing research
- Product development
- Promotion and advertising
- Product pricing

Human Resource MIS:- Concerned with all of the activities related to employees and potential employees of the organization



Inputs to Human Resource

- Strategic plan or corporate policies
- The TPS:
 - Payroll data
 - Order processing data
 - Personnel data

Outputs to Human Resource

- Human resource planning
- Personnel selection and recruiting
- Training and skills inventory
- Scheduling and job placement
- Wage and salary administration

Accounting MIS

- Provides aggregated information on accounts payable, accounts receivable, payroll, and other applications.

Geographic information systems (GISs)

- Enables managers to pair pre-drawn maps or map outlines with tabular data to describe aspects of a particular geographic region.

Challenges

Management information systems has zeroed down its barriers into areas like humanistic, organizational and environmental. The major drawbacks and the reasons of failure and using MIS in public organizations are as following:

Humanistic factors

- The lack of information of the managers and users
- The lack of understanding of the needs of the users by designers
- The lack of information of the managers and users about the collaboration method with the designer team.
- The lack of participation of the managers and users in system design.
- The lack of understanding of the managers of software and information systems.
- The lack of information of most of the analysts and programmers (designers) with new system work environment.
- The lack of acceptance of the system executors and resistance against the change.
- The lack of accuracy in the data collected.

Organizational factors

- The lack of good conditions for participation and collaboration of the managers, users and system directors
- The lack of consistency and complexity of the existing manual systems.
- The lack of existing systems and methods analysis before the system design
- The lack of evaluation of the existing power
- Bad condition of educating the specialized forces
- The lack of human resources with management and computer fields and other required specializations (the problems of absorbing human resources)
- Insufficient education of the users
- Insufficient and incomplete documentation
- Inappropriate implementation of the system

Environmental factors

- The absence of quality criterion of the existing information systems

- The absence of suitable consultants for designing the system and software
- The absence of procedures and methodology and stages of creating the system
- The absence of evaluation of environmental aspects in management information systems
- The absence of suitable use of mass media to develop the culture of using computer and information systems. .
- The absence of serious consideration and adequate investment in this regard.

SUGGESTIONS

Transformation stage manual systems to automated systems

The manual system which was prevalent in the organizations before industrial revolution was slowly transformed into digital form by means of computer and related electronic instruments. A transformation had to necessarily go through the following stages

- a) Appraisal of the procedures
- b) Types of documents
- c) Storage systems
- d) Formulations and coding
- e) Verification and validation
- f) Review
- g) Documentation

CONCLUSION

Present challenges of meeting up the demand of the day to day customer needs and expectations, a study of their analysis and research MIS systems used in the similar areas of interest, following recommendations to the company are suggested.

- Company has to develop IT department in the company to work towards integrating the system on a higher level and making the company Paper-Less Office. This should be done by integrating the system in a way that the manual intervention be minimized in the day-today process.
- Online network base platform needs to be used by developing a Web based online orders and selling them to meet the need of the customers and enlarge their business.
- As more improvements in MIS would be done, and Web-support to be also incorporated, it is more than sure that current Network available is going to crash. To cop this, company needs to upgrade its network. For this purpose, it is suggested the tie-up of company with some outside contractors like IBM or CISCO to continuously upgrade and maintain their network.
- With each up gradation, it is suggested to give training to the managers of the company about effectively using the added functionalities and use of them in a better way. This can be also done by providing a handbook along with each up gradation.

MIS captures data from various sources; processes it to convert this data into Information and disseminates it to the decision-makers in an organization.

After going through this unit you would have learnt the fundamentals of MIS. The role and significance of MIS in business and its classification is explained. Also students would understand the impact of MIS on business and the various phases of a business. It is possible to understand the various phases of development in MIS based on the type of system required in any organization. You would also learn about the various types of computers used in MIS and the different types of input and output devices.

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PARADIGM SHIFT IN INDUSTRY WORK FORCE – THE VIRTUAL WAY

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ABSTRACT

In today's workplace, the use of virtual teams and, for that matter, virtual workers in general, is increasingly common. There are many reasons for this: young workers entering the workforce who bring new attitudes about virtual working patterns; a larger number of employees wanting to balance work and life; and companies seeking ways to save money. The emergence of 'virtual team' actually began more than 20 years ago; roughly 15 years ago, it started to gain ground as collaboration technology became more advanced. The virtual teams represent an important emerging organizational structure, which facilitates collaboration between team members located anywhere in the world. It is estimated that 41 million corporate employees globally will spend at least one day a week as a virtual worker and 100 million will work from home at least one day a month.

Keywords: Virtual Teams, Industrial revolution, Technology, work force

INTRODUCTION

The Industrial revolution started in the 19th century in most of the western countries. During this era, Humans started using mechanical machines to improve the productivity and work as a group in factories.

A chain of events that heralded significant changes in world history and the birth of the Digital Revolution dominated the 20th century. It brought great advances in all the fields, like transportation, energy, space research, medical, and communication technologies. All these changes effected in reduction of the physical work done by the humans in the industries.

With the increase in semi-automatic machines in the industries that included mechanical & electrical parts, increased the productivity and manufacturing with lesser working hours. i.e throughput of all industries have increased significantly and thus it has completely changed the way we live, work and communicate.

In 21st century, the Industrial revolution 2.0 is driven by the technologies that has been reshaping the labor force since the Industrial Revolution, but a more fundamental disruption is on the cards. The technologies like Artificial Intelligence (AI), Cloud, Virtual reality, Robotics, and Big data, are going to define the world and Automation is one key word that is going to drive the productivity of the entire world.

In the past, machines took over tasks that were largely manual, forcing workers to adapt and learn new skills to carry out higher-value tasks. According to World Economic Forum, 65% of children entering the primary school now will end up in jobs or careers that currently do not yet exist. This clearly states that the way we work has completely transformed and this paper will be looking at one such change called "Virtual Teams".

VIRTUAL TEAM

A virtual team (also known as a geographically dispersed team, distributed team, or remote team) is a group of individuals who work across different time zone, space, culture and organizational boundaries. Powell, Piccoli and Ives define virtual teams in their literature review article "as groups of geographically, organizationally and/or time dispersed workers brought together by information and telecommunication technologies to accomplish one or more organizational tasks."

Ale Ebrahim, N., Ahmed, S. & Taha, Z. in a 2009 literature review paper, added two key issues to definition of a virtual team "as small temporary groups of geographically, organizationally and/ or time dispersed knowledge workers who coordinate their work predominantly with electronic information and communication technologies in order to accomplish one or more organization tasks". A virtual team, like every team, is a group of people who interact through interdependent tasks guided by common purpose. The image of face-to-face interactions among people from the same organization typifies our older models of teamwork. What sets virtual teams apart is that they routinely *cross boundaries*, awesome array of interactive technologies at their disposal. Virtual teams now use communication and collaboration technologies to cope with the opportunities and challenges of cross-boundary work.

REVIEW OF LITERATURE

Virtual Teams: A Literature Review

Nader Ale Ebrahim, Shamsuddin Ahmed and Zahari Taha, 2009, Australian Journal of Basic and Applied Sciences

In the competitive market, virtual teams represent a growing response to the need for faster time-to-market, low-cost, and rapid solutions to complex organizational problems. Virtual teams enable organizations to pool the talents and expertise of employees and non-employees by eliminating time and space barriers. Nowadays, companies are heavily investing in virtual team to enhance their performance and competitiveness. Despite virtual team growing prevalence, relatively little is known about this new form of team. This study offered an extensive literature review with definitions of virtual teams and a structured analysis of the present body of knowledge of virtual teams.

Managing Virtual Project Teams

Bryan Rolf Trautsch, San Francisco State University, 2003

The purpose of this project is to explore the communications and collaborations issues associated with managing virtual project teams. In order to establish a better understanding of the problem, the paper evaluates virtual teams against more traditional collocated teams to provide some background and depth to the research. Surprisingly, the research data did not show that there was a significant change in the way virtual project managers managed their teams.

Building Organizational Trust in Virtual Teams

Dale J. Mancini Argosy University, 2009, Journal of Behavioral Studies in Business

A virtual organizational project team can consist of members from all parts of the world. What makes virtual teams a success or failure? This article contends that trust is the root of any team's success and will show that cross-cultural understanding and communication play significant roles in building organizational trust. This article briefly discusses prevailing theories about cultures in organizations, in order to establish a baseline of understanding of cross-cultural views on trust.

Communication and Trust in Global Virtual Teams

Jarvenpaa, S. L. and Leidner, D. E., Journal of Computer-Mediated Communication, 1998

This paper explores the challenges of creating and maintaining trust in a global virtual team whose members transcend time, space, and culture. The challenges are highlighted by integrating recent literature on work teams, computer-mediated communication groups, cross-cultural communication, and interpersonal and organizational trust. The results in the study suggest that global virtual teams may experience a form of 'swift' trust but such trust appears to be very fragile and temporal. Pragmatically, the study describes communication behaviors that might facilitate trust in global virtual teams.

OBJECTIVE OF THE STUDY

The objective of this study is to understand about the virtual teams and its existence in the modern Industry. It also tries to address various queries pertaining to virtual team, and virtual team environment. The study will provide an insight about the virtual team and create awareness about changing job market and industry.

Research Problem

- Why the industry work force is changing with times?
- Define virtual Teams and environment and its scope.
- Does the working world is ready to brace the technological changes happening in terms of Automation, AI, MI, etc.,?

SCOPE OF THE STUDY

Virtual teams and management is vast area that has various constraints. The scope of this study is limited to the understanding of virtual teams. This study tried to touch upon virtual teams and the reasons for its emergence.

METHODOLOGY

The method used in the research is descriptive and was in the format of a questionnaire consisting of five questions. The questionnaire was delivered through e-mail (through www.surveymonkey.com) to various project managers and team members dispersed throughout the world. The sample size of the study will be approximately 25 members. Five responses were gathered from individuals in organizations that varied from relatively small firms to Fortune 500 firms. The responses were grouped according to each question and analyzed qualitatively. The questionnaire was designed to get a broad sense of understanding associated with virtual teams and environment. These responses were used as primary data and the secondary data is collected through research portal and journals.

RESEARCH DATA (PRIMARY) AND ANALYSIS

Table-1: List of Primary Survey Questions

Question No.	Question
1	Are you working or worked with teams that are geographically distributed?
2	Are you comfortable working in the virtual team environment?
3	Do you think the technology is driving the change in work force (The way team work) over years?
4	What are the tools, technology, software, and process, which are most useful in managing virtual project teams? (Like email, chat, remote connection, vnc, vpn etc,)
5	Which company do you work for? Any other feedback/comment related to this survey.

Question-1: Are you working or worked with teams that are geographically distributed?

The rise of the Internet and development of collaborative software have instilled a new dimension into project management. The important ingredient is the World Wide Web along with cost effective email, broadband, collaborative technologies. The concept of virtual teams emerges with all the hype associated with the Internet breakthroughs. Out of 25 respondents, 24 members were already part of virtual team environment. This is a clear indication that majority of the members are already part of virtual team. Moving forward there is no turning back, world is going to be operating completely virtual.

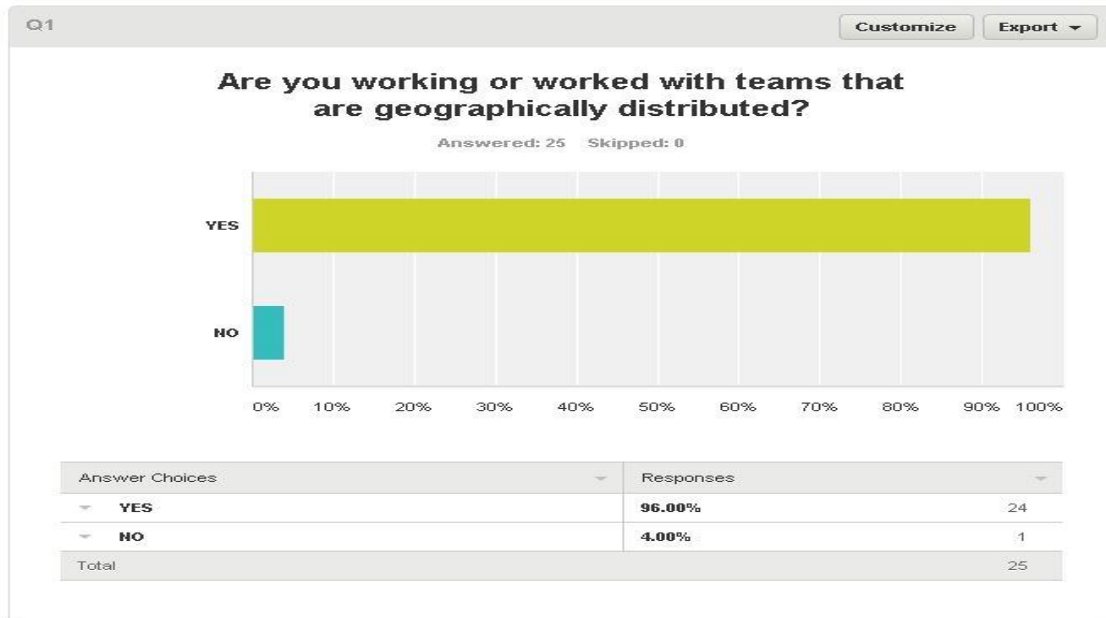


Figure-1: Survey response on Virtual team

Question-2: Are you comfortable working in the virtual team environment?

Unlike some twenty years ago, most of the people working in the world were not even aware of virtual team environment and the terminology too. With the advent of modern communication and collaboration tools,

virtual teams were becoming need of the hour. Now most of the working people in world are very much familiar with the virtual team environment and no longer novice in this field.

People are agile in nature and are comfortable working in the virtual environment. 100% respondents confirmed working in the virtual team environment. The responses to this question, sums up the readiness and adaptability of the working population.

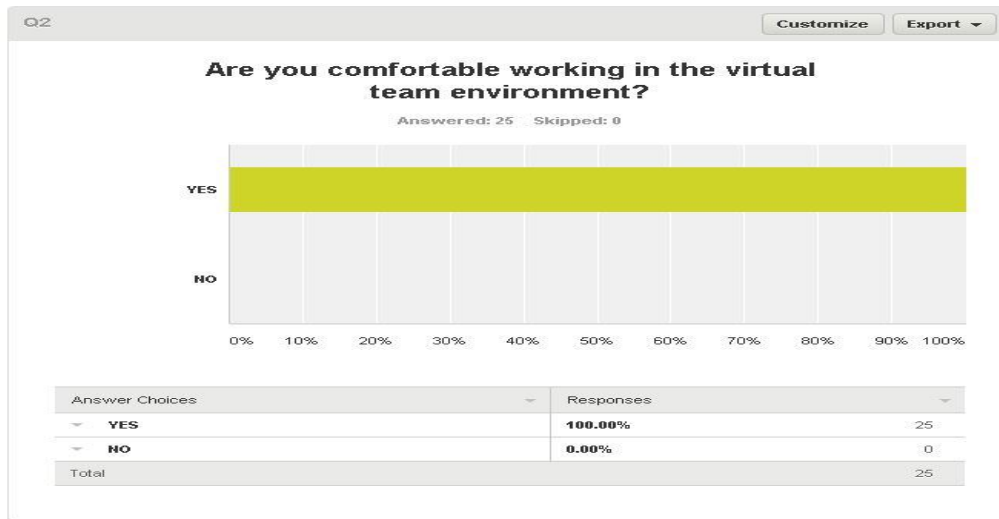


Figure-2: Survey response on Virtual team environment

Question-3: Do you think the technology is driving the change in work force and the way teamwork happens in the Industry?

