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(Conference Special)

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INTERNATIONAL CONFERENCE
ON

MANAGEMENT 4.0

Disruptions in Business and Millennials at the Workplace

ORGANIZED BY

KRUPANIDHI SCHOOL OF MANAGEMENT

BENGALURU

12 & 13 OCTOBER 2018

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ABOUT THE CONFERENCE

International Conference on Management 4.0: Disruptions in Business and Millennials at the Workplace. The aim is to provide opportunities to students, research,scholars, academicians and corporate delegates to showcase their research ideas and present papers on Disruptions in Business and Millennials at the Workplace. This platform will help delegates to identify future changes, challenges and opportunities in management from both the academicians and practioners perspectives.

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MESSAGES

Chairman's Message

On behalf of the KRUPACON 2018 organizing committee, I am honored and delighted to welcome you to International Conference on Management 4.0 , Disruption in Business and Millennial at workplace .

I know that the success of the conference depends ultimately on the many people who have worked with us in planning and organizing both the technical program and supporting social arrangements. In particular, we thank all the speakers for their wise advice and brilliant suggestion on organizing this conference ; the Program Committee for their thorough and timely reviewing of the papers, and all participants from India and abroad . Recognition should go to the Organizing Committee members, Faculty, staff and students who have worked extremely hard for the details of important aspects of the conference programs and social activities. I would also like to thank our publishing partners for their support and encouragement.

Dr. Suresh Nagpal
Chairman
Krupanidhi Group of Institutions
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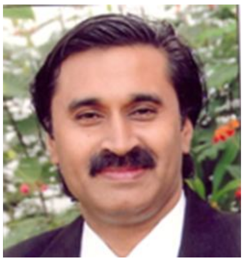

Message from the Program Director

It is with great pride, enthusiasm, and anticipation that I invite you to read the special edition of this journal on International Conference on Management 4.0 - Disruption in Business and Millennials at workplace.

I am very aware of the responsibilities that the conference chair entails, and I approach my new role with both excitement and some trepidation! I am also fortunate to be supported by a highly effective team; who 'pulls the whole show together'. An enormous amount of work has gone into the making this conference a reality and I believe you will see that effort reflected in this special edition of the journal and in the impact it will have on the field.

Krupanidhi School of Management is providing a venue for scholarly works that report on the integration of teaching, service learning, outreach, community engagement, and research. Students and community partners are an integral part of this conference.

On behalf of the Krupanidhi staff, I must thank the all speakers both from the academia and Industry for their support to this effort. I would also acknowledge all the sponsors and the umpteen members who have contributed in many ways to our cause. A special thanks for our students and community members, those we teach and with whom we partner. They make reciprocity a reality. They allow us into their lives and in so doing they teach and transform us and vice versa. I look forward to our journey together as we develop Krupanidhi into its fullest potential.

Lastly I should thank all our submitting authors, who have toiled in the production of their work, and have chosen this journal that they would like to publish in. We try our fullest effort to allow most of the papers publication ready, however, due to pressures on publication 'space' some papers may get rejected. Those that do have their work accepted should be proud of their achievement!

We're looking forward to an excellent meeting with great scholars from different parts of India and abroad for sharing new and exciting research in Management, which will be held in Krupanidhi School Of Management, Krupanidhi Group of Institution, Bangalore, from October 12-13, 2018.

Prof. Jacob Alexander
Program Director
Krupanidhi School of Management
Krupanidhi Group of Institutions
Bengaluru

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Research Papers

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CAUSALITY OF CRUDE OIL PRICES ON INDIAN RUBBER PRICES

Dr. A. N. Vijayakumar
Associate Professor, Indian Institute of Plantation Management, Jnana Bharathi Campus, Bengaluru

ABSTRACT
Crude oil is an important source of energy and also as a major raw material to various industries. This paper studied the causality of crude oil prices on Indian rubber prices using Granger Causality statistical tool. The study finds that rubber prices do not granger cause crude oil prices, however, crude oil prices granger causes rubber prices and indentified a unidirectional relationship of crude oil prices on rubber prices.

Keywords: Granger Causality, crude oil, rubber prices

1. INTRODUCTION
Rubber is an important commodity and it is used as raw material used for making tyre, surgical equipments, electric components and other household as well as toy equipments. Natural rubber is commercially cultivated in Thailand, Indonesia, Malaysia, India, China and Vietnam. India is the sixth largest producer of Natural Rubber in 2017 with a share of 5.3% of world production. According to the International Rubber Study Group (IRSG), the world NR production increased by 7.4% to 13.539 million tonnes in 2017, compared to 12.604 million tonnes in 2016. India holds second rank in productivity in the world during 2017. The total production of natural rubber in India during 2017-18 is 694000 tons as against 691000 tons in 2016-17 (Rubber Board, India 2017). In India the major rubber producing states are Kerala Tamil Nadu, Karnataka and Tripura. The rubber prices have ranged from Rs.19344 in March 2013 to Rs. 9355 in February 2016 (Rubber Board, India). The major factors affecting the rubber prices include synthetic rubber price, crude oil price, international price (Bangkok price), domestic production, domestic area under rubber cultivation and global consumption. (Nambiar.R.S and Balasubramanian.P, 2016). It is observed that rubber prices generally follow the trend of crude oil prices. High crude oil prices leads to increase in synthetic rubber prices eventually affecting the natural rubber prices. Conversely, low crude oil prices leads to competitive synthetic rubber prices more competitive promoting additional pressure on natural rubber prices (Khin.A.A et.al 2012). The study, therefore, attempted to examine the causality of crude oil prices on Indian rubber prices.

This study is structured as follows: Section 2 reviews the existing literature; Section 3 describes the methodology adopted for the study; Section 4 interprets the results and Section 5 presents the findings and conclusions.

2. REVIEW OF LITERATURE
Economic theory suggests that increasing crude oil prices directly affect agricultural prices through higher input and transportation costs (Gardebroek & Hernandez, 2013). In India, there exists a significant relation between crude oil and rubber production. 1% rise in the price of crude oil leads to a decline in production of rubber and plastics by around 0.68%. (Seth.D et.al 2016). Khin.A.A et.al (2012) analysed the impact of crude oil price on supply, demand, synthetic rubber prices and Natural rubber prices in the Malaysian natural rubber industry. The findings revealed that supply, demand, crude oil prices, synthetic rubber prices and natural rubber prices are co integrated indicating a existence of long term equilibrium between the variables. Rahim. A.S.A et al(2010) analysed the relationship of Palm oil and natural rubber prices with world crude oil prices using the autoregressive distribution lag (ARDL) approach. The results revealed a long run relationship between International crude oil prices, palm oil and natural rubber. Pala.A (2013) used both the Johansen Cointegration test and the Granger causality to examine the relationship between crude oil and food prices by using monthly data from 1990 to 2011. The results of the Granger causality tests indicated a bi directional relationship between crude oil and food price in the long run. Gupta.R et.al (2014) examined the causal relationship between oil prices and the prices of 25 other agricultural and non agricultural commodities including rubber for the period 1900 to 2011. The results of the study revealed a bi-directional causality relationship between oil price and prices of beef, copper, cotton, rubber, timber, tin and wool. Campiche et al. (2007) studied the relation between crude oil prices and variation of agricultural commodities using a vector error correction model. Cointegration results indicated that corn and soybean prices cointegrated with crude oil price during the 2006-2007 time period. Saghaian (2010) examined the link between corn prices, soybean prices, wheat prices, crude oil prices and ethanol prices utilized cointegration test, vector error correction model, and Granger causality test. The results of Granger causality tests indicated that crude oil prices Granger cause corn, soybeans, and wheat prices. Chen.S.T et.al (2010) investigate the relationships between the crude oil price and the global grain prices 7 for corn, soybean, and wheat. The results indicated that the change in each grain price is significantly influenced by

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the changes in the crude oil price and other grain prices during the period extending from the 3rd week in 2005 to the 20th week in 2008. Wei.C.C and Chen.M.S (2016) The major purpose of this paper is to investigate the relationships among the crude oil returns, and the returns of soybeans, wheat and corn over the period from January 3, 2006 to February 22, 2011. The results suggest that there is a relationship between oil returns and agriculture commodity returns. Rahim.A.A.S and Zariyawati.M.A (2011) examined the impact of world crude oil prices on the prices of rice and soybean oil using Autoregressive Distribution Lag (ARDL) method. The results revealed an existence of long-run relationship between world crude oil prices and rice prices.

There are many scholastic studies reviewed relationship between crude oil prices of different commodities to measure the impact of crude oil. Several statistical models have also been used to examine the relationship namely, co-integration test; Granger Causality test (GC test); Vector Error Correction Model (VECM) etc. Research studies have found the existence of relationship between the crude oil on commodities. However, there is a limited scholastic evidences on causality of crude oil on Indian rubber prices. This paper, therefore, made an attempt to study the causality of crude oil prices on Indian rubber prices with the following objective.

OBJECTIVE OF THE STUDY

To study the casual relationship of crude oil and Indian Rubber prices

3. METHODOLOGY

The study used secondary data from sources of Rubber Board, India and index mundi apart from journals and other published sources. The statistical tools, methods and techniques have been part of the data analysis and interpretation. E-views Statistical package was used to analyse data. The study used statistical techniques of ADF and Granger causality test. Charts and tables also are part of data analysis. The monthly prices of rubber and crude oil for a period of 15 years from April 2003 to March 2017 have been considered.

Stationarity test

The study used ADF test for checking the stationarity of data. Augmented Dickey Fuller (ADF) test uses the following regression equation:

$$\Delta y_t = \alpha + \alpha y_{t-1} + \sum_{i=1}^{k} b_i \Delta y_{t-i} + \varepsilon_t \qquad (1)$$

$$\Delta y_t = \alpha + \beta t + \alpha y_{t=1} + \sum_{i=1}^{k} b_i \, \Delta y_{t-i} + \varepsilon_t \qquad (2)$$

The test for unit root in y_t where $\Delta y_{t-i}$is the lagged difference to accommodate serial correlation in the errors, ε_t. k is the appropriate lag length.

The null and alternate hypotheses are as under:

H_0: $\alpha = 0$.

H_1: $\alpha < 0$.

The series shall be non stationery, if there is a presence of unit root due to not rejecting the null hypothesis. In case of equation (1), the series shall be mean stationery process, if the null hypothesis is rejected whereas; for equation (2) the series shall be trend stationery process. The series is called differenced stationery process if ΔYt is stationary. Yt is called as integrated of first order I(1) if ΔYt is stationary and Yt is not.