Most of the people who are surveyed here are from technical industry and 100% of the survey respondents confirmed that technology is driving the change in the way we work. New technologies like AI, deep learning and Machine Learning (ML), big data, and block chain are shaping the new age work force and helps in productivity and improves the efficiency of the global industries in all sectors.

Now all Industries are more agile in nature; a product called today as breakthrough product or innovative can be no longer the same next day. Sometimes these products can be no longer preferred and become obsolete too. Hence, to market the products faster, there is always a demand to go for virtual team.

Question-4: What are the tools, technology, software, and process, which are most useful in managing virtual project teams? (Like email, chat, remote connection, vnc, vpn etc.)

Many respondents answered to this question in similar fashion. This confirms most of the virtual team players use similar or same tools, technologies and software’s to communicate and collaborate among them. Most common tools/techniques used are emails, instant messaging, Tele conferencing, Audio /Video conferencing, remote access software’s. Some respondents use job specific tools and software’s.

Given below is the list of responses received from survey respondents.

E-mail: MS Outlook, Outlook Express, Thunderbird etc. Instant Messenger: Lync, Jabber, Messenger, Communicator and other chat software's. Tele-conference: Traditional Phone, VOIP Phone, Cell Phone. Audio/Video conferencing: Webex, Skype, Webinar, Goto meeting, and Virtual meeting Centre. Remote Access: Remote VNC, VPN, Citrix, and Remote connection s/w. Job specific tools: EDA tools, Microsoft SharePoint, Distributed/shared databases, statistical analysis tools like JMP, TIBCO Spotfire. Connectivity: VMware tools, knowledge sharing sessions, and Tracking meetings. Utilities: Version control tools like SVN, CVS, SSH Terminal, ftp, snipping tool, Wiki, etc,

Question-5: Which company do you work for? Any other feedback/comment related to this survey.

Many survey respondents work in the following company as mentioned. Broadcom, Cisco, HCL Technologies Ltd, Honeywell Technology Solutions, Tessolve Semiconductors, Infosys, SiCon Design Technologies, PMC-SIERRA and Texas Instruments.

Table-2: Summary of Primary Survey Responses

Question	Most common responses to questions
Q1. Are you working or worked with teams that are geographically distributed?	Out of 25 responses, 24 persons said YES and one said No.
Q2. Are you comfortable working in the virtual team environment?	All the respondents said YES.
Q3. Do you think the technology is driving the change in work force and the way teamwork happens in the Industry?	All the respondents said YES.
Q4. What are the tools, technology, software, and process, which are most useful in managing virtual project teams? (Like email, chat, remote connection, vnc, vpn etc.)	E-mail: MS Outlook, Outlook Express, Thunderbird etc. Instant Messenger: Lync, Jabber, Messenger, Communicator and other chat software's. Tele-conference: Traditional Phone, VOIP Phone, Cell Phone. Audio/Video conferencing: Webex, Skype, Webinar, Goto meeting, and Virtual meeting Centre. Remote Access: Remote VNC, VPN, Citrix, and Remote connection s/w. Job specific tools: EDA tools, Microsoft SharePoint, Distributed/shared databases, statistical analysis tools like JMP, TIBCO Spotfire. Connectivity: VMware tools, knowledge sharing sessions, and Tracking meetings. Utilities: Version control tools like SVN, CVS, SSH Terminal, ftp, snipping tool, Wiki, etc,
Q5. Which company do you work for? Any other feedback/comment related to this survey.	Broadcom, Cisco, HCL Technologies Ltd, Honeywell Technology Solutions, Tessolve Semiconductors, Infosys, Altran Technologies, PMC-SIERRA and Texas Instruments.

LIMITATION OF THE STUDY

Virtual teams and the virtual work environment is a vast area that has various constraints. The scope of this study is limited to have understanding on the virtual teams and trends it has been setting up with the help of technologies. The responses obtained here are limited to only 25 members, if the same study is conducted with wide audience that might through different insight about virtual team and the virtual environment. This study tried to touch upon only in understanding of the virtual teams but still many specific topics like building a right virtual team, specific skills needed for virtual team members, virtual project management etc., which are not part of research problem can be explored further. Communication and collaboration of virtual team in itself is a big research area on its own. This has good potential to be explored further.

CONCLUSION

Going virtual in the modern age has become a norm now and it is much needed to make the services at affordable price and market the products in shorter time duration.

In this study quite a number of research questions related to virtual team, and virtual team environment, are all investigated. Surprisingly, the research data showed that the work force in the world is ready to go remote or they are already a part of it (virtual team).

At least 15-20 years back, the working population was not ready and some were not even aware of it. When the concept of telecommuting popped up, many were reluctant and wondered if it will ever work or not. Now clearly the trend is changing, with the advancement in communication, collaboration tools and technologies, the organizations are moving towards virtual teams and virtual working environment.

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EXPLORING THE IMPULSE BUYING BEHAVIOUR OF E-RETAIL BUSINESS ENVIRONMENT IN CURRENT SCENARIO

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ABSTRACT

Consumer behaviour has changed definitely in the previous decade, today, consumers can arrange anything from wherever with only a click, being online. The web which was before conceptualized as an apparatus for enquiring data has turned into an unmistakable place of business nowadays. The Web has set off an upheaval in how consumers can look for data and make purchases. The marvel of Impulsive Buying Behaviour is to make purchases on the spontaneous and has made enthusiasm among the scientists and in addition retailers to learn about such consumer behavior. Impulsive buying is an indispensable piece of consumer society an additional time is spent in shopping situations. Online shopping condition has picked up a huge position in the shopping field as consumers make an expanding proportion of their purchase online. Consumers are currently routinely utilizing the Web to search for items online, to contrast diverse costs and offers and with research the nature of a particular thing before purchase. As a retailer in physical outlets attempts to comprehend and answer the whole why's and how's disconnected clients through concentrate their behavior, the online advertiser too needs to have a profound comprehension of his client behavior. This has the best test to business today. Therefore this paper aim is the comprehension review for elements of impulsivity in online shopping. Particularly centre around basic explanations behind drive buying while consumer is surfing online sites.

Keywords: Impulse buying, online shopping, Impulsive stimuli, online shopping triggers

1. INTRODUCTION

Online Marketing and shopping of things has turned into the most surely understood thing in this period. Physical stores have been overwhelmed by the online dealers through their appealing, differed and unconstrained administration for their clients. Web based shopping is the most recent plan for customers as it symbolizes and separates individuals in the general public. In case a couple of years back innovation assisted shopping information to the workstations, today it passes on things suitable to the doorsteps. The developing ways of life, increment in discretionary cash flow and the absence of time are inciting and convincing the adjustments in consumer obtaining practices.

Impulsive shopping implies a spontaneous buy of things by a consumer which happens "on the latest possible time". Online Impulsive Acquiring signifies the impromptu and unconstrained buy of things through internet shopping sites. As a rule, an assortment of extraordinary information can be found in networks. These information at that point go about as improvements to trigger impulse buying conduct at whatever point and places. In this way, it is of extraordinary essentialness to uncover the impact of online impulse buying to hone. It encourages organizations to more readily empower consumers' craving to buy through Web, versatile terminals. It is a definitive client enabling condition. Individuals progressively utilize the Web to look at association or thing information. In this way, the Web has turned into a basic channel for organizations to give thing information and offer direct deals to their clients. Firms everything being equivalent and from all businesses offering an extensive variety of things have put resources into web applications and are attempting to set up their own specific net nearness.

1.1 Impulse buying Behaviour

In straightforward terms, impulse obtaining implies a spontaneous buy made by consumers. All individuals have encountered impulse obtaining in a few or the other way in their life. Impulse obtaining for the most part occurs while shopping, voyaging, and on examining things. Impulse obtaining ranges starting from little things like pen, chocolates, moves, to greater things like gold, cars and whatnot. Today Impulse acquiring is a far reaching wonder in commercial centers and in this way has turned into the point of convergence everything being equivalent (Gardner and Rook, 1988; Rook and Hosh, 1985). Beatty and Ferrel (1998) "impulse buy is a sudden and quick buy with no prior shopping goals of anything classification that too without a considerable amount of appraisal barring any customary buy or routine buy.

1.2 Online Impulse Buying Behaviour

Online impulse obtaining is moreover connected with e-retailers' business progression upgrades (Dawson and Kim, 2010), which can accordingly be viewed as another factor affecting this conduct. The connection between deals progression upgrades and an expansion in consumers' buying impulses, or a decrease in their discretion capacity, is a subject meriting further examination that would be useful to the exploration field and to online store heads. Further, the present clients are furnished with more refined PDAs, simple and free access to the web which made them specialists to settle on their own buy choices. These conditions without a doubt gave a lift to online impulse buys.

2. REVIEW OF LITERATURE

Both on the web and physical advertisers offer things in equivalent strategies. Bits of knowledge indicate that over 33% of online buys are made on impulse. Internet shopping is very not quite the same as shopping at physical stores. Online stores have impossible to miss qualities and uncommon difficulties which request more prominent and diverse endeavours from online advertisers. As a first test, online retailers need to outline subjective, easy to understand and appealing sites. Next, they have to spur and impact online clients by passing on ably. Dawson and Kim (2010) who concentrated on impulse prompts on top offering retailer sites. the quantity of impulse signals on internet shopping surely affected deals decidedly. The central secure retail trade over the Internet was either by Net Market or Web Shopping System in 1994. Quickly after, Amazon.com propelled its web based shopping webpage in 1995 and eBay was in like manner presented in 1995. Alibaba's locales Taobao and Tmall were propelled in 2003 and 2008, individually. Jeffrey and Rebecca Hodge (2007) considered factors impacting impulse buying in the midst of an online buy and it was found that individuals' buy of the impulse thing increments with the total aggregate spent on different things, and Popup notice decidedly impact and are immediate in respect to the buy on impulse in an online situation. Pappas et al (2014) led an examination expanding personalization writing into the zone of feelings identified with goal to buy and into the setting of web based shopping .The outcomes demonstrated that there was an immediate constructive connection among personalization and buy expectations. John D Wells, VeenaParbateeah, and Joseph S.Valacich have inspected the exchange between site quality and consumer impulsiveness. The outcomes immovably gave the confirmation of site quality expecting a great job in enabling impulse buys. Nina Mesiranta expressed that online impulse acquiring which were associated with shopping condition, web store, thing and consumer, the subjects were considered in that dissertation,convenience,delayed please, thing assortment, thing introduction, merchandise exchanges, trust value, value, shot, intrigue trustworthiness. Andrea Kruszkacenteredonunderstanding consumer motivations for obtaining step by step bargains on impulse, the specialist presumed that client buy on impulse due to hedonic, utilitarian or even a blend of both these components. Hualin Wang investigated his examination, impacting factors on consumer online impulse buying .the scientist utilized S-O-R model,(Stimulus-Living being Reaction model)to depict the system of online impulse buys with the assistance of these flashes. In one of the examination led by Gangai and Agarwal(2016), it was uncovered that the normal identity qualities have a tremendous association with impulsive obtaining conduct that is psychoticism by virtue of male and female.

3. OBJECTIVES OF THE STUDY

- To discover stimuli that triggers Impulse purchasing amid online shopping
- To explore the motivational variables, and Website Quality Have an effect on Consumers' Online Impulsive Purchasing Behaviour.
- To contemplate huge five personality characteristics have an effect on Consumers' Online purchasing impulsiveness.

4. PSYCHOLOGICAL FACTORS

Consumers' mind continues changing each minute, and keeps astoundingly across over various things that can satisfy each need. Human mind science is hard to be contemplated anyway consumer cerebrum look into is hard to be comprehended. Mental components incorporate identity characteristics, confidence, way of life characteristics, self-directions and drive. Confidence means the regard and high reward got from the general public by the general population. Schiffmann and Kanuk (2010) characterize identity as "those internal

mental qualities that both decide and reflect how a man reacts to his or her condition" and the trait hypothesis as a takeoff from subjective proportions of identity into a more quantitative and exact measure. This drive is a basic factor in prodding the consumers to buy the things without pre-goals of shopping. Shahjehanet each one of the (2011) inquire about on impulsive obtaining recommends that Costa and McCrae (1992) display is a reasonable estimation mechanical assembly for investigate that utilizations identity as a variable. The Immense Five Model of McCrae and Costa contains these five dimensi-3

4.1 Openness- McCrae and Costa (2008) characterize receptiveness as the individual's level of innovative capacity and their extensive mindedness. Mondak (2010) characterizes receptiveness as a trademark in which an individual has a tendency to have adaptable conduct; nor is he rigid for himself nor for other people. Hogan, Barrett and Hogan (2007) interface receptiveness to the individual's innovativeness.

4.2 Conscientiousness – Reliability is an identity trademark which characterizes the socially endorsed impulse control that empowers errand and target situated conduct of a man. It is an identity quality which reflects how one individual varies from another regarding restraint, obligations, unwavering quality and tenacious work (McCrae and Costa, 2008; Roberts, Lejuez, Krueger, Richards, and Slant, 2014). According to Barrick, Mount and Li (2013), this identity trait includes individuals who vigorously and dynamically plan out everything, sort out and revolve around their goals, which assist them with doing their errand successfully.

4.3 Extraversion - This quality principally manages attributes, for instance, blending, certainty, self-assuredness, desire and delight (Mooradian and Swan, 2006). Extravert individuals are garrulous and get much more fiery while interfacing with others (John et al., 2008). Individuals, scoring low on this property, are not too inviting. They get a kick out of the chance to be free and don't want to depend on other individuals. Individuals who have a high score on this trademark are always positive disapproved, certain, valuable (Watson and Clark, 1991), vivacious, eager, and very dynamic who love to mingle (John and Srivastava, 1999). Their kind disposition not simply incorporates their Connection with family and companions, yet likewise deals staff and retailers.

4.4 Agreeableness - As shown by McCrae and Costa (2008), this identity trademark manages the thought processes that drive individuals to help and keep up constructive relations with other individuals. Individuals falling high in this characteristic are honourable, self-yielding, magnanimous, concerned and sympathetic. They are continually prepared to help other people and anticipate that others will help them also as they did wholeheartedly.

4.5 Neuroticism - Individuals who score high on this trademark are not sincerely steady and have very negative feelings. Individuals having this quality are peevish, crotchety and are worried (John et al., 2008). This trademark is related with the common identity, which encourages the propensity of a man to encounter dangerous and hurting impacts of uneasiness, trouble, pain, despondency, humiliation, shame, risk, offense and ill will

5. DEMOGRAPHIC AND SOCIO-CULTURAL FACTORS

Consumer Demography (Gender,, Age, Education, Marital status and Economy and so on) expect a fundamental job if there should be an occurrence of impulse acquiring. Socio-social components are the conventions and traditions taken after by the general population with no bargain as these traditions are being esteemed high by them. These conventions are thought to be their pride as they pass on a few qualities and morals. Instruction and month to month pay chooses the spending example of the general population. Impulsive obtaining conduct has changed this idea of saving more for future in light of the fact that impulsive consumers make the most of their unconstrained shopping of items a ton.

6. SITUATIONAL FACTORS

Situational factors incorporate the household and individual inclinations for individuals. Retailers give diverse sorts of offers, discounts, merry deal, bargain basement, and so on to attract more consumers. Online Impulsive Shopping is instigated when accessible for shopping since it includes unconstrained discretions of acquiring things in a short timeframe which incorporates time expended to consider the things, and its headways like value, offers, and so on.

7. EXTERNAL FACTORS

These segments which are controlled remotely by makers, retailers, advertisers. Advertisers put a significant proportion of exertion into making and actualizing diverse motivation behind deal materials, uncommon exercises and deals occasion and other showcasing prompts to convey adequately and customers into impulsive conduct inside store (Youn and Faber 2000). The nearness of certain outside upgrades incredibly improve the probability of impulsive buys, since such conduct activated by an impulse (Iyer, 1989).

8. INTERNAL STIMULI

Inner Improvements of consumers are recognized by their inclination, enthusiastic express, This kind of desire emerges from inside the consumers because of appealing nature of the things which incorporates shading, surface, offers, monetary prosperity, and so forth. Feelings of individuals are exceptionally checked in the midst of Impulsive Shopping of items.

9. HEDONIC CONSUMPTION

Hedonic usage implies the delight of eating up things. A few consumers make shopping an inclination, some will appreciate shopping, some will get joy from shopping and some will get engaged in the midst of shopping. Shopping makes the consumers feel had a great time diverse number of courses through delight giving, fulfillment, pizzazz/energy fervor, rapture and sensation chasing, and so on.

10. QUALITY OF E-SERVICE

Administration quality has been seemed, by all accounts, to be scrutinized by affiliations that endeavour to separate their administration contributions by upgrading and setting up client esteem and satisfaction of client needs (Ozment and Morash, 1994; Rai and Sambamurthy, 2006). The outcomes recommend that the idea of administration advances client devotion and

Higher Level Concept	Dimension	Description
Ease of Use	Ease of Understanding	Easy to read and understand.
	Intuitive Operation	Easy to operate and navigate.
Usefulness	Information Quality	The information provided is accurate, current, and relevant.
	Functional Fit-to-task	Meets task needs and improves performance.
	Interactivity	Tailored communication between consumers and the firm.
	Trust	Secure communication and observance of information privacy.
	Response Time	Time to get a response after a request or an interaction with a site.
Entertainment	Visual Appeal	The aesthetics of a Web site.
	Innovativeness	The creativity and uniqueness of site design.
	Flow	The emotional effect of using the Web site and intensity of involvement
Complementary Relationship	On-Line Completeness	Allowing all or most necessary transactions to be completed on-line (e.g., purchasing over the Web site)
	Better than Alternative Channels	Equivalent or better than other means of interacting with the company.
	Consistent Image	The Web site image is compatible with the image projected by the firm through other media
Customer Service	Customer Service	The response to customer inquiries, comments, and feedback.

11. VISUAL APPEARANCE

The visual appearance in virtual situations can be characterized as a total intensity of picture or identity segments produced from the site, for instance, content, style, representations, tints, logos, topics and trademarks (Srinivasan, Anderson, and Ponnnavolu, 2002). Thusly, the presence of the interface is a standout amongst the most basic angles online impulsive buying intervened by Web based business.

12. NAVIGATION

Consumers require and require sites that are basically planned as simple to utilize (Novak, Hoffman and Yung, 2000). Simplicity of course has risen as a key component, since the web condition intervened by require most pivotal component of human cooperation. Simplicity of course in virtual conditions should enhance the idea of e-benefit.

13. CUSTOMIZED VIEW

The altered view is the ability to modify things, administrations and condition to solitary clients in a manner of speaking (Srinivasan, Anderson, and Ponnayolu, 2002). "Grounds' End", for instance, empower access to my virtual model is a product that empowers clients to create a virtual photo and after that endeavor on garments in a virtual dressing space to review thing before acquiring.

14. CONCLUSION

In the present situation web based shopping has developed as an extremely strong medium for consumers which offer diverse advantages like diminished physical work, time saving, wide assortment of things and simple examinations, breaking geological limits ,site highlights, deals headways, and ads incredibly impact impulse purchasers decidedly when contrasted with standard shopping methods. Impulsive acquiring has been a test for economic scientists because of its unpredictable nature. The best possible blend and synergistic impact of the distinctive triggers affecting impulsive acquiring prompts more deals turnover thus profiting the advertisers and retailers in their particular organizations. Unconstrained basic leadership by the consumers in shopping shows their strong basic leadership confine in the without any preparation. Online Impulse acquiring conduct has been is so far a puzzle, even in this 21st century. A profound comprehension of consumer buying conduct is required for online retailers to survive and prevail in this hyper-aggressive business condition.

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IMPACT OF SUPERVISORY SUPPORT AND CO-WORKER'S SUPPORT ON ORGANISATIONAL CLIMATE IN HEAVY VEHICLES BODY BUILDING INDUSTRY

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ABSTRACT

Organizational climate is assessed by measuring factors impact of their work environments. These individual observations serve as to aggregate the data describing how well the organization performs and how well it treats its employees. In other words, organizational climate represents how the employees feel about the environment in the organization. This paper aims to analyses the factors impact towards organizational climate factors in the Heavy vehicles body buildings industry. Impact of Supervisor Support and Co-workers Support are considered for this study. Questionnaire is prepared by the research for these factors. The primary data are collected through survey method Random sampling is applied for selecting the employees. Sample of 456 respondents are taken. The sample respondents are working in the top companies to building the heavy vehicles body in the karur, District. The collected data are entered into the SPSS software package. Further descriptive statistics is applied to know the employees perception towards organizational climate. It is found that Autonomy, Involvement, and Training are the factors moderating perceived by the employees in heavy vehicles body buildings industry.

Keywords: Organizational climate, Supervisory support, Co-workers supports.

ORGANIZATIONAL CLIMATE

“A set of measurable properties of the perceived work environment, directly or indirectly, created by individuals who live and work in this environment and that influences the motivation and behavior of these people.”

In this definition of organizational climate, we can note two striking features

1. The organizational climate is a concept “perceived” by employees. Importantly, it is dependent on a value judgment which can vary greatly from person to person.
2. The organizational climate affects productivity, motivation and employee behavior.

SUPERVISORY SUPPORT

Supervisory support is defined as the extent to which leaders value their employees' contributions and care about their well-being. A leader with high supervisor support is one that makes employees feel heard, valued, *and* cared about. Although it sounds simple, providing this kind of support is one of the hardest transitions to make when promoted from employee to supervisor. The move from “process expert” to “motivational leader” is possibly one of the largest steps one can take in his/her working life. If you are a supervisor or manager, take a minute to reflect on how you handled this hurdle. Was it easy?

So why is supervisor support so important for effective leadership? Because it is one of the key behaviors that effective leaders develop as soon as they move from individual contributor to manager. (In fact, it leads to positive outcomes at all levels of leadership) In specific terms, organizational research has identified a myriad of positive **outcomes** associated with high supervisor support, including:

- Increased job satisfaction
- Stronger person-organization fit (degree to which personality/beliefs/values match organizational culture)
- Increased organizational citizenship behaviors (OCB)
- Improved employee perceptions of organizational support
- Improved relationships with employees
- In-role and extra-role performance
- Reduced job tension
- Reduced work-family conflict
- Reduced turnover (a secondary effect)

As you can see, supervisor support is a strong predictor of numerous positive outcomes. So much so that if you were creating a leader and could choose the behaviors that she/he would embody, this should *definitely* be in the top five.

CO-WORKERS

Workplace a person who you work with, especially someone with a similar job or level of responsibility: American workers in recent years have seen their co-workers laid off or downsized out of jobs. (Definition of “co-worker” from the Cambridge Business English Dictionary Cambridge University Press)

When you work with someone, that person is your *co-worker*. The word implies that you work side-by-side — you wouldn't usually refer to your boss as your co-worker. If you work in an office, your co-workers probably have cubicles and computers that are similar to yours, and if you work on a farm your co-workers are right there beside you weeding the beets or watering the tomatoes. The prefix *co* in *co-worker* means "together" or "mutually."

Someone who works with you, especially someone with a similar position or status in an organization

LITERATURE OF REVIEW

Schneider et al. (2011), discussed how even though most research focused on then organizational (and thus group) nature of the construct, most studies were in fact conducted at the individual level of analysis. The early organizational climate research faced two problems. First, the issue of at what level should and were data being collected and analyzed was a concern. This issue was somewhat resolved when James and Jones (1974) acknowledged that climate research may also be measured and analyzed at the individual level, called psychological climate.

Zohar & Hofmann (2012), Second an increasing number of dimensions were being added to the construct to reflect the many perceptions employees could have about a given organization. Researchers were then attempting to link the myriad dimensions of molar climate perceptions with specific employee and organizational outcomes, leading to equivocal findings. Researchers (see Schneider, 1975) recognized that the broad and general nature of most of the organizational climate measures meant that they were ill-suited to predict specific outcomes. Schneider and colleagues (2011) conceptualized the issue as one of “bandwidth and focus”, such that studies on the topic would be strengthened if researchers reduced the dimensions of organizational climate and focused specifically on the research question. That is, the predictive ability of organizational climate could be improved if the climate measures were tailored to the outcomes of the research question.

Eisenberger et al., (1986), as indicated by organizational help hypothesis supervisor support (SVS) encourages changes in employees' levels of emotional responsibility (Sadiya, 2015). Supervisor support is characterized as workers' perspectives concerning how much their administrators esteem their commitments and care about their prosperity (Eisenberger et al., 1986; Kottke and Sharafinski, 1988). As operators of the organization, supervisors are in charge of coordinating and assessing workers' activity execution. In this manner, employees frequently see their director's input as demonstrative of the association's introduction toward them (Eisenberger et al., 1986; Levinson, 1965). In addition, since representatives know that their manager's assessments of their activity execution are frequently conveyed to administrators, who are viewed as the delegates of the association, the relationship between emotional responsibility and chief bolster is additionally fortified (Eisenberger et al., 2002). Supervisor support help leads for employees to high duty through job satisfacyion and inspiration. Shriesheim, and Stodgigill (1975) thought of their principle in the book of Personnel Psychology and they opined that Supervisor thought alludes to a pioneer practices worried about advancing the solace and prosperity of subordinates. It is theorized that representatives who trust their bosses are kind pioneers will perform high responsibility than the individuals who don't see that their administrators all things considered (Johnston, M.W., Parasuraman, A., Futrell, C.M. what's more, Black, B.C, 1990). De Cotiis and Summers (1977), Morris and Sherman (1981) and Zaccaro and Dobbins (1989) all found observational proof supporting the perspective of supervisory thought. Director thought again alludes to how much directors are strong, benevolent and circumspect; counsel subordinates and perceive their commitment.

Lindorff (2001), shows that support from work colleagues is appropriate for work specific problems and can relieve work stress more so than non work support - such as the family. In general, the social support literature has emphasized the positive effect it has on work stress (McIntosh, 1991). As a consequence of these feelings of being valued and experiencing less stress, employees feel more satisfied with their job and are less inclined to have intentions to quit the organization (Levy, 2006). Research shows that a company with higher levels of co-worker support is likely to be associated with enhanced organizational performance (Joiner, 2007). Recently, interest has been shown in the ability of social support to moderate or 'buffer' the relationship between variables such as stress and intention to quit. A moderator is a variable that affects the direction and strength of the relationship between an independent variable and a dependent variable (Baron & Kenny, 1986). Both supervisor and co-worker support have been considered as moderators in past studies and have both been found to 'buffer' the effects of variables such as stress (Karasek, Triantis & Chaudhry, 1982), job satisfaction and organizational commitment (Stephens & Summer, 1993). There have also been a number of studies investigating moderator variables where support was mixed or not found to affect the direction and strength of the relationships between variables (Calson & Perrew, 1999).

La Rocco and Jones (1978), found clear evidence of direct relationships between support variables and satisfaction but little support for the buffer hypothesis. They recommended future research in this area was necessary. It has been suggested that co-worker relationships could have larger social support effects than supervisors because the authority between supervisors and employees could limit trust (Homans, in Karasek et al., 1982). The present study focused solely on co-worker support and explored the moderator effects of this form of support.

RESEARCH METHODOLOGY

The previous chapter discusses the review of literature related to factors impact on organizational climate, such as supervisor support and co-worker support. The research refers to the systematic investigation of the specified problem based on the collected data. The research design is the conceptual structure for conducting the research. This chapter explains the type of research, data collection procedures, details of measuring tools used in this research of the present study.

OBJECTIVE

To analyses the employee's opinion towards Supervisory support, Co-workers support in Organizational climate.

METHODOLOGY

Descriptive research is applied to study the Factors impact on organizational climate. The factors such as Supervisor Support and Co-workers Support are considered for this study. Based on the literature review, the researcher developed the question rare for these factors. The questions are asked in the five point likert scale, where, 5 Means SA and 1 Means SDA. Heavy vehicles body building employees at karur district is taken as the population of the study. From the population, samples of 456 respondents are taken in this study. The sample respondents are taken based on the Random sampling methods. Further, primary data were collected using questionnaire. The collected data are entered into SPSS 16 version. Descriptive statistics is applied to answer the research objective. Factors such as Supervisor Support and Co-workers Support and organizational climate.

HYPOTHESIS

Ho: The Supervisory support, Co-worker support is not having relationship with organization climate.

TOOLS

Persons correlations test is applied.

Table-1: Relationship between Supervisory support, Co-worker support and Organization climate

Factors	Climate	
	r- value	P-value
Supervisory support	0.854	0.001*
Co-workers support	0.726	0.001*

Source: Primary data computed

(*Significant at 1% level)

Ho: The Supervisory support, Co-worker support is not having relationship with organization climate.

To test the above stated hypothesis, Persons correlations test is applied. The test result is displayed in the table 4.20. The calculated r-values are lies between from 0.854 to 0.726. The correspondent P-values are significant at one percent level. Hence, the stated hypothesis is rejected.

It is inferred that the Supervisory support, Co-worker support are having relationship with organizational climate. From the r-values, it is observed that the supervisor support is having strong relationship with organizational climate (0.854) followed by co-worker support (0.726).

It is found that the Supervisory support, Co-worker support is having positive relationship with organizational climate. The supervisor support factor is having strong relationship with organizational climate.

FINDINGS

Supervisor support is found to be more in the body building industry. Supervisors really understand their employees' problem. Supervisors are confidence about how to manage their employees'. But, the guidance role of supervisor is found to be low in the heavy vehicles body building industry.

Co-worker support in the body building industry is found to be at higher level. The body building industry employees' are getting support from their co-workers. But, co-workers are not supporting the other co-workers, work related problem as whole heartedly co-workers should be mutually and whole heartedly support each other's in the work related problems.

SUGGESTION

The support of Supervisors is need of employees'. Hence should act as a guide. They should provide guidelines to their employees' how to fulfill the assigned task.

It is found that the Heavy vehicle body building industry employees' wanted more job safety. Hence, it is recommended that the body building industry should encourage their employees' for new ideas and support them to build good organizational climate.

CONCLUSION

This research focused on supervisory support and co workers support impact the organizational climate in heavy vehicles body building industries. Here, there are 2 factors identified as (Supervisor support, and Co-worker support) which are impact the organizational climate. It is found that the supervisory support and co workers support is strongest predictors of organizational climate. Hence, the management should give more focus on these factors.

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A STUDY ON JOB SATISFACTION AND QUALITY OF WORK LIFE AMONG DIFFERENTLY ABLED EMPLOYEES WITH SPECIAL REFERENCE TO MADURAI DISTRICT

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ABSTRACT

Employees are the backbone of every banks in India because there are huge amount of work to be put into execution do not only with the assistance of technology but also with the help of humans too. Hence it is primary to have strong work force in banks to build up competitive advantage over it. Due to changing trends and increasing demand of the society, differently abled persons has heightened the pressure on both male and female persons as they have to manage their personal and adept life individually. Differently abled persons work experience along with positive and negative outcome has a consequential impact on household and that experience of household influenced the performance of work at banks. Thus, it is primary to have a balance at both household and work life is essential for every human being. Hence, the researcher combined quality of work life and job satisfaction to examine association among differently abled employees who are in Madurai. The results indicates that there is a positive impact of job satisfaction on quality of work life of Differently abled employees of Banks in Madurai.