Granger causality test

A Granger causality test is testing for the causal relationship between two stationary series Xt and Yt in the following two equations:

$$Y_t = \alpha_0 + \sum_{k=1}^{m} \beta_k Y_{t-k} + \sum_{k=1}^{m} \varphi_k X_{t-k} + u_t$$

$$X_t = \delta_0 + \sum_{k=1}^{m} \gamma_k X_{t-k} + \sum_{k=1}^{m} \emptyset_k Y_{t-k} + v_t$$

where α, β, δ, φ, γ, ∅'s are constants and m is the optimal lag length and *ut* and *vt* are assumed to be white noise, that is, disturbance terms with zero mean and finite variance.

If result indicates Yt causes Xt, it implies a unidirectional causality from Yt to Xt, i.e., Yt lags shall be significant in the equation for Xt. Conversely, if Xt causes Yt, there exists a unidirectional causality from Xt to

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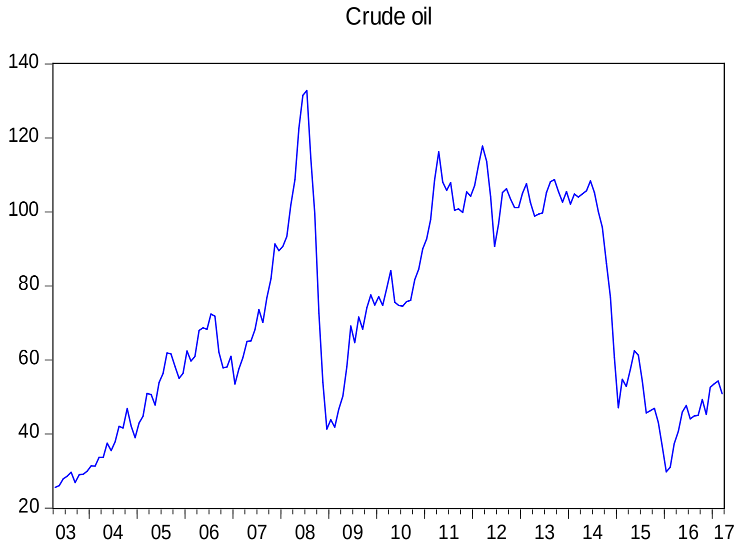
Yt, i.e., Xt lags shall be significant in the equation for Yt. If both the lags were significant, it implies bidirectional causality between Yt and Xt. The variables are independent of each other, when both the lags are not statistically significant.

4. DATA ANALYSIS AND INTERPRETATION

The study focusing on its objective of understanding the causal relationship of variables crude oil and Indian rubber prices used *Granger causality test* after converting variables into stationary. The prices of crude oil and Indian rubber has been analysed in the following charts.

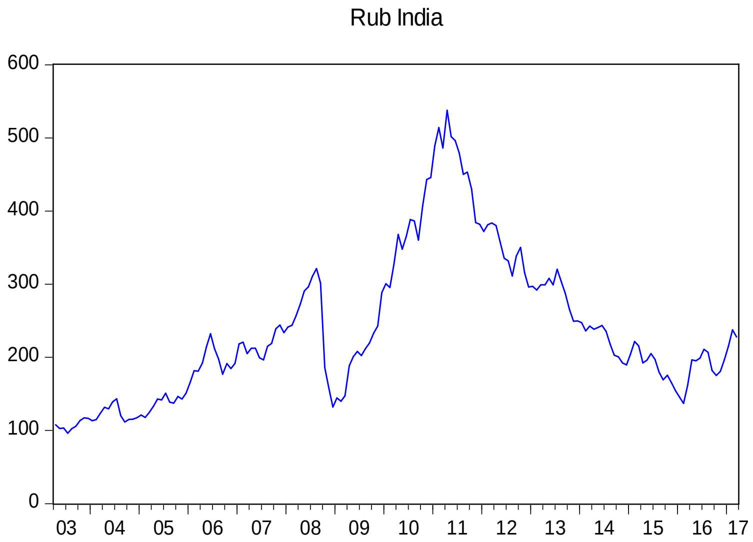
4.1 Price Movements of crude oil and rubber

Chart No-4.1.1: Crude Oil Price Movements



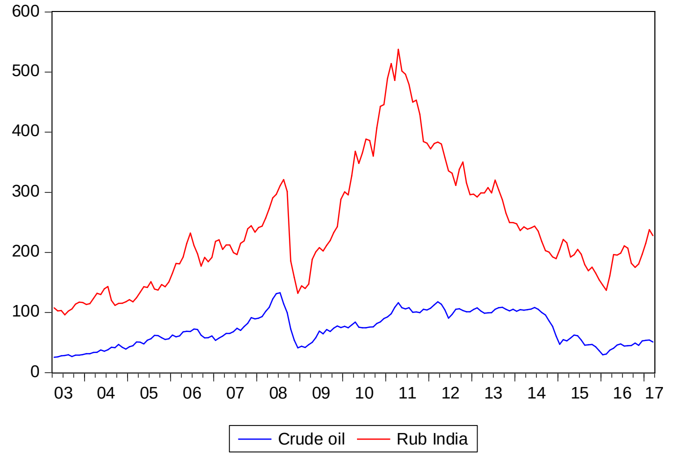
The above chart no 4.1.1 represents the price movements of crude oil for a period of 15 years from 1.4.2003 to 31.3.2017. It can be noticed that the crude oil prices has seen an increasing trend from 2003 to 2006, however, a sudden crash was seen during mid 2006. Later, the prices have been increasing 2006 to 2008. Conversely, the prices have seen a price crash during the middle of the year 2008, later increasing trend is noticed up to 2011 with slight variation in 2010. The prices have varied with the prices moving up and down for three years up to 2014. A considerable price crash is seen at the middle of the year 2014, slight increase is observed, however, prices have fallen during 2015. Later an increasing trend is observed. The crude oil prices are observed to be highly fluctuating.