INTRODUCTION

Human resources treat as the topmost influential assets of organization. It is the primary responsibility of the organisation to manage HR in a proper way. In recent years, peoples who are working in a banks expecting a qualified working environment along with a cordial relation among colleagues strengthening HR in an organization. Thus it assumes to be mighty in present days. In India, Banks are those that realize the worth of their employees and continue to invest in them towards their growth and development. A new era has dawned in the bearing in common in banks and their employees. According to (Lawler, 2005) People are the primary source for competitive advantage and banks prosperity and survival depend on how employees are treated. Due to changing trends and increasing demand of the society, differently abled persons has heightened the pressure on both male and female persons as they have to manage their personal and adept life individually. Differently abled persons work experience along with positive and negative outcome has a mighty impact on household and the experience of household influenced the banks. Thus, it is primary to have satisfaction at both household and work life is essential for every body. Job satisfaction is about how likely they perform the jobs. Hence, the researcher combined these both concepts and examine how differently abled persons had a level of satisfaction in which they are able to satisfy their important needs while employed by the banks.

OBJECTIVES

The primary objective is to come upon by searching the relationship between job satisfaction and quality of work life of differently abled employees who are in Madurai.

Secondary objectives includes

- To bone up the level of job satisfaction of differently abled banking employees
- To know the quality of work life among differently abled persons who belong to banks
- To know the impact of job satisfaction on quality of work life among differently abled employees of banks

REVIEW OF LITERATURE

(Somasekharan & Dr. Velmurugan, 2018) Stated in his study that since two decades frequent structural transformation in the banking sector paved the way for the author to undergone the study on considered the variables like job satisfaction and quality of work life among employees especially in private banks located in Ernakulam. In order to analyzed, the author considered variables like age, gender, education qualification, work experience, working condition, career advancement, work life balance, social integration and inter personal linkage as independent variables and level of satisfaction as dependent variables which finally bring to light that these independent variables had a strong association with dependent variables. As a matter

of course, banks should make better use of work life policies to boost job satisfaction, commitment and efficiency.

(Yadav & Khanna, 2015) Has analyzed the quality of work and performance of employees at SBI in which the author identified how quality of work life grew the employees lead to organization growth. With the assistance from the financial analysis of SBI, it provided the information that satisfactory performance achieved which was remunerative for banks whereas in quality of work life, no proper grievance handling procedure, no satisfactory salary, no proper welfare facilities which caused low satisfactory among SBI employees

According to (Kermansaravi & Navidian, 2014), investigated the association among two variables like quality of work life and job satisfaction among faculty members who belong to Zahedan University of Medical Sciences. Quality of work life included two components one was up to snuff and candid compensation and other was social integration which had described beforehand of job satisfaction of faculty members

(Stephen & Dhanpal, 2012) made an effort to come upon the judgment with regard to the level as well as association between quality of work life with job satisfaction especially in Small scale industrial units. The author considered ten variables which comprised of social support, interpersonal connection, recognition, autonomy, working environment, liaison with boss, working hours, governance, role clarity and fringe benefits. Above variables had a positive get to over job satisfaction of employees.

(Thirumalvalavan & Dr. Aanath, 2017) Investigated the association between quality of work life and job satisfaction of employees who belong to Steel Authority Limited. The author considered two variables which was related to quality of work life included support from employees, compensation and working condition with job satisfaction. Finally the outcome bring to light that the above stated two variables of Quality of work life has a positive association with job satisfaction.

RESEARCH GAP

Several authors focused on association between quality of work life and job satisfaction in various fields like banks, production industries, service sector and so on. However, there are not studies which have been go through on special needs persons especially working in banking sectors. Therefore the researcher has undertaken the study to find out the liaison between job satisfaction and quality of work life in Banks. The study was confined to limited banks which covered Madurai area.

RESEARCH METHODOLOGY

Research design applied to the study is descriptive with the fact that it is analyzing the present situation of how special needs employees handling quality of work life and personal life, how much satisfaction they had towards the banks and then balancing both at an appropriate level can ultimately increase the performance of banks in Madurai. By applying convenience sampling method, the researcher considered 50 special needs employees as the final sample for the study. The data get together from the samples through survey method especially in Madurai. Questionnaire are posted in google forms, participants are communicated to fill the forms.

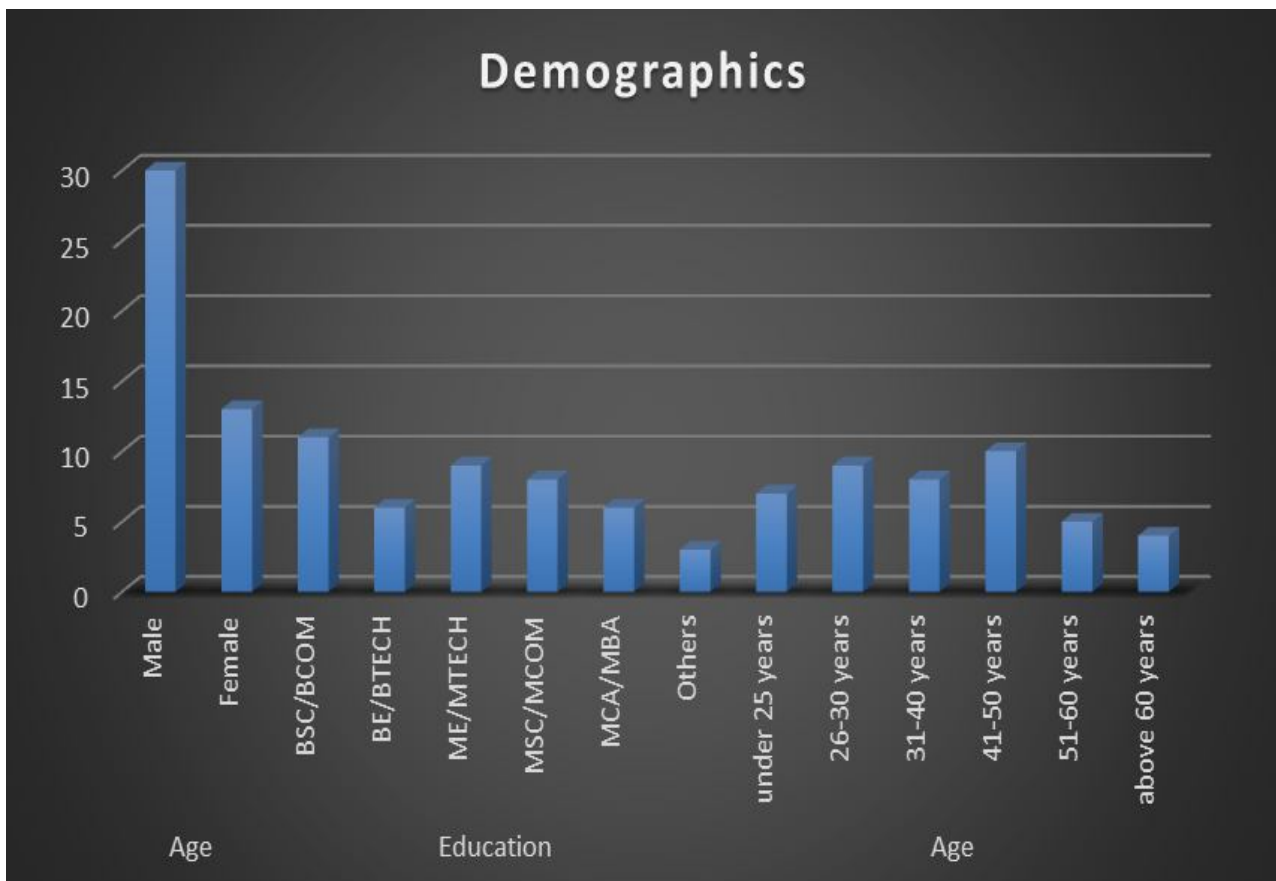
RESEARCH FRAMEWORK



ANALYSIS OF DATA

Variables	categories	Frequency	Percentage
Gender	Male	30	70
	Female	13	30
	Total	43	100
Education	BSC/BCOM	11	26
	BE/BTECH	6	14
	ME/MTECH	9	20
	MSC/MCOM	8	19
	MCA/MBA	6	14
	Others	3	7
	Total	43	100
Age	under 25 years	7	16
	26-30 years	9	21
	31-40 years	8	19
	41-50 years	10	23
	51-60 years	5	12
	above 60 years	4	9
	Total	43	100.0

From the table, it makes clear that 70% of respondents are male whereas 30% of are female. While for education, 26% of respondents are having BSC/BCOM while 14% of are having BE/BTech, 20% of are having ME/Mtech, 19% of MSC/Mcom, 14 percent of are MCA/MBA and 7 percent of possessing other qualification. For age, respondents of 16% are under 25 years of age, 21% of between 26-30 years, 19% of between 31-40 years of age, 23% of between 41-50 years of age, 12 % of between 51-60 years of age and 9% of are above 60 years of age.



CHI-SQUARE TEST

Hypothesis	Value		Description
	Value	SIG	
H ₀ : Age is not associated with Job satisfaction H ₁ : Age is associated with job satisfaction	208.231	0.000	Supported
H ₀ : Gender is not associated with job satisfaction H ₁ : Gender is associated with job satisfaction	43.00	0.046	supported
H ₀ : Education is not associated with job satisfaction H ₁ : Education is associated with job satisfaction	215.000	0.000	Supported
H ₀ : Work experience is not associated with job satisfaction H ₁ : Work experience is associated with job satisfaction	172.000	0.001	Supported

According to Chi-square test , it revealed that

For age: p value is 0.000 which is lesser than 0.005, there exists a significant association of age with job satisfaction. Age category between 35 to 40 years have higher level of satisfaction than others.

For gender: P value is 0.046 which is lesser than 0.005 there exists a significant liaison between gender and job satisfaction. Male employees have high level of job satisfaction than female employees.

For Education : P value is 0.000 which is lesser than 0.005 there exists a significant liaison between education and job satisfaction

For Work experience: P value is 0.001 which is lesser than 0.05 there exists a significant relationship between work experience and job satisfaction.

CORRELATION BETWEEN QUALITY OF WORK LIFE AND JOB SATISFACTION

H₀: There is no significant correlation between quality of work life and job satisfaction among special needs banking employees

H₁: There is a significant correlation between quality of work life and job satisfaction among special needs banking employees

Correlations			
		Job_satisfaction	Quality_of_work_life
Job_satisfaction	Pearson Correlation	1	.998**
	Sig. (2-tailed)		.000
	N	43	43
Quality_of_work_life	Pearson Correlation	.998**	1
	Sig. (2-tailed)	.000	
	N	43	43

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

The above table spilled the beans that the correlation analysis of two variables which included job satisfaction and quality of work life. The correlation value was 0.998 which was strong positively and significantly correlated one another.

REGRESSION ANALYSIS

Examining both quality of work life and job satisfaction chiefly with the help of regression analysis. The main intention of regression analysis to determine the association between two or more variables. Multiple regression investigated the strength of linear association between a set of independent variable and a single dependent variable. The study considered job satisfaction as dependent variable and a collection of individual and organisation variable for predicting quality of work life among Special needs employees of banks in Madurai.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.091	.029		-3.098	.004
	IV	.121	.078	.108	1.546	.130
	OV	.935	.073	.891	12.748	.000

a. Dependent Variable: JS

Where

JS-Job satisfaction

IV-Individual variable

OV-Organization variable

In order to execute multiple regression analysis, two variables (Individual and organization) considered as dependent variable whereas job satisfaction as dependent variable. Hence the combination of individual and organization factors significantly predicted that job satisfaction $F = 6190.234$, $p=0.000$ which is lesser than 0.001 and adjusted R square as 0.997. Out of two variables, organization factors had a significant influence on job satisfaction of differently abled employees. The beta weight suggest that the organization factors had a strong positive get to on job satisfaction of employees. If the employees are satisfied with the organisation factors then the quality of work life will be high or else it will be low.

FINDINGS

- Majority of respondents who participate in our study was male
- Maximum number of respondents who possess B.com/B.sc was higher compared to other qualification
- Highest number of respondents fall under the age category of 41-50 years of age.
- According to Chi-square test , it revealed that
 - Age category between 35 to 40 years have higher level of satisfaction than others.
 - Male employees have high level of job satisfaction than female employees.
 - There exists a significant relationship between education and job satisfaction
 - There exists a significant relationship between work experience and job satisfaction
- In accordance with the results of correalation, it clearly spilled the beans that there was a strong positive correlation between quality of work life and job satisfaction among differently abled employees.
- According to regression, it bring to light that organization factors had a strong positive impact on job satisfaction of employees

CONCLUSION

According to the statistical analysis test results, it identified that there was a strong positive correlation between quality of work life and job satisfaction among Differently abled banking employees. Further the study depicted that organization factors influenced more on job satisfaction of employees. A differently abled persons who were in banks concerned more towards the organization because of good work environment, candid ly treatment of employees among colleagues, division of work if there is a burden in a day to day work activities, encouraging to conduct programmes, growth and development and so on influenced the employees to enjoy better quality of work life in banks. Hence, the banks should concentrate more on creating a candid practices of organization do not only increase the quality of work life among employees but also stimulate the employees to be a part of organization and thus it not only increases the productivity of the banks but also lives of people.

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RISK MANAGEMENT OF DERIVATIVES OF SBI

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ABSTRACT

The Indian derivative market has become multi-trillion dollar markets over the years. Marked with the ability to partially and fully transfer the risk by locking in assets prices, derivatives are gaining popularity among the investors. Since the economic reforms of 1991, maximum efforts have been made to boost the investors' confidence by making the trading process more users' friendly. Still, there are some issues in this market. So, the present paper is an attempt to study the evolution of Indian derivative market, trading mechanism in its various products and the future prospects of the Indian Derivative market. The present paper is descriptive in nature and based on the secondary data. In spite of the growth in the derivative market, there are many issue (e.g., the lack of economies of scale, tax and legal bottlenecks, increased off-balance sheet exposure of Indian banks need for an independent regulator etc), which need to be immediately resolved to enhance the investors' confidence in the Indian derivative market.

➤ OBJECTIVES OF STUDY

1. To analyze the working of futures and options.
2. To find the profit/loss position of futures buyer and also the option writer and option holder.

➤ SCOPE OF STUDY

The Study is limited to “**Derivatives**” with special reference to futures and Option in the Indian context. The study can't be said as totally perfect. Any alteration may come. The study has only made a humble Attempt at evaluation derivatives market only in India context. The scope of this project is limited to identification of risk management in trading with futures and options in derivative market. To understand this concept FUTURES AND OPTIONS trading of STATE BANK OF INDIA are considered.

➤ METHODOLOGY

The study is done with the help of secondary data obtained from various sites related to SBI DERIVATIVES. SBI Smart is the vital source of information that helped me in finding out all the values of SBI FUTURES and OPTIONS.

INTRODUCTION

The past decade has witnessed an explosive growth in the use of financial derivatives by a wide range of corporate and financial institutions. This growth has run in parallel with the increasing direct reliance of companies on the capital markets as the major source of long term funding. In this respect, derivatives have a vital role to play in enhancing shareholder value by ensuring access to the cheapest sources of funds. Furthermore, active use of derivative instruments allows the overall business risk profile to be modified, thereby providing the potential to improve earnings quality by offsetting undesired risks.

Despite the clear benefits that the use of derivatives can offer, too often the public and shareholder perception of these instruments has been colored by the intense media coverage of financial disasters where the use of derivatives has been blamed. The impression is usually given that these losses arose from extremely complex and difficult to understand financial strategies. The reality is quite different. When the facts behind the well-reported disasters are almost invariably it is found that the true source of losses was a basic organizational weakness or a failure to observe some business controls.