Chart No-4.1.2: Rubber Prices Movements



The above chart no 4.1.2 depicts the price movements of rubber from 1.4.2003 to 31.3.2017. Increasing trend is seen from the year 2003 to 2008. There is a sudden decrease during middle of the year 2008. However, an increasing trend is noticed up to 2011, later decreasing trend is observed. In total, instability in the rubber prices is noticed.

Chart No-4.1.3: Combined Price movements of Crude Oil and Indian Rubber



The above chart no 4.1.3 portrays the relationship between crude oil prices and rubber prices. The crude oil prices have seen a sudden crash during 2008, accordingly rubber prices has also declined. It is observed that rubber prices are in tandem with the trend of crude oil prices upto 2008, however after 2008, there is variations in the movement of crude oil and rubber prices.

4.2 Casual Relationship of crude oil and rubber prices

The study used Granger causality test to understand the causal relationship between crude oil and rubber prices. Initially, the variables were subjected to test of stationarity using Augmented Dickey Fuller test.

Table No-4.2.1: ADF test statistics summary

Sl. No.	Variable	At the level		At the first difference	
		t statistic	P value	t statistic	P value
1.	Crude Oil	-2.504636	0.1162	-7.968709	0.0000
2.	Rubber	-1.816862	0.3713	-10.28704	0.0000

1. Null Hypothesis: Crude oil prices has a unit root

From the above table no 4.2.1 , the ADF test at the level, p-value is more than 0.05 (0.1162), hence, the null hypothesis is accepted. The series, therefore, has a unit root at the level. The study further tested the hypothesis at the first difference, results indicated the p value as 0.0000 (less than 0.05), hence, the null hypothesis is rejected. The series, therefore, does not have unit root at the first difference.

2. Null Hypothesis: Rubber Prices has a unit root

From the above table no 4.2.1 , the ADF test at the level, p-value is more than 0.05 (0.3713), hence, the null hypothesis is accepted. The series, therefore, has a unit root at the level. The study further tested the hypothesis at the first difference, results indicated the p value as 0.0000 (less than 0.05), hence, the null hypothesis is rejected. The series, therefore, does not have unit root at the first difference.

The series without unit root has been used to understand the causality of Crude oil and rubber prices.

Table No-4.2.2: Causality of spot and future prices – Granger Causality Test

Sample: 2003M04 2017M03			
Lags: 13			
Null Hypothesis:	Obs	F-Statistic	Prob.
DRUB_INDIA does not Granger Cause DCRUDE_OIL	154	0.61841	0.8352
DCRUDE_OIL does not Granger Cause DRUB_INDIA		2.44880	0.0054

Hypothesis 1

Null Hypothesis (Ho): Rubber price does not Granger cause crude oil prices

Alternative Hypothesis (H1): Rubber price Granger cause crude oil prices

Statistical data shown in table no 4.2.2 indicates P value as 0.8352 (it is more than general acceptance level of 0.05) hence, the null hypothesis cannot be rejected. The study, therefore, finds that, a rubber price does not granger cause crude oil prices at 95% confidence level.

Hypothesis 2

Null Hypothesis (Ho): Crude oil price does not Granger cause rubber prices

Alternative Hypothesis (H1): Crude oil price Granger cause rubber prices

Statistical data shown in table no 4.2.2 indicates P value as 0.0054 (it is less than 0.05) hence, Crude oil price Granger cause rubber prices at 95% confidence level. This implies a direct relationship between crude oil prices and rubber prices. The results indicate that any changes i.e., increase or decrease, in crude oil prices causes changes in the Indian rubber prices.

5. CONCLUSION

This study attempted to examine the casual relationship of crude oil prices on Indian rubber prices. The study analysed the prices of crude oil and Indian rubber and found that there is instability in prices of both crude oil and Indian rubber. The study also found existence of casual effect of crude oil on Indian rubber prices and indentified a unidirectional relationship of crude oil prices on rubber prices. The study, therefore, finds there is no influence of Indian rubber prices on crude oil prices; however, crude oil prices leads to change in the Indian rubber prices.

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ANNEXURES

1. CRUDE OIL - UNIT ROOT TEST

1.1 At the level

Null Hypothesis: CRUDE_OIL has a unit root
Exogenous: Constant
Lag Length: 1 (Automatic - based on SIC, maxlag=13)

			t-Statistic	Prob.*
Augmented Dickey-Fuller test statistic			-2.504636	0.1162
Test critical values:	1% level		-3.469933	
	5% level		-2.878829	
	10% level		-2.576067	

*MacKinnon (1996) one-sided p-values.
Augmented Dickey-Fuller Test Equation
Dependent Variable: D(CRUDE_OIL)
Method: Least Squares
Sample (adjusted): 2003M06 2017M03
Included observations: 166 after adjustments