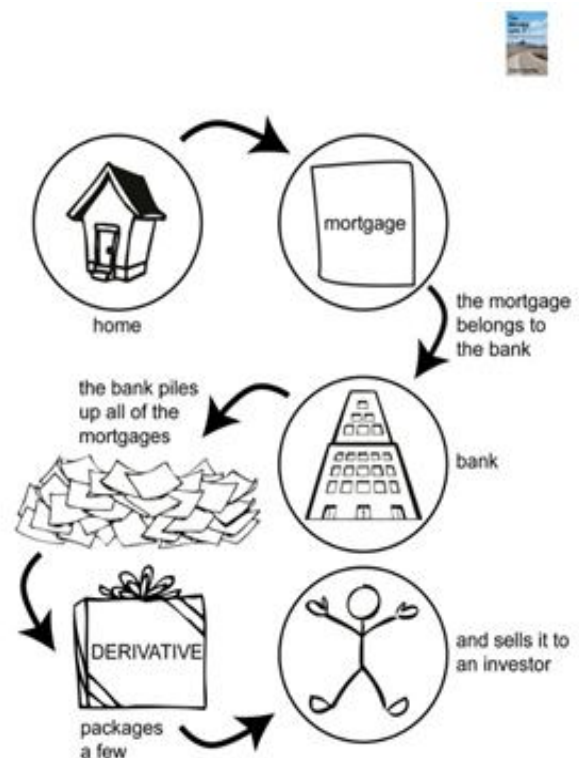
The corollary to this observation is that derivatives can indeed be used safely and successfully provided that a sensible control and management strategy is established and executed. Certainly, a degree of quantitative pricing and risk analysis may be needed, depending on the extent and sophistication of the derivatives strategies employed. However, detailed analytic capabilities are not the key issue. Rather, successful execution of a derivative strategy and of business risk management in general relies much more heavily on having a sound appreciation of qualitative market and industry trends and on developing a solid organization, infrastructure and controls. Within a sound control framework, the choice of a particular risk management technique is very much secondary concern.

In finance, a derivative is a contract that derives its value from the performance of an underlying entity. This underlying entity can be an asset, index, or interest rate, and is often called the "underlying".

Derivatives can be used for a number of purposes, including insuring against price movements (hedging), increasing exposure to price movements for speculation or getting access to otherwise hard-to-trade assets or markets. The emergence of the market for derivative products, most notably forwards, futures and options, can be traced back to the willingness of risk-averse economic agents to guard themselves against uncertainties arising out of fluctuations in asset prices. By their very nature, the financial markets are marked by a very high degree of volatility. Through the use of derivative products, it is possible to partially or fully transfer price risks by locking-in asset prices. As instruments of risk management, these generally do not influence the fluctuations in the underlying asset prices.

Some common derivatives include forwards, futures, options, swaps, and variations of these such as synthetic collateralized debt obligations and credit default swaps. Most derivatives are traded over-the-counter (off-exchange) or on an exchange such as the Chicago Mercantile Exchange, while most insurance contracts have developed into a separate industry. Derivatives are one of the three main categories of financial instruments, the other two being stocks (i.e., equities or shares) and debt (i.e., bonds and mortgages).

WHAT IS A DERIVATIVE? EASY EXPLANATION WITH DIAGRAMS



DERIVATIVE MARKET IN INDIA

The most notable development concerning the secondary segment of the Indian capital market is introduction of derivative trading in the year June 2000. SEBI approved derivatives trading on futures contracts at both BSE and NSE in accordance with rules and regulations of stock exchanges. A beginning with equity derivatives has been made with the introduction of stock index futures by BSE and NSE. Stock index futures contract allows for the buying and selling of the particular stock index for a specified price at a specified future date. Stock index futures, inter alia, help in overcoming the problem of asymmetries in information. Information asymmetries mainly a problem in individual stocks as it is unlikely that a trader has market wide private information. As such, the asymmetric information component is not likely to be present of stocks. This provides another rationale for trading in stock index futures.

The first step towards introduction of derivatives trading in India was the promulgation of the Securities Laws (Amendment) Ordinance, 1995, which withdrew the prohibition on options in securities. The market

for derivatives, however, did not take off, as there was no regulatory framework to govern trading of derivatives. SEBI set up a 24—member committee under the Chairmanship of Dr. L. C. Gupta on November 18, 1996 to develop appropriate regulatory framework for derivatives trading in India. The committee submitted its report on March 17, 1998 prescribing necessary preconditions for introduction of derivatives trading in India. The committee 21 recommended that derivatives should be declared as 'securities' so that regulatory framework applicable to trading of 'securities' could also govern trading of securities. SEBI also set up a group in June 1998 under the Chairmanship of Prof. J. R. Varma, to recommend measures for risk containment in derivatives market in India. The report, which was submitted in October 1998, worked out the operational details of margining system, methodology for charging initial margins, broker net worth, deposit requirement and real—time monitoring requirements.

The SCRA was amended in December 1999 to include derivatives within the ambit of 'securities' and the regulatory framework was developed for governing derivatives trading. The act also made it clear that derivatives shall be legal and valid only if such contracts are traded on a recognized stock exchange, thus precluding OTC derivatives. The government also rescinded in March 2000, the three—decade - -V old nail Cation, which prohibited forward trading in securities.

Derivatives trading commenced in India in June 2000 after SEBI granted the final approval to this effect in May 2000. SEBI permitted the derivative segments of two stock exchanges, NSE and BSE, and their clearing house/corporation to commence trading and settlement in approved derivatives contracts. To begin with, SEBI approved trading in index futures contracts based on S&P CNX Nifty and BSE-30

This was followed by approval for trading in options based on these two indexes and options on individual securities. The trading in index options commenced in June 2001 and the trading in options on individual securities commenced in July 2001. Futures contracts on J 22 individual stocks were launched in November 2001. Trading and settlement .in derivative contracts is done in accordance with the rules, byelaws, and regulations of the respective exchanges and their clearing house/corporation duly approved by SEBI and notified in the official gazette.

TYPES OF DERIVATIVES

The most commonly used derivatives contracts are forwards, futures and options. Here are the various derivatives contracts that have come to be used.

Forwards: A forward contract is a customized contract between two entities, where settlement takes place on a specific date in the future at today's pre-agreed price.

As one type of derivative product, forward contracts can be used as an example to provide a general understanding of more complex derivative instruments such as futures contracts, options contracts and swaps contracts. Forward contracts are very popular because they are unregulated by the government, they provide privacy to both the buyer and seller, and they can be customized to meet both the buyer's and seller's specific needs. Unfortunately, due to the opaque features of forward contracts, the size of the forward market is basically unknown. This, in turn, makes forward markets the least understood of the various types of derivative markets.

Due to the overwhelming lack of transparency that is associated with the use of forward contracts, many potential issues may arise. For example, parties that utilize forward contracts are subject to default risk, their trade completion may be problematic due to the lack of a formalized clearing house, and they are exposed to potentially large losses if the derivatives contract is structured improperly. As a result, there is the potential for severe financial problems in the forward markets to overflow from the parties that engage in these types of transactions to society as a whole.

To date, severe problems such as systemic default among the parties that engage in forward contracts have not come to fruition. Nevertheless, the economic concept of “too big to fail” will always be a concern, so long as forward contracts are allowed to be undertaken by large organizations. This problem becomes an even greater concern when both the options and swaps markets are taken into account.

TRADING AND SETTLEMENT PROCEDURES FOR A FORWARD DERIVATIVE CONTRACT

Forward contracts trade in the over-the-counter market. They do not trade on an exchange such as the NYSE, NYMEX, CME or CBOE. When a forward contract expires, the transaction is settled in one of two ways. The first way is through a process known as “delivery.” Under this type of settlement, the party that is long the forward contract position will pay the party that is short the position when the asset is delivered and the transaction is finalized. While the transactional concept of “delivery” is simple to understand, the implementation of delivering the underlying asset may be very difficult for the party holding the short position. As a result, a forward contract can also be completed through a process known as “cash settlement.”

Futures: A futures contract is an agreement between two parties to buy or sell an asset at a certain time in the future at a certain price. Futures contracts are special types of forward contracts in the sense that the former are standardized exchange-traded contracts.

Futures are contracts that derive value from an underlying asset such as a traditional stock, a bond or stock index. Futures are standardized contracts traded on a centralized exchange. They are an agreement between two parties to buy or sell something at a future date for a certain price called "the future price of the underlying asset." The party who agrees to buy is said to be long and the party agreeing to sell is short. The parties are matched for quantity and price. The parties entering a futures contract do not need to exchange a physical asset but only the difference in the future price of the asset price at maturity. Both parties need to pay an initial margin amount (a fraction of the total exposure) with the exchange. The contracts are marked to market; that is, the difference between the base price (the price the contract was entered at) and the settlement price (usually an average of the prices of last few trades) are deducted from or added to the account of the respective parties. The next day the settlement price is used as the base price. The parties need to post additional funds into their accounts if the new base price falls below a maintenance margin (pre-determined level). The investor can close out the position at any time before maturity but has to be responsible for any profit or loss he made from the position.

Futures are a very important vehicle used to hedge or manage different kinds of risks. Companies engaged in foreign trade use futures to manage foreign exchange risk, interest rate risk if they have a sizeable investment to make and they lock in a interest rate in anticipation of a drop in rates, and price risk to lock in prices of commodities such as oil, crops and metals that serve as inputs. Futures and derivatives help increase the efficiency of the underlying market because they lower unforeseen costs of purchasing an asset outright. For example, it is much cheaper and more efficient to go long in S&P 500 futures than to replicate the index by purchasing every stock. Studies have also shown that introduction of futures into markets increase the trading volumes in underlying as a whole. Consequently, futures help reduce transaction costs and increase liquidity as they are viewed as an insurance or risk management vehicle.

Options: Options are of two types - calls and puts. Calls give the buyer the right but not the obligation to buy a given quantity of the underlying asset, at a given price on or before a given future date. Puts give the buyer the right, but not the obligation to sell a given quantity of the underlying asset at a given price on or before a given date.

In finance, an **option** is a contract which gives the **buyer** (the owner or holder) the right, but not the obligation, to buy or sell an underlying asset or instrument at a specified strike price on or before a specified date, depending on the form of the option. The strike price may be set by reference to the spot price (market price) of the underlying security or commodity on the day an option is taken out, or it may be fixed at a discount or at a premium. The **seller** has the corresponding obligation to fulfill the transaction – that is to sell or buy – if the buyer (owner) "exercises" the option. An option that conveys to the owner the right to *buy* something at a specific price is referred to as a **call**; an option that conveys the right of the owner to *sell* something at a specific price is referred to as a **put**. Both are commonly traded, but for clarity, the call option is more frequently discussed.

The seller may grant an option to a buyer as part of another transaction, such as a share issue or as part of an employee incentive scheme, otherwise a buyer would pay a **premium** to the seller for the option. A call option would normally be exercised only when the strike price is below the market value of the underlying asset at that time, while a put option would normally be exercised only when the strike price is above the

market value. When an option is exercised, the cost to the buyer of the asset acquired is the strike price plus the premium, if any. When the option expiration date passes without the option being exercised, then the option expires and the buyer would forfeit the premium to the seller. In any case, the premium is income to the seller, and normally a capital loss to the buyer.

Swaps: Swaps are private agreements between two parties to exchange cash flows in the future according to a prearranged formula. They can be regarded as portfolios of forward contracts. The two commonly used swaps are: -

- 1. Interest rate swaps:** These entail swapping only the interest related cash flows between the parties in the same currency.
- 2. Currency swaps:** These entail swapping both principal and interest between the parties, with the cash flows in one direction being in a different currency than those in the opposite direction.

Warrants: Options generally have lives of up to one year, the majority of options traded on options exchanges having a maximum maturity of nine months. Longer-dated options are called warrants and are generally traded over-the-counter.

LEAPS: The acronym LEAPS means Long-Term Equity Anticipation Securities. These are options having a maturity of up to three years.

Baskets: Basket options are options on portfolios of underlying assets. The underlying asset is usually a moving average or a basket of assets. Equity index options are a form of basket options.

Swaptions: Swaptions are options to buy or sell a swap that will become operative at the expiry of the options. Thus a swaption is an option on a forward swap. Rather than have calls and puts, the swaptions market has receiver swaptions and payer swaptions. A receiver swaption is an option to receive fixed and pay floating. A payer swaption is an option to pay fixed and receive floating.

DATA ANALYSIS

To understand the concept of futures and options, I have taken the scenario of State Bank Of India derivatives.

SBI Capital Markets (SBICAPS) is an investment bank founded in August 1986. It is a wholly owned subsidiary and the investment banking arm of State Bank of India (SBI).

The Central Bureau of Investigation (CBI) started an investigation but no evidence was found and the closure report was filed on MS Shoes Case in Sept., 1998 which was finally closed by the concerned court.

In January 1997 the Asian Development Bank acquired a 13.84% equity stake in SBICAPS. This share was repurchased by State Bank of India in March 2010. In January 2006 SBICAP and the international investment banking group CLSA announced a two-year partnership to work on large joint deals in equity capital and mergers & acquisitions. In September 2006 SBI Caps announced that it had set up a \$100 million venture fund in partnership with the venture capital division of SBI Holdings of Japan.

Air India ran into serious financial difficulties, and in July 2009 SBICAPS was asked by Civil aviation minister Praful Patel to prepare a road map to bring the carrier back into profitability. SBI Capital was appointed the mandated firm to restructure Kingfisher Airlines loans during the Kingfisher Airlines financial crisis, starting in 2010. In February 2012 SBSCAP and other bank lenders were insisting that commissions paid to promoters be reversed before they would consider providing further funding to the still-troubled airline

Below is calculation of futures and options.:

FUTURES

$$F = S e^{rT}$$

Where

F = Futures price

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- S = Spot Price of the Underlying
- r = Cost of financing (using continuously compounded Interest rate)
- T = Time till expiration in years
- e = 2.71828

Futures of the state bank of India, details are as follows

Spot price of SBI FUTURES derivatives	225.60
Cost of financing/interest rate	10%
Time	1yr

Applying this information in the above formula, we get:

$$225.60 * (2.71828)^{10/100}$$

$$= 611.376$$

Hence the value of SBI Futures derivatives for 1yr is **611.376**

$$F = S (1+r- q) t$$

Where

- F = Futures price
- S = Spot price of the underlying
- r = Cost of financing (or) interest Rate
- q = Expected dividend yield
- t = Holding Period

Spot price of SBI futures Derivatives	225.60
Cost of financing/ interest rate	10%
Expected dividend yield	228.65
Holding period	1yr.

Applying the information in the above formula, we get:

$$F = S (1+r- q) t$$

$$= 225.60(1+ 0.1- 228.65)1$$

$$=5133528.$$

Therefore the value of this sbi future is calculated in this way.

OPTION DERIVATIVE:c

$$V= (MP- SPC) *100$$

(market value of underlying equity – Strike price in the call)* 100

Market value of underlying equity= 225.60

Strike price in the call= 220.15

By applying above info in the above formula we get

$$V = (225.60-220.15)*100$$

$$= 545$$

Hence the value of this particular Call option is 545/-

1. In case of PUT OPTION

$(\text{Strike Price of put} - \text{Market price of underlying equity}) * 100$

$$V = (\text{SPP} - \text{MP}) * 100$$

Strike price of put	336
Market value of underlying product	225.60

On applying the above information in the formula, we get:

$$V = (336 - 225.60) * 100$$

$$= 11,040$$

Hence, the value of this put option is 11,040.

CONCLUSION

It can be concluded that, despite of failures in markets associated with derivative securities, the use of this financial means is not going to stop. Global financial markets will need and will continue to develop new financial innovations necessary to improve risk management. Nowadays derivative contracts are not only the hedging tool; they are important arbitrage and speculation tools, too. Financial derivatives are important tools that can help organisations to meet their specific risk-management objectives. Despite their purpose to hedge from risks, derivative contracts are risky as every financial activity in the market. According to the analysed literature, different types of risk exist. The analysis led to the conclusion, that main risks actual to derivatives contracts and their traders are market risk, liquidity risk, credit and counterparty risk, legal risk and transactions risk. Pricing risk and systemic risk is also quite important. The analysis showed that market risk is the most important kind of risk that has close connection with remaining risks and in many situations influences the rise of remaining risks. Market risk occurs when the investor is wrong about the market, and counterparty risk occurs when he is right about the market direction, but wrong about whom to do business with. Some types of risk are more relevant for hedgers, some of them are more relevant for speculators. Some risks are common for all types of derivatives. Risk of derivative contracts can be related with the following factors: main characteristics of contracts, trading conditions; position taken in the contract, complexity of the contract. Financial derivatives are important tools that can help organisations meet their specific risk-management objectives. It is important that the user understands the functions and the necessary safety precautions before using derivatives in his risk management strategy. When used wisely, financial derivatives can increase shareholder value by providing means to better control a firm's risk exposures and cash flows.

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IMPACT OF TRAINING PROGRAMME ON MARKETING METHODS AND SAVING STATUS OF WOMEN MICRO ENTREPRENEURS

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ABSTRACT

The Kudumbasree made many changes in market trend and increased the value to the poor women folk in Kerala. Women have very important role in the upliftment of the society. It is highly significant that a women micro entrepreneur contribute much to her family as well as to the society. Through micro entrepreneurship we can empower women economically, socially, culturally, personally and politically. This study evaluated the impact of saving status of kudumbashree micro entrepreneurs after attending training programmes for time management. The results indicate that women entrepreneurs are able to make house hold decisions properly, maintains their earnings and savings effectively, broadens varied aspirations for better living, necessitated a change in the life style.

Keywords: Women Empowerment, Micro Entrepreneur, Time management.

INTRODUCTION

Micro Enterprises Development is an important strategy of Kudumbashree towards economic empowerment of women. All members of Kudumbashree are encouraged to start 'Micro Enterprises' using local resources, and financial aid, skill training, handholding and marketing support provided by the Mission. Today, there are around 30,000 Micro Enterprises (including Animal Husbandry & Agri related livelihood groups), around 50,000 Joint Liability Groups (Farming), more than 60 Construction Units and 8 Producer Companies/Consortiums (Agri/AH/Dairy/Apparel/Nutrimix/IT). The Micro Enterprises include a) Service Providers to Govt. Departments. / Public, b) Suppliers to Govt. Departments/ Public, c) Production / Service Enterprises addressing social needs or grabbing new opportunities, d) Social Start Ups and e) Traditional women enterprises. Importance of designing appropriate marketing strategies from time to time for the success of Micro Enterprises needs no emphasis. Currently, around 75% of the products are sold directly to the customers through Monthly Markets, Trade Fairs & Exhibitions, Home Shops and/or at the production point itself. Around 10% of products are sold to retail dealers while a little less than 10% of products are sold to Government Departments/Agencies. The remaining percent of products are sold through marketing agencies and to retailers/wholesale dealers (www.kudumbashree.org). Women are interested to establish their own business as professionally both in urban and rural areas of Alappuzha District through Kudumbasree. This enable them to overcome poverty, generate family income and increasing standard of living. Through micro entrepreneurship, women are able to empower socially, economically and technologically to enable them to stand in society on their own with confidence. It includes greater self confidence and an inner transformation of one's consciousness that enables one to overcome external problems. The effective management of time enables them to have control over their lives, self reliance, self determination and way to achieve for themselves. Also, women micro entrepreneurs are able to enhance their personal capabilities and increase decision making status in the family and society as a whole.

2. REVIEW OF LITERATURE

According to Jaya Shukla, Gaurav Bajpai and Tuyishine (2017) upon a study of women members of Handicraft co-operation in Nyarugenge district, even though so many challenges are faced by women entrepreneurs to expand their business, there was improvement in lifestyle. By effective utilization of time, they have achieved improvement in health insurance, children education, increase in nutritional status and they could get money to plan for a project for the future. Kavita Sangolagi and Mallikarjun Alagawadi (2016) found out women are active in family, farm, shop and factory and even in politics. Women entrepreneurs are gaining momentum all over the world by the effective time management. Choudhary and Rayalwar (2011) have raised the issue of giving equal opportunities to women entrepreneurs as men. He further state that Indian market embeds unique opportunities for women entrepreneurs as they are able to manage their time effectively. Rana and Masood (2011) mention that during the last two decades, Indian women have entered the field of entrepreneurship in increasing numbers. With the emergence and growth of their businesses, they have contributed to the Indian economy and society; these

women entrepreneurs have entered many industries and sectors by effective time management. Kishore and Choudhary (2011) in their study emphasize the role of women entrepreneurs, as they have been making a significant impact in all segments of the economy in India. If women are able to utilize their time effectively, it is potentially empowering and liberating them. It provides women an opportunity to improve their well-being and enhance their capabilities. Jamali (2009) examines various constraints and opportunities affecting women entrepreneurship and clearly illustrates the relevance of micro and macro level factors in entrepreneurship to manage the complexity of the women entrepreneurship in any particular context especially time management.

Sidhu and Kaur (2006) revealed that entrepreneurship is the only solution for the employment among rural youth. This is more beneficial for women in rural areas as it enables them to add to the family income while taking care of their business, home and livestock centred tasks. Women can effectively undertake both production and processing oriented enterprise by the effective utilization of their time. Winn (2004) inspects certain decision making factors and socio personal constraints for development of women entrepreneurship. He emphasizes on business/family interface for overcoming barriers that women entrepreneurs face as they pursue their careers. Das Gupta (2000) observed that micro financing through informal group approach has effected quite a few benefits like savings mobilized by the poor, matching the demand and supply of credit, Reduction in transaction cost for both lenders and borrowers, tremendous improvement in recovery, heralding a new realization of subsidy less and corruption less credit and remarkable empowerment of poor women.

3. RESEARCH GAP AND OBJECTIVES

The studies related to women empowerment emphasise on the problems faced by women in dealing with the enterprise, especially stress, managing time, personal problems, work problems etc. But very few studies suggested on how women entrepreneurs overcome the issues or what is the aftereffect of overcoming the hurdles by women entrepreneurs. Hence, it is very important to study the status saving level and marketing methods after attending various training and awareness programmes such as yoga, meditation, seminar for making time management among women micro entrepreneurs. Therefore the major objectives of the study are

- To study the status of saving level of women entrepreneurs after attending training programme for time management.
- To analyse socio economic status of women micro entrepreneurs in Alappuzha.
- To suggest remedies for the improvement of time management of micro entrepreneurs
- To understand the marketing methods used by women micro entrepreneurs.

4 METHODOLOGY

This is a descriptive study based on the primary data collected from 100 women respondents and used SPSS-21 for data analysis. Secondary data collected from various journals and websites.

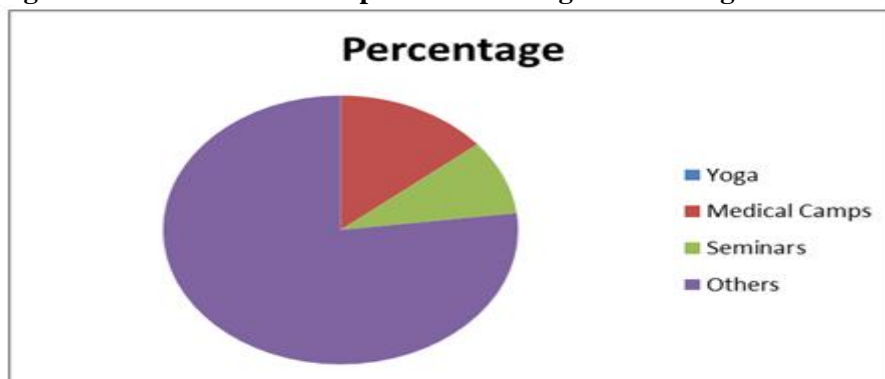
5. RESULT AND DISCUSSION

Kudumbasree formulated different type of policies to encourage women. These policies are needed for women to their individual development. Kudumbasree working in different areas and different authorities give training for improving their skill and ability. Kudumbasree produces different type of products and these products have high demand in the local market to an extent. The international companies are introducing their product by using different promotional techniques. So Kudumbasree unit wants to compete with them and the Kudumbasree (Prosperity of the Family), the poverty eradication mission of the state of Kerala, is a community based self help initiative involving poor women. It has been envisaged as an approach to poverty alleviation focusing primarily on micro finance and micro-enterprise development, and integrally linked to local self-government institutions. National Bank of Agriculture and Rural Development (NABARD) initiated women Self Help Groups (SHGs) in India with the support of local NGOs (www.kudumbasree.com). Following data shows the socio economic factors of women micro entrepreneurs working under kudumbasree in Kerala.

Table-I: Socio Economic Profile Of Selected Women Micro Entrepreneurs

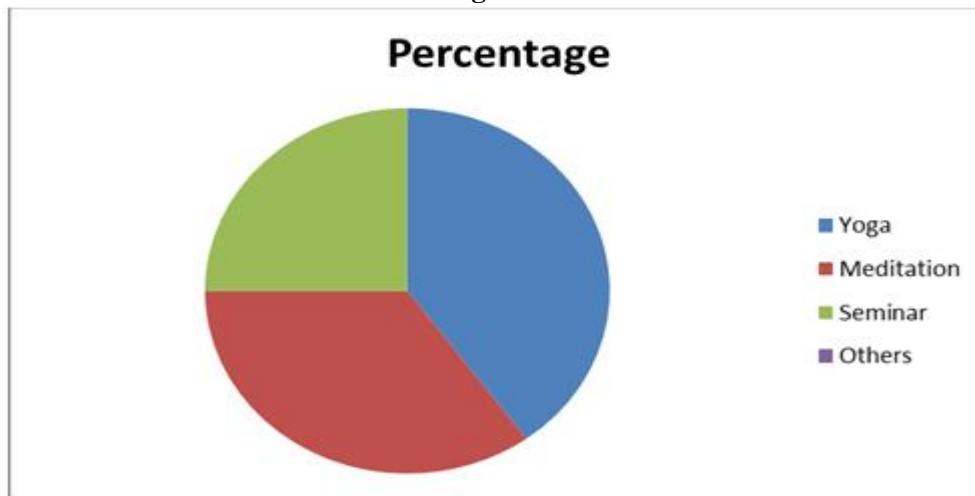
CATEGORY	NUMBER	PERCENTAGE
AGE		
18-23 Years	2	2
24-29	3	3
30-35	10	10
36-40	24	24
41-45	36	36
46-50	25	25
MARITAL STATUS		
Married	78	78
Unmarried	5	5
Widow	17	17
Educational Qualification		
Illiterate	0	0
Literate	2	2
Below SSLC	17	17
Plus Two	28	28
Degree	44	44
Post Graduate	9	9
TYPE OF FAMILY		
Nuclear Family	79	79
Extended Family	8	8
Joint Family	13	13
MONTHLY INCOME		
Below 15000	5	5
Between 15000-20000	60	60
Between 20000-25000	30	30
Above 25000	5	5
TYPE OF ENTERPRISE		
Café & Restaurent	20	20
Organic Farming	20	20
Goat Farming	20	20
Masonry	20	20
Stitching Unit	20	20

Chart.1. Percentage Of Women Micro Entrepreneurs Undergone Trainings For Time Management



Before being entrepreneurs they not at all bothered about their health. Only 14% attend medical camps,9% attend awareness seminars and 77%of them are indulged in homely duties.

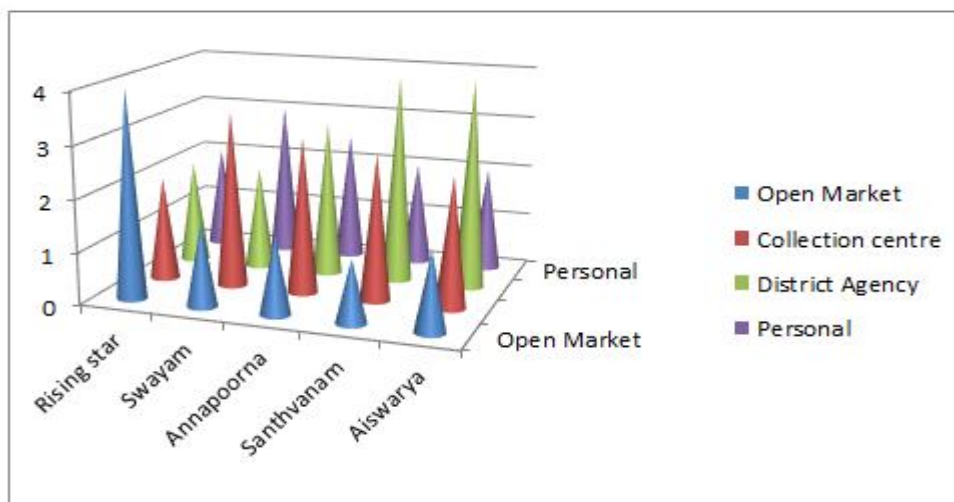
Figure-2



Women entrepreneurs realize the need of attending seminars, meditation classes and yoga classes to effectively manage time to handle both home and work. 40% of them used to go to yoga classes, 35% are attending meditation classes and 25% are used to attend awareness seminars.

CHART-3: III MARKETING STRATEGIES

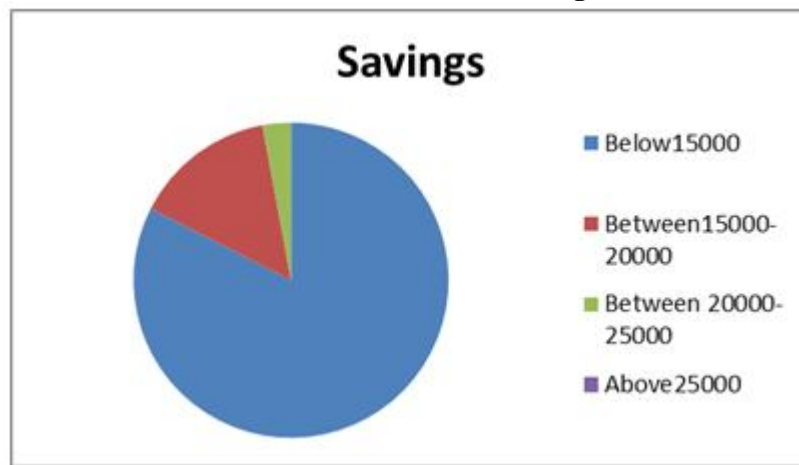
Marketing have great significance in day to day life. The focus of marketing increased due to competitive nature in the world. But in the past years women are not entering into marketing or competitive world. However our government interested to encourage women. Then they formulated many policies for women, one of the sensational movement is Kudumbasree.