Variable	Coefficient	Std. Error	t-Statistic	Prob.
CRUDE_OIL(-1)	-0.037654	0.015034	-2.504636	0.0132
D(CRUDE_OIL(-1))	0.453508	0.069283	6.545757	0.0000
C	2.779792	1.155275	2.406172	0.0172
R-squared	0.223615	Mean dependent var		0.149639
Adjusted R-squared	0.214089	S.D. dependent var		5.934972
S.E. of regression	5.261451	Akaike info criterion		6.176598
Sum squared resid	4512.307	Schwarz criterion		6.232838
Log likelihood	-509.6576	Hannan-Quinn criter.		6.199426
F-statistic	23.47366	Durbin-Watson stat		2.072639
Prob(F-statistic)	0.000000			

1.2 At the first difference

Null Hypothesis: D(CRUDE_OIL) has a unit root
Exogenous: Constant
Lag Length: 0 (Automatic - based on SIC, maxlag=13)

			t-Statistic	Prob.*
Augmented Dickey-Fuller test statistic			-7.968709	0.0000
Test critical values:	1% level		-3.469933	
	5% level		-2.878829	
	10% level		-2.576067	
*MacKinnon (1996) one-sided p-values.				

Augmented Dickey-Fuller Test Equation
Dependent Variable: D(CRUDE_OIL,2)
Method: Least Squares
Sample (adjusted): 2003M06 2017M03
Included observations: 166 after adjustments

Variable	Coefficient	Std. Error	t-Statistic	Prob.
D(CRUDE_OIL(-1))	-0.559356	0.070194	-7.968709	0.0000
C	0.073216	0.415060	0.176399	0.8602
R-squared	0.279122	Mean dependent var		-0.023795
Adjusted R-squared	0.274726	S.D. dependent var		6.276633
S.E. of regression	5.345369	Akaike info criterion		6.202313
Sum squared resid	4685.967	Schwarz criterion		6.239807
Log likelihood	-512.7920	Hannan-Quinn criter.		6.217532
F-statistic	63.50033	Durbin-Watson stat		2.042633
Prob(F-statistic)	0.000000			

2. RUBBER – Unit root test

2.1 At the level

Null Hypothesis: RUB_INDIA has a unit root
Exogenous: Constant
Lag Length: 1 (Automatic - based on SIC, maxlag=13)

			t-Statistic	Prob.*
Augmented Dickey-Fuller test statistic			-1.816862	0.3713
Test critical values:	1% level		-3.469933	
	5% level		-2.878829	
	10% level		-2.576067	

*MacKinnon (1996) one-sided p-values.
Augmented Dickey-Fuller Test Equation
Dependent Variable: D(RUB_INDIA)
Method: Least Squares
Sample (adjusted): 2003M06 2017M03
Included observations: 166 after adjustments

Variable	Coefficient	Std. Error	t-Statistic	Prob.
RUB_INDIA(-1)	-0.025883	0.014246	-1.816862	0.0711
D(RUB_INDIA(-1))	0.224216	0.075954	2.952012	0.0036
C	6.758206	3.688749	1.832113	0.0688
R-squared	0.065086	Mean dependent var		0.754578
Adjusted R-squared	0.053615	S.D. dependent var		19.02655
S.E. of regression	18.50948	Akaike info criterion		8.692350
Sum squared resid	55843.93	Schwarz criterion		8.748591
Log likelihood	-718.4651	Hannan-Quinn criter.		8.715179
F-statistic	5.673780	Durbin-Watson stat		2.009874
Prob(F-statistic)	0.004149			

2.2 At the first difference

Null Hypothesis: D(RUB_INDIA) has a unit root
Exogenous: Constant
Lag Length: 0 (Automatic - based on SIC, maxlag=13)

			t-Statistic	Prob.*
Augmented Dickey-Fuller test statistic			-10.28704	0.0000
Test critical values:	1% level		-3.469933	
	5% level		-2.878829	
	10% level		-2.576067	

*MacKinnon (1996) one-sided p-values.
Augmented Dickey-Fuller Test Equation
Dependent Variable: D(RUB_INDIA,2)
Method: Least Squares
Sample (adjusted): 2003M06 2017M03
Included observations: 166 after adjustments

Variable	Coefficient	Std. Error	t-Statistic	Prob.
D(RUB_INDIA(-1))	-0.785031	0.076313	-10.28704	0.0000
C	0.586358	1.447889	0.404975	0.6860
R-squared	0.392194	Mean dependent var		-0.027952
Adjusted R-squared	0.388488	S.D. dependent var		23.83512
S.E. of regression	18.63887	Akaike info criterion		8.700351
Sum squared resid	56974.85	Schwarz criterion		8.737845
Log likelihood	-720.1291	Hannan-Quinn criter.		8.715570
F-statistic	105.8231	Durbin-Watson stat		2.002526

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DISRUPTION IN MARKETING

Sumaiya Fathima
Faculty, BET Sadathunnisa College, Bismillahnagar, Bangalore

"Disruption isn't just doing things in a different way which doesn't resonate or go any further – it's about changing the game."

– James Kirkham, CFO, Copa90

ABSTRACT

Industry 4.0 is the name given to the current trend of automation and data exchange in manufacturing technologies and is commonly referred to as the fourth Industrial revolution in which current and developing environment in which disruptive technologies and trends such as Internet of Things(IOT), robotics, virtual reality(VR) and artificial intelligence(AI) . Year 2018 will begin to impact our lives in a very meaningful way that will touch our lives. Everyone is striving for innovation today . The current collection of disruptive technologies has been grouped together as Industry 4.0, a term that was introduced at the Hannover Fair in 2012, where a German working group defined the guiding principles for the fourth industrial revolution. leading to a revolution in marketing boosting employment , productivity and growth that will usher in new area of industrial operations. Though advanced digital technology is being used in marketing but with industry 4.0 will change the relations between suppliers, consumers leading to greater efficiencies , more jobs will be gained but only acquiring by the required skills and making life easier .

Abstract: Automation, Environment Disruptive technologies, Industrial revolution Digital technology

INTRODUCTION

Marketing is one of the most important component in the business , aimed at satisfying customers . Marketing is everything a company does to gain customers and maintain relationships with them and it is the marketers who make this possible to optimize success. Every area of marketing requires knowledge and they are many multichannel marketing platforms available to maintain connections with the customers . The new digital Industrial technology to improve products and or processes with the Industry 4.0 is being described s advanced, innovative or cutting edge. Social media is revolutionarizing the market world and great marketing in it is bringing remarkable success in business

Disruptive marketing according to Richard Branson is risk taking, trusting your intuition and rejecting the way things are supposed to be. Disruption goes way beyond advertising, it forces you to think about where you want your brand to go and how to get there . Changing consumer trends and social change are crucial factors when thinking about branding and customer engagement strategies.

SIGNIFICANCE OF DISRUPTIVE MARKETING

Consumer needs and marketing are important considerations for all businesses ,marketing not only makes consumers aware of the products but also ensures that product reaches the ultimate consumer and continuously evaluates customers needs to meet both current and future needs of consumers .Disruptive marketing involves human interactions with technology for creating different strategies and displacing an earlier technology , this is possible through advances in information communication technologies and through disruptive marketing customers nowadays are driving market not just a business and those adopting disruptive marketing need to be prepared to change their business model, product or services and the message they convey to the consumers. Disruption creates a new market a brand and as per the current trends it is better to disrupt than wait for others to do

TYPES OF MARKET DISRUPTION

1. **New Market disruption**-Targets customers who have needs that have been unnerved by existing companies. Mobile phones replaced landlines, the iPod/iTunes combination replaced the Walkman and hydraulic excavators replaced steam shovels. In the language of Disruption theory, we call those examples "New-Market Disruptions."

2. **Low-End Disruption—** targets consumers who don't need all the features valued by customers at the high end of the market. For example, the personal computer disrupted the mainframe market and took over the computer market; this, in turn, is now becoming the case with laptop computers. Initially, laptops didn't have the computing power of a PC, but appealed to consumers who wanted minimal computing "on the go." Over time, innovations have made laptops more powerful; and thus, they've taken an even large market share from PCs.

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EMPLOYING DISRUPTIVE MARKETING

Customers always react and accept to the customers change and to stay in the market have to rethink themselves stand out from competition , utilize the brand and boost marketing efforts . disruptive marketing represents a key shift in an era where promotional strategies update as fast as the technology that carries them.

ASPECTS OF DISRUPTIVE MARKETING

Complete understanding of marketing has to be done to completely understand the current and emerging patterns and parameters prevailing in the market . Businesses interested in market disruption must have a clear understanding of goals and direction for the future and long term commitment in creating and reshaping the market with commitment from everyone in the company both from the employees and owners end with strategies and creating a presence in social media. All technological driven companies are applying disruptive marketing and are believing that FUTURE OF DISRUPTION IS NOW . **Disruption is something that has existed in every industry, all around the world for centuries. Every time someone experiments with a new idea, and that concept earns the attention and respect of an audience, a "disruptive brand" is born.**

Top 25 successful brands that performed with disruptive innovation at a lesser cost than existing offerings displacing market leaders of that particular market and transforming the entire marketing scenario who never stopped thinking of ways to innovate and improve Disruption has inevitably evolved as the new norm for every business as we fight to stay relevant and ahead of an ever-changing market:

1. Uber: The year's most highly valued start-up
2. Airbnb: The world's biggest accommodation company
3. Facebook: The new face of mobile too
4. Red Bull: Taking content marketing to an extreme
5. Snapchat: 2 billion pictures and videos disappear daily
6. Alibaba: Helping consumers save, spend and be entertained
7. Netflix: 70 million subscribers and content muscle
8. Under Armour: Keeping Misty Copeland on her toes
9. Instagram: The mobile social networking
10. Apple: Creating magic in wearables too
11. CVS: Kicking the smoking habit
12. Taylor Swift: Saying no to low-royalty streaming services
13. Google: Another "Moon shot", a self-driving car
14. Warby Parker: A Millenials' favorite, taking on Luxottica
15. Chipotle: Healthy fast food
16. 72andSunny: Sizzling hot ad agency
17. SoulCycle: Robust workout for the body and wallet
18. Rent the Runway: The Netflix of designer dresses
19. Houzz: The DIY interior design site
20. Waze: The largest community-based navigation app
21. DraftKings: One-day fantasy sports league
22. Coke: The real thing in name-based packaging
23. Eataly: Spacious food bazaar
24. Birchbox: Beauty gifts for a price
25. Virgin America: Perfecting customer experience

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BENEFITS OF DISRUPTIVE MARKETING- CHANGING THE MARKET IS TO HELP OTHERS

Marketing being a key functional area in customer driven organizations creating loyalty and trust with both current customers and prospects and helping build authority and credibility