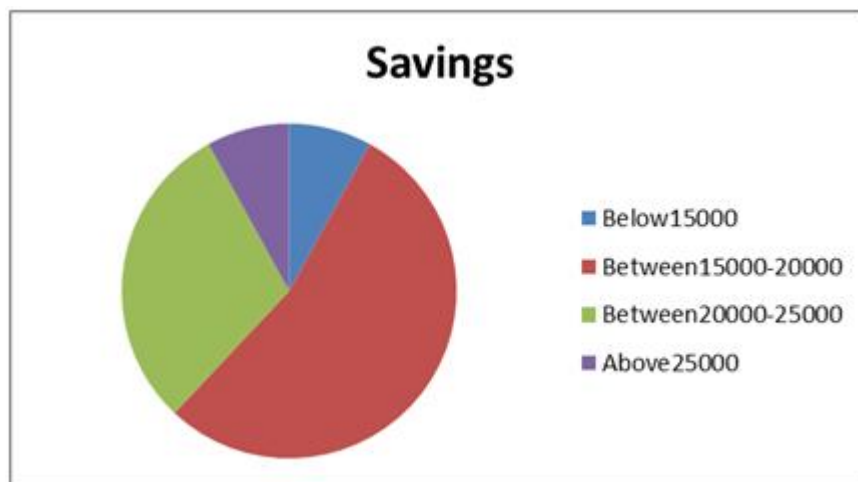
On analysis of the data collected from five SHGs, 39 % of the members market their products using open market, 21% through collection centres of Kudumbashree, 30% through district collection agencies of Kudumbashree and the rest of them through personal contacts.

Kudumbasree products have a enough demand in market and it retains customers because of quality of product .Even though Competition among multinational companies is high ,it is very difficult to survive in the industry ,that is the reason it produces in a bulk quantity and it distributes in different marketing methods More Advertisements in different channels may help for promoting the introduction of new products in markets and retaining its customers . The feedback from customers is useful to find out the after sales issues of the product and helps to rectify the mistakes. Kudumbasree uses many marketing techniques like monthly market and daily market for increasing the sales turnover of product an important factor, and it helps to increase the sales of product.

Chart-4: Average monthly savings of members after attending yoga, meditation and other awareness methods for time management



From the table it is clear that 85% of the women entrepreneurs are having savings below 15000 per month, 12% are having savings between 15000-20000 and only 3% of them are having savings between 20000-25000.



After taking time management strategies through yoga meditation and other awareness programme, women entrepreneurs are able to save in better level. Majority (60%) of them are able to save between 15000 to 20000 per month and 30% of them are able to save between 20000-25000. But only 5% of them either above 25000 or below 15000.

A microenterprise is not only enhancing national productivity, generate employment but also helping to develop economic independence, personal and social capabilities among rural women. Following are some of the personal and social capabilities which were developed as a result of taking up enterprise among rural women. (Kavita Sangolagi and Mallikarjun Alagawadi (201) Economic Freedom, Improved standard of living, Self Confidence, Enhance awareness, Sense of Achievement, Increased social Interaction, Engaged in political activities, Increased participation in social meetings, Development in leadership qualities, Involvement in solving problems related to women and community, and Decision making capacity in family and community are some of the benefits gained by the women micro entrepreneurs in rural area of Aleppey district.

CONCLUSION

Women entrepreneurs can play an important role in social and economic development of Alappuzha District. They faced many obstacles specifically in finance and marketing of their products. Micro finance is playing an important role in the success of Kudumbasree, particularly the entry of rural women in micro

enterprise will be encouraged and aggravated. Rural women can do wonders by their effective and competent involvement in entrepreneurial activities. The rural women are having basic indigenous knowledge, skill, potential and resources to establish and manage enterprise by effective time management. Now, what is needed is knowledge regarding accessibility to loans, various funding agencies, awareness on Govt. welfare programme, technical skill from Govt. and other organization. Moreover, formation and strengthening of rural women entrepreneurs network must be encouraged. Women entrepreneur networks are major sources of knowledge about women entrepreneurship and they are increasingly recognized as a valuable tool for its development and promotion. Proper management awareness programme must be conducted for the effective time management. This will motivate other rural women to engage in micro entrepreneurship.

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WORK ATTITUDE AMONG EMPLOYEES IN PUBLIC WORKS DEPARTMENT WITH REFERENCE TO CUDDALORE DIVISION

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ABSTRACT

Work performance is an essential characteristic of organisational behaviour directly related to the production of goods and the delivery of services. Both the effort and the outcome comprise the good performance. People in organisations learn from the consequences of their actions. As the employee's performance improves, tasks become easier. The employee's performance is influenced by the personal characteristics like skills and abilities, personality, attitudes as well as the environmental factors such as the organisational climate. The present study aims to find out the Work Attitude among Employees in Public Works Department with Reference to Cuddalore Division. A samples of 150 respondents selected randomly were studied. Primary data were collected by using a structured interview scheduled. All the respondents were asked the some questions in the same fashion and they were informed the purpose of study. ANOVA, t-test and correlation analysis was applied. The findings and observations are the result and outcome of the interpretations made during the study of analysis.

Keywords: Work Attitude, Employees Demographic variables, Human Resource Approach

INTRODUCTION

An attitude is a mental state of readiness exerting directive or dynamic influence upon individual's response to all objects and situations with which it is related. Therefore if we can have some judgement about the attitude of an individual towards a specific thing or activity then we can have a fair idea as to whether the individual can be persuaded to participate in a particular thing or activity and whether he shall adopt it with interest and sincerity or not.

The attitude is the degree of positive or negative effect associated with some psychological objects namely institution, ideal, symbol, phrase, slogan, job or idea towards which people can differ with respect to positive or negative effect. The attitude is a dispositional readiness to respond to certain situations, persons, objects in a consistent manner which has been learnt and has become one's typical mode of response. According to Guild attitude is a tendency of individual to favour or not to favour some type of situation. The attitude may be considered as motivational perceptual states, which direct perceptions and predispose a person to act in accordance with perceptions. The attitudes are learnt pre-dispositions to respond positively to certain objects, situations, institutions, concepts or other persons.

It is this attitude which enables us to think rationally, helps to weigh the pros and cons, brings a rational outlook on issue and problems, highlights that all human beings are basically the same irrespective of caste, religion or colour. Such an attitude leads us normally towards a society, a world of caring and sharing. Scientific qualities as stated above, if developed in the minds of the youth and instilled in their behaviour pattern, solve many problems-individual and social. Every citizen should have scientific attitude to take intelligent decisions and for solving personal as well as environmental problems. In order to advance in science and technology as in developed countries, study of science should become part and parcel of curriculum at all levels. Moreover, it must be taught with experimentation. Only such technique would develop scientific attitude among the citizens of tomorrow, and train them up in scientific method. Further, scientific attitude will be the basement for modernization, putting an end to superstitions implanted in our countrymen from time immemorial. Hence, scientific attitude-an offshoot of the study of science, is the present need of our society.

REVIEW OF LITERATURE

S. Kumar (2016) conducted "A steely on the employee welfare measure in AFT Ltd., Pondy. The objectives of the study is to find out the welfare facilities provided on the Aft and the employees suggestion and opinion about welfare measures. By using structured Questionnaire and by concluding personal simple random sampling for a sample size of 150 the study revealed that welfare measures provided by the company was adequate except for a few system like housing schemes and pension schemes.

The study of Misra (2017) aimed at sociological analysis of “The Labour welfare problem if sugar industry” the analysis was based in the first hand data collected from the sugar factories of eastern Uttar Pradesh. The study made through structured questionnaire concluded that the condition of work sugar factories of eastern region of Utter Pradesh were not satisfactory particularly in respect of safety measures cleanliness sanitation, drinking water, shatter etc.,

According to study conducted by Kohal (2017). In India dispute statutory provision enforcing agencies. The welfare facilities are absent and cement industry is the only industry where provisions are adequately enforced. The study was made through structured Questionnaire and suggested need for overhauling and tightening the machinery of inspection Appointment of welfare inspector for different industry distinguishing the duties of factory inspector and these of welfare inspectors and the duties of welfare inspector to submit annual and quarterly repairs and empowering the welfare inspector to finance in case of default same of the slip suggested by this study.

OBJECTIVES OF THE STUDY

- To study work attitude among employees in PWD in Cuddalore Division.
- To analysis the Satisfaction level of welfare facility offered to the employees.
- To study if there is any significant relationship between work attitude and employees demographic characters.

METHODOLOGY

Research design is purely and simply the framework or plan for a study that guides the collection and analysis of the data. The research design indicates the methods of research i.e. the method of gathering information and the method of random sampling. Primary data were collected by conducting direct interview using questionnaire. Total estimated sample size is 150 employees in PWD Cuddalore division. The findings and observations are the result and outcome of the interpretations made during the course of analysis.

ANALYSIS AND DISCUSSIONS

Table-1: Showing the One-way ANOVA for employees opinion about the work attitude on the basis of experience

Experience	N	Mean	SD	F-ratio	LS
Below 10 years	71	3.15	1.25	3.00	0.01
11 to 20 years	41	6.15	2.75		
Above 20 years	38	4.82	1.42		
Total	150	6.77	1.78		

Hy: Employees differ in their opinion about the work attitude on the basis of their experience.

The calculated F-ratio (3.00), shows that employees differ in their work attitude because it is significant at 0.01 level. So, the stated hypothesis accepted. Therefore, above 10 years experience employees are more attitudes in their work than the other groups.

Table-2: Showing the t-test for employees opinion about the work attitude on the basis of marital status

Marital Status	N	Mean	S.D	t-value	LS
Married	90	7.11	3.22	2.82	0.01
Unmarried	60	4.17	2.88		

Hy: Employees differ in their opinion about the work attitude on the basis of their marital status.

It is observed from the table that married employees scored higher mean value than unmarried employees. The obtained difference is confirmed by the calculated t-value (2.82), which is significant at 0.01 level. Hence the stated hypothesis is accepted. Therefore, married employees are more attitudes in their work than the unmarried groups.

Table-3: Showing Correlation between employees demographic variables and their opinion about the work attitude

Demographic variables	Work attitude
Age	0.245
Education	0.279
Income	0.264
Experience	0.364
Marital Status	0.312
Type of family	0.264
Dependents	0.312

As per the correlation table that employees demographic characters are positively correlated with the opinion about the work attitude.

SUGGESTIONS

1. Further employees also having high relationship superior. Every employees need motivation.
2. So, the higher authorities motivate the employees. Good interprets oral relationship is also essential to develop a positive mental health.
3. The result of the study reveals that most of the employees are satisfied with the employee work attitude of the organisation.
4. Further the study also shows majority of employees are satisfied with labour welfare measures.
5. So this factor contributes towards the development of the organisation.
6. So organisation provided by the maintain welfare measures. This could contribute to the development of the organisation.
7. If these things are implemented, the organization get more benefits. The nation's economic also improved.

CONCLUSION

The researcher concluded some of the points here. The researcher collected the data from the workers by using questionnaire method. The sample was collected randomly. After collecting the samples, they are coded certain objectives and hypothesis were formulated. The hypothesis were tested by using standard statistical tools such as percentage analysis. One way Anova and independent test. From the analysis and from the research survey the researcher identified that all the employees are satisfied about the work attitude. So the organization maintain the labour welfare measures and employee safety.

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SHG EMPOWERMENT THROUGH MICRO FINANCE

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INTRODUCTION

Women had been oppressed in all the way in the society for so many centuries in the name of traditional, culture, Superstitious and other rituals things they don't have any rights in the society. All power and rights lies with the men and it never given to woman, Even in England Since 1920 there is no equal rights to women and there is no equality in Job. In 1920 the sex Discrimination removal act allows women to access the Legal profession and Accountancy. Jotirao Govindrao Phule and his wife, SavitribaiPhule, were developers of women education in India. He is known for his efforts to educate women. They are the one who started a first school for girls in India.

WOMEN EMPOWERMENT

Empowerment can be defined as a “multi-dimensional social process that helps people gain control over their own lives. Women’s empowerment refers to “women’s ability to make strategic life choices where that ability had been previously denied them” (Malhotra et al., 2009) (Kabeer 1999).

Accordingly, empowerment is central to the processes of maintaining the benefits of women at an individual, household, community and broader levels (Malhotra et al., 2009). It involves the action of boosting the status of women through literacy, education, training and raising awareness (Alvarez and Lopez, 2013).

Women have to be an empowered person in her family, and have to get economic enrichment finally women excel in the society so she needs Political empowerment. These three empowerment helps women as Self-confidence person and satisfied life. Hence, women’s empowerment is all about allowing and equipping women to make life-determining choices across different issues in the country.

LEVELS OF EMPOWERMENT NEEDED TO WOMEN:

1. Welfare: Women’s material needs, such as food, income and medical care are met.
2. Access: Women gain access to resources such as land, labor, credit, training, marketing facilities, public services, and benefits on an equal basis with men.
3. Conscientisation : Women believe that gender roles can be changed and gender equality is possible
4. Participation: Women have equal participation in decision making in all programs and policies.
5. Control: Women and men have equal control over factors of production and distribution of benefits, without dominance or subordination.

MICRO FINANCE AN OVERVIEW

Micro Finance is a financial service that offers loans, savings and insurance to entrepreneurs and small business owners who don't have access to traditional sources of capital, like banks or investors. The goal of microfinancing is to provide individuals with money to invest in themselves or their business.

"Microfinance focuses on meeting the financial needs of populations that are financially underserved. These are individuals who usually lack the credit or resources to secure a loan and are unlikely to get approval from traditional banks. Typically, these consumers are seeking small-denomination loans ... to finance the purchase of specific equipment, or the capital to start a small business."

“Microfinance recognizes that poor people are remarkable reservoirs of energy and knowledge and while the lack of financial services is not just a sign of poverty. Today it is looked as an untapped opportunity to create markets, bring people in from the margins and give them the tools to help themselves. -Kofi Annan (Ex – Secretary. General of UN)

Micro Finance	
Types of Micro Finance	Operating Mode of Micro Finance
1. SHG Bank linkage model	1. SHG – Bank Linkage Programme (SBLP)

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2. Micro finance institution model	2. Micro Finance Institutions (MFIs)
3. Grameen model	
4. Individual lending	

Earlier the Microfinance concept, usually people lend money from neighbors, relatives, friends and unorganized money lenders rural people are not aware about the bank even if they have awareness they have hesitation to approach the bank due to formalities which have been laid down by bank and its possible to Upper Class People in Urban even urban location people used the un organized way to meet their immediate financial needs.

A significant portion of the rural population does not have access to the banking system

Census 2011 in (Mn)	Rural	Urban	Total
Total households	168	79	247
Households without access to banking Facilities	77	25	102
As a Percentage of totalhouseholds in respective segments	46%	32%	41%
As a Percentage of totalhouseholds in thecountry without access to banking facilities	75%	25%	–

Source: Indian Census 2011

EVOLUTION OF MICRO FINANCE

The microfinance sector started in India in 1970s with the emergence of informal self-help groups (SHG) to provide access to much-needed savings and credit services. The sector witnessed strong growth following the liberalization of the Indian economy in 1991, since private sector organizations increasingly extended credit to microfinance companies. During 2005–2010, the microfinance sector reported strong growth supported by strong demand for loans from borrowers neglected by the banking system and investors eager to invest funds in the high growth industry. However, in 2010, the sector was severely impacted by the Andhra Pradesh crisis and the State Government promulgating an ordinance to curb the activities of microfinance companies. The crisis triggered a strong response from the RBI and in the years that followed, the sector has registered a turnaround and has evolved into a more mature market. Moreover, the Government as well as the RBI has tried to create a conducive policy and regulatory environment for MFIs to expand the financial inclusion agenda in India⁴.

EVOLUTION OF MFI SECTOR IN INDIA

Evolution of MFI sector in India happened mainly in four phases:

Initial Period

1974: Shri Mahila Sewa Sahakari Bank owned and managed by women to provide financial services to women in the unorganized sector.

1984: NABARD advocated SHG linkage as an important tool for poverty alleviation. Other government agencies followed.

Change

2002: The provisioning norm for the unsecured lending to SHG brought on par with other secured loans.

2004: The RBI included MFI lending within the priority sector and recognized MFIs as a tool for financial inclusion.

2006: The Government shut down branches of some microfinance companies due to allegations of high interest rates, unethical recovery practices and poaching clients from SHGs.