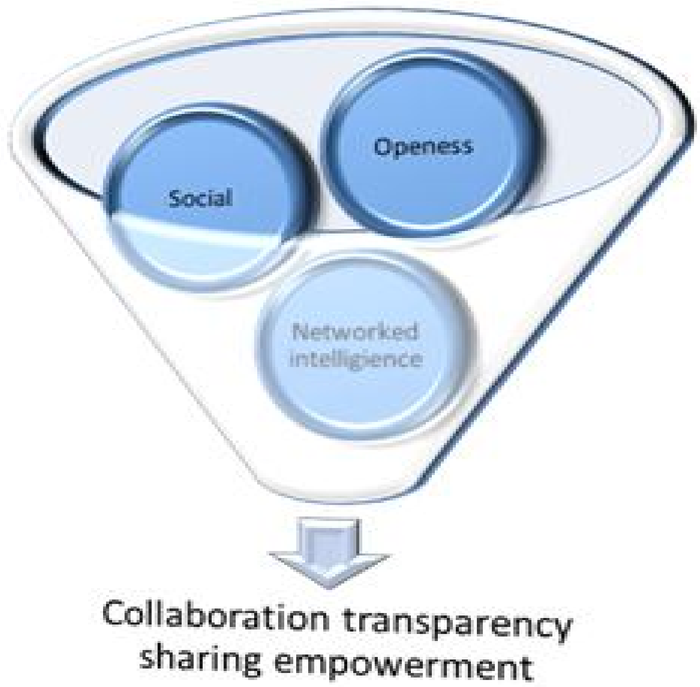
1. Growth means taking risk, and it works only when it is done well and working towards building foundations for a new and profitable marketing model in the long run, improving the pace and long term decision making.
2. Diversity in work force , discover new marketing ideas for a business to lead
3. Awake at work -Freely engaging the work circumstances as they unfold, engaging heightened awareness that lacks any self consciousness or hesitation .
4. Adaption requires radical transformation as markets move at the speed of technology and we are living in exponential times and the pace of change is accelerating that is seeing faster progressive development

DISRUPTIVE MARKETING - AS A FUTURE

All successful businesses have a clear marketing strategy that makes everything they do more effective. Your marketing strategy is the foundation for creating awareness, generating interest, closing new sales and continuing customer engagement. Your marketing strategy guides your company culture, your products and services mix and your pricing..Advertising is one of the component of marketing used by companies to promote product or services and disruption goes beyond that and gives you a more connected future by forcing to think where to go and how to go and marketers shift from their usual thinking to what advertising looks like to what advertising feels like and will be on an exciting but unpredictable future

SHIFTS IN SOCIETY - THE FUTURE

1. Beyond science and technological skills -skills and knowledge are both an input to and an output of innovation simultaneously recognizing the important role of the non -science and technology workforce for developing and diffusing innovations /
2. culture or collaboration - a culture that will produce breakthrough results, collaboration trumps competition by a long shot creating amazing results when people trust each other .
3. 3. Brain works better when people are positive, happiness will lead to more profits if employees have strong relationships or strong social support with their co employees
4. it was an assumption that what is good for us is good for world , lives have to be changed with vice versa to know the world and learn from it we have to believe ourselves that what is good for the world will be good for us



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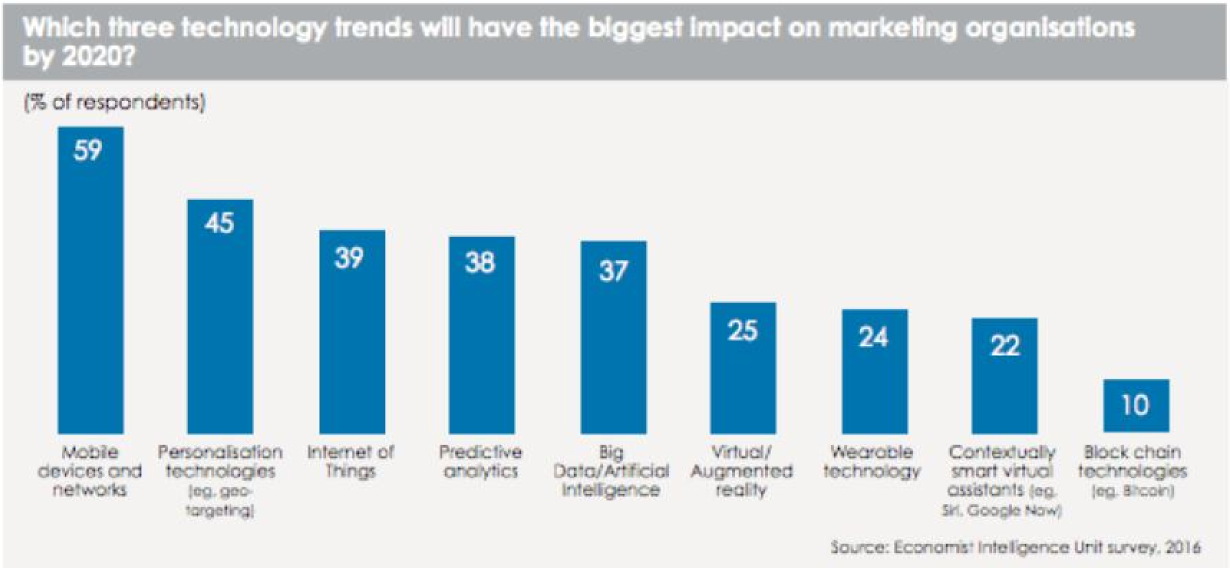
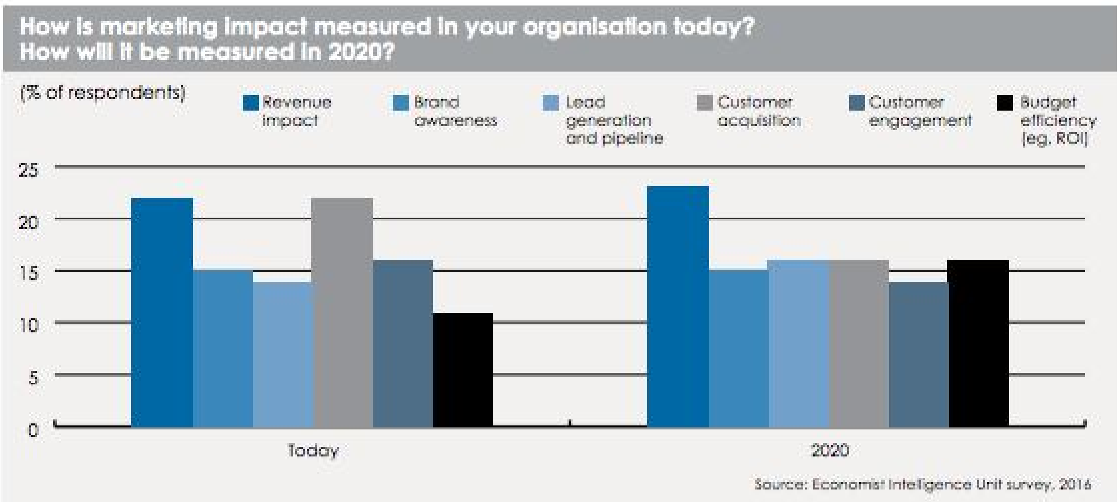
DISRUPTIVE MARKETING TRENDS