Growth and Crisis

2007: Favorable regulations, economies of scale and significant growth drew PE players into the market. MFI loanbook stood at INR35b.

2009: Microfinance Institutions Network (MFIN) was started; all NBFC-MFIs are eligible for membership.

2010: Andhra crisis unfolded — allegedly coercive debt collection practices led poor borrowers to suicide. This led to an Ordinance from the Government and significant clamp down on MFI activities.

Consolidation and Maturity

2012: The Malegam committee recommended significant changes in the sector and the RBI issued final notifications. The MFI loan book reduced to INR209b from INR216b.

2014: The RBI issued universal banking license to Bandhan, the largest micro lender in India in terms of assets. MFIN was formally recognized by the RBI as a self-regulatory organization (SRO).

2015: The Government launched MUDRA Bank to help finance small businesses.

Presence of Microfinance

The State has around 45 formal institutional lenders and 13 members of MFIN, which lend to the microfinance segment. Tamil Nadu has a gross loan portfolio of Rs.19,500 crore. MFIN members account for Rs.4,917 crore.

RESEARCH METHODOLOGY

Specifically the study started has one feature. The study of microfinance and effectually and well use it for Self Help Group Women Empowerment. It is mainly concerned with a typical sources of secondary data collection are selected. Secondary data are collected from the research papers, studies of the scholars, books of references, standard publication and reports by institutes and organizations, magazines, periodicals, internet etc.

ROLE OF WORLD BANK IN MICRO FINANCE

The World Bank Group (WBG) has continuously trying in various ways to continued achievement of micro finance Industry with Indian Government. We help in enabling law, guideline, and direction to Financial Service Providers, and the solidification of observing capacity, and financial consumer protection legal and institutional structures.

In the division level, we upkeep the development of critical financial infrastructure, including credit information systems and efficient payment systems, as well as Information and communication Technology (ICT).

The WBG offers capacity-building advisory services to Micro Finance Institution (MFIs) seeking to adapt and grow. WBG’s important direct investor in microfinance, IFC works with around 300 financial institutions that offer services in 91 countries, serving micro and small businesses, and low-income individuals.

PROGRESS UNDER MICROFINANCE - SAVINGS OF SHGS WITH BANKS

Agency-wise position as on 31 March 2018 (Amt in Lakh)

No	Name of the Agency	Total Saving of SHG Banks			Out of Total -Exclusive Women SHGs		Out of Total - Under NRLM/SGSY		Out of Total - Under NULM/SJSRY	
		No of SHG	Saving Amount	No of Members	No of Members	Saving Amount	No of Members	Saving Amount	No of Members	Saving Amount
1	Commercial Bank	4633712	1166422.45	57740730	3855391	1026017.11	2045509	645359.62	273235	97043.67
2	Regional Rural Banks	2807744	580735.20	32380768	2393930	538187.37	1815500	358942.41	65137	31886.14
3	Cooperative Banks	1302981	212053.87	15469783	1140776	185581.56	322817	39101.30	86547	6149.77

PROGRESS UNDER MICROFINANCE - BANK LOANS DISBURSED TO SHGS
Agency-wise position during the year 2017-18

(Amt in Lakh)

S. No	Name of the Agency	Loans disbursed to SHGs by Banks during the year		Out of Total -Exclusive Women SHGs	
		No of SHG	Loan Disbursed	No of SHG	Loan Disbursed
1	Commercial Bank	1272886	2870762.37	1113242	2652083.25
2	Regional Rural Banks	782563	1511933.55	765869	1486279.61
3	Cooperative Banks	205683	335891.69	196196	317510.84
	Total	2261132	4718587.61	2075307	4455873.70

Long Term Refinance sanctioned/disbursed to MFIs during 2017-18

(Amt in Crore)

S. NO	Name of the Agency	State	Legal Form	Refinance sanctioned	Refinance Disbursed	Outstanding
1	Asirwad Microfinance Ltd	Tamilnadu	NBFC-MFI	100	100	140.16
2	Madura Microfinance Ltd	Tamilnadu	NBFC-MFI	50	40	125.92

EMPOWERMENT THROUGH MICROFINANCE

Women is always hardworking and think about the development of the whole family most of the time , we get ideas from the women in critical situation and most of the time the ideas get success or solve the problem. But if a women need anything she is dependable on father Husband, brother or family friends and most of the time her ideas has been dropped due to Financial issue in this time MFI is a golden opportunity to Women and the Bridge is SELF HELP GROUP through the SHG they get connected with bank through bank MFI helped the Woman. It's a chain process to connect all the three and get empowered in their Life.

HELPS TO BECAME ENTREPRENEUR

Once women have free access to receive fund, she can start her own business and excel in that business and she expand, get more order and increase the supplies and increase the profit by monthon month gradually.She recruits few more women's in the same business and expand the business. So naturally women become an Entrepreneur only thing a woman need is free access of Fund.

Examples: Toy Making, Tea Shop, Small Hotel, Hands and Crafts.

SUPPORTS OWN FAMILY

Women always invest all her saving for the family development and she never recognized for that Microfinance changed the scenario and showed woman as Savior to her own family, she earned through the help of MF and helping for the family commitments, paying the Education fees and meeting out the daily expenses of her family. Nowadays In the financial crunch both women and men contributing equally even some time Men had failed to get money but the woman why because now she have source to get fund from MF.

CREATES EMPLOYMENT

SHG women are approaching the MF to help them to start a business. the same way Micro Finance also streamlining so many small business and also motivate and give proper training the group , How to do a business, how to market the product and Creating a good space for their Products in GOVT Exhibition displaying in Government meetings. Once they learn the business they produce the goods and earn some profits and they won't stop there recruit few more women and give employment.

MICROFINANCE HELPS A COMMON PEOPLE

In rural area or urban slums they do have hesitationto contact bank and having saving account and to get small business loan so what they do they get money from the Local Money landers or Pledger for Huge interest and struggled to repay the Principal Amount and pay only interest for the Principal amount for a period of time. It's pathetic and affects their entire family. In this situation Micro finance help to get money in the critical situation and also help to start a new business, and employing others too.

FINDING AND SUGGESTION FOR MICROFINANCE IN WOMEN EMPOWERMENT

The SHG women's are facing problems to start their business if they started they are struggling in expanding it for the various reasons like lack of Marketing, struggling to reach the customer, Lack of proper Place to sell their Products.

SHG members joining in the group to get hassle free credit and use it for their own family expenses like daughter marriage, Agricultural purpose or husbands business.

Some of the SHG Women's have less possibility to run a business and generating income or using the fund for their self-Improvement due to time restrictions that household responsibilities create.

The group members has to take leadership to lead the crew it's give hands of experience in building decisions and induce others but in group not coming forward to lead and not allowing others to proceed.

It is not suits to the rural area to start a business even the Mf are ready to provide fund why because most of the team members are occupant of the agriculture and showing less interest to start a business.

One thing clearly grasped that before joining SHG most of the people lend money from informal Lenders after joining SHG They have accessed 100 % from Formal Banking.

SUGGESTIONS

The Credit which was given to SHG is Very less it's not sufficient start a business needs additional investment here the crew members getting disappointment.

Collecting dues from SHG in the weekly basis is burden to few members so it's creating the group conflict.

Training given to the SHG members must be suit with the immediate employment. Later the training should be converting as employment to all the participants in the group.

Training offered by various source like NGO,NABARD,MICROFINANCE is not sufficient to start a business , after the training period there is no proper follow ups , So the NGO,NABARD or MF . If proper guidance,Advises and follow up and proper motivation will help the members to start a small business.

CONCLUSION

There is always we can hear the failure story from Mother and success story from the daughter in the same Home. Micro Finance having more and more welfare programs to the SHG Member to empower their Life style. Even though there is some problem persisting between SHG and MF. SHG Members has to utilize the Fund in Proper way to empower themselves socially and economically at any cost the fund should not use for their personal expenses. MF,NGO,NABARD, has to take more responsibility to build their skill, talent, employment, educate them and realize themselves that empowerment or improvement would not come over night or a month ,it's a process with proper coordination of SHG members, GOVT, Nabard and Microfinance its Joint alliance to enlighten their life with utmost care and responsibility. Bank should not merely receive the payment from the SHG members and address their grievance and try to resolve it as soon as possible.

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INFLUENCERS OF EMPLOYEE TURN OVER – A BRIEF REVIEW.

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ABSTRACT

“Employee turnover” is a term is widely used in Business Organization. The employee turnover is the proportion of a co’s employees who depart during a specified period. Even though it is most often expressed at annual turnover rate, the calculation can be done for shorter or longer periods. The paper is an attempt to understand the influencers of employee turnover which explains the relationship of each factors with employee turn over.

Keywords: Employee Turnover, Theoretical Framework, Measures, Organization.

INTRODUCTION

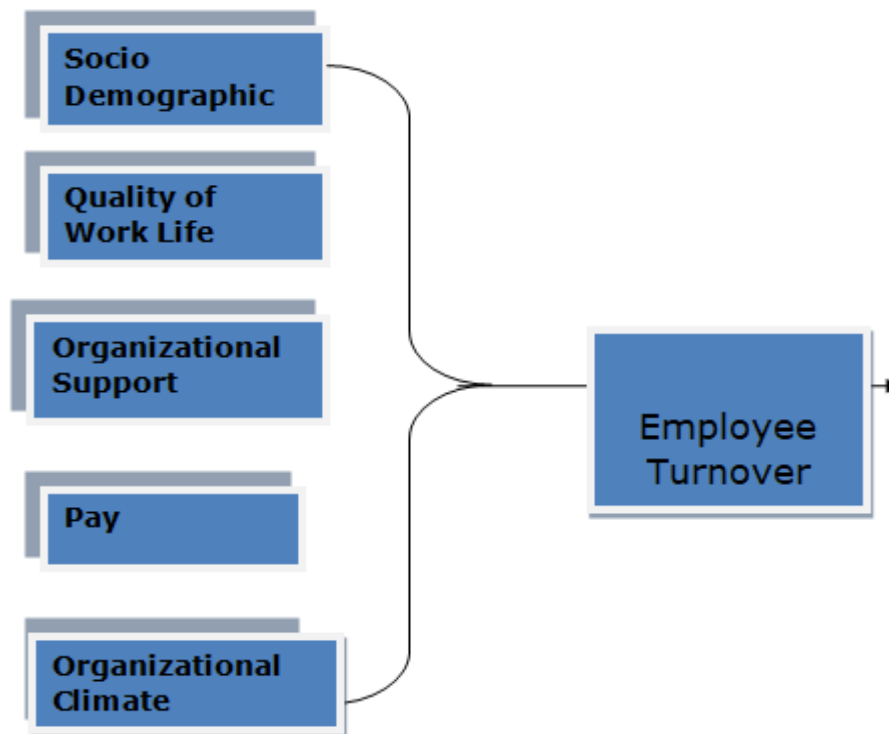
The principal defy faced by industries is not attracting the possible employee but retaining the talent as high turnover is back to a serious concern. Indian industries are in the eye of an employee turnover hurricane. The organizations in India must give grave consideration to what drives employee pledge. The employee turnover has been a never ending problem faced in Indian organizations due to no fairness recompense, less opportunity in career growth, dissatisfaction with superiors and so on. For this reason it becomes very essential for Human Resource Managers to understand the factors that prompt employees to quit an organization. There are a number of factors that contribute to employee turnover .They are the economy, performance of the organization ,the organizational culture, the characteristics of the job, unrealistic expectations, demographics etc.

The global players are aggressively scaling up their operations in India, due to the advantages that the Indian industry offers; the Indian Banking co’s are also preparing to tap the global market. Same time the employee turnover is going high. Due to this reason the study will be helpful to organizations in India in mapping the reasons for turnover. Cheng et al.(1998) also state employee turnover as a serious issue particularly in the area of human resource management. The Purpose of this Paper is to understand the relationship of selected influencers on employee Turnover.

INFLUENCING FACTORS OF EMPLOYEE TURNOVER

Employee Turnover is the Rotation of workers around the Labor Market; between firms, jobs and occupations. A Major challenge faced by organizations is to retaining the hired employees in the organizations. When employees leave the organization, this may not only impact on organization but also on workforce itself. Price & Muller (1986)observed that job dissatisfaction influenced actual turnover indirectly through its direct effect on turnover intention. The variables that affect job satisfaction are pay, promotion opportunities, Supervisory levels ,fringe benefits, contingent rewards, rules and procedures, relation with co-workers, type of work done, and communication within the organization. Manu et al. (2004) argue that employees quit from organization due to economic reasons. Using economic model Mich et al.(2001) showed that people quit from organization due to economic reasons and these can be used to predict the labor turnover in the market. The nature of the organization affects employee turnover. Jackson (1981)and Stear (1991)have stated in their studies that high turnover is caused by un happiness with work, inadequate compensation, unsafe condition and unrealistic expectations.

A conceptual frame work indicates how the researcher views the concept involved in a study, especially the relationship among concepts”. Designing a conceptual model begins with a thorough review of the literature. Based on the previous findings of theoretical literature and the need for more studies, below is the proposed research framework for this study.



1. Socio Demographic Factors

Age, tenure, level of education, level of income, job category and gender have been proven to affect employee retention and have been discovered to have established relationship with turnover intention. Among the above demographic factors age, tenure and income level were discovered to be negatively associated with turnover intention(Price &Muller 1986),level of education is positively related to turnover as employees with higher education levels have higher tendency to quit(Cotton&Tuttle,1996),with regard to job category, Tai and Robinson(1998)and Price &Muller(1986) found that non-Managerial employees have higher tendency to quit than managerial employees.

2. Work Life stress

Work life balance is increasingly important for engagement and affects retention. Hyman etal;(2004) in their empirical research in the U.K found that interventions of work demands into personal life(eg. working during the week-end) resulted into heightened stress and emotional exhaustion among the employees. Ram lall(2003) stressed the need for recognizing the individual needs of an employee in an organization and it will encourage commitment and provide a suitable work environment.

3. Organizational Support

Organizational support reflects the overall belief of employees that their organization values their contribution and cares about their well being .The provision of organization support to an employee is likely to create feelings of goodwill towards the organization, strengthening the bond between employer and employee, which in turn, increases the feelings of obligation to repay the organization through the norm of reciprocating. Organization Support should be positively related to affect organizational commitment and negatively related to turnover intentions.

4. Organizational Climate

Most of the employees remain with the organization if they receive motivating tools such as bonuses but yet remuneration is not only thing that can motivate employees to remain with the organization .The biggest factor in attracting and most importantly retaining key employees is culture. Recent Research (Schyns, Van Veldhoven & Wood, 2009) established that discouraging organizational climate negatively affects job satisfaction which in turn may expedite employee turn over .Thatcher, Stephnia and Boyle (2003) confirmed the effect of organizational climate on the turnover intention in an information technology firm. They discovered a strong relationship between them.

5. Pay

Pay and pay related variables have a modest effect on turn over ,Griffeth et al (2001).Their analysis also included studies that examined the relationship between pay, a person's performance and turnover. They concluded that when high performers are insufficiently rewarded, they quit. Inequity in pay structure or low pay is great causes of dissatisfaction which will lead some employees to quit. Again a new worker may wonder why the person next to him is receiving a high wage for what is perceived to be the same work. If jobs provide adequate financial incentives the more likely employees remain with the organization and vice versa.

CONCLUSION

Employee's turnover has become a critical issue in today's organization. The rate of employee turnover has been increasing from time to time due to a lot of factors. Based on the review of previous research findings five factors are found to be related to employee turnover; namely socio demographic factors, Organizational Climate, work life stress, organizational support and Pay. These factors have been taken care of by the organizations to ensure that they can retain their employees especially those that can contribute significantly to the well being of the organizations.

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