1. Mobiles tactics to boost e commerce because half of the population look for shopping sites through their mobiles which can also be said e commerce through mobile traffic . By 2030 smart phones will have 30+ sensors embedded in them, measuring everything about the user and their environment.
2. Companies through their marketing strategy must earn the trust of their customers through consistency that build trusts and deepens relationships, communicating openly honestly and complete transparency
3. User generated content will be more disruptive -Ours is a customer centric marketing Brands should start shifting their focus, from developing content to creating experiences that will enable consumers to create and share more user-generated content. marketing will strike up an even more personalized relationship with customers.
4. Disruptive marketing represents a key shift in an era where promotional strategies update as fast as the technology that carries them, they've changed our perception entirely, we come to associate new, better and more positive feelings with the company and brand that started it.

Digital Marketing - A glimpse of the future





DISRUPTIVE BRANDS- BE DISRUPTIVE FOR BETTER BRAND AWARENESS

Customer is always right is the principle of disruptors. Majority of the companies believe in innovation , strategies are widely used though social, mobile and cloud technologies to provide better service to customers, any business who has courage to do something that is taking risk looking into the problem from a different perspective and solving the from a new perspective i.e. by searching for new innovations and new ways to communicate to the advance working as a positive drivers of progress, enabling better ways of living and working for us all.

Major changes that needs to be adapted for a better brand

1. Innovate with a purpose
2. Build a disruptive power team
3. Know your industry,
4. Prepare for commitment
5. Learn to dismiss non constructive criticism

As examples of disruptive brands go, Google is one that's constantly coming up with new ways to change the world. To begin with, it was a search engine solution that made it easier for people around the world to find the information they needed about pressing questions. Today, if you want to find the answer to a query, you simply "Google it".

Brands must become considerably more relevant to their target audience, disruptive brands through their marketing must be more aligned with the needs and wants of their audience

PROVIDE EXCELLENT CUSTOMER SERVICE

No matter what your product is, innovating a better customer service experience is one of the best ways you can disrupt your industry. in today's tough business climate, it's important to make the most of any opportunity that can draw positive attention to your business. Your *best customer* is the one who keeps *coming back* to you. It's very important to develop and maintain a loyal customer base. After all, it costs five times more to acquire a new customer than it takes to retain a current customer. by consistently, confidently, and with integrity, demonstrate the value of marketing by applying s experience to connect brands to customers.

CONCLUSION

Traditional marketing was a success a decade ago when consumers had access only to Television, Radio and newspapers , Digital marketing is targeting customers through email are personalizing the emails sent to recipients and keep tracking the recipients once emails are sent and moreover consumers have become more technology savvy in recent years .Technological advances , internet development and the rise of social and digital media are contributing to the rise of disruptive marketing ,consumers are open to influence. Consumers are checking out product and service information in their own way, often through the Internet, and often from sources outside the firm such as word-of-mouth or customer reviews. Standing out from the crowd is one of the main challenges for marketers and this is where disruptive marketing can help to compete in the global market more effectively and get noticed by your customers.All products and services companies represent should continue to meet the needs of the market. which should be an ongoing priority, not a one-time challenge. Disruptive marketing has evolved. To reflect the consumer demand for a more streamlined experience traditional disruption tactics have been replaced by more insightful, more targeted and more beneficial 'invisible' interruptions.

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DISRUPTIONS IN THE REALTY MARKET - A REALITY CHECK

Ekanthalingam[1] and Dr. A. Gopinath[2]
Digital Learning Specialist[1], Cargill Inc., Bengaluru
Assistant Professor[2], Department of Business Administration, Annamalai University, Chidambaram

"Home is where love resides, memories are created, friends and family belong and laughter never ends." – Unknown

INTRODUCTION
Construction is one of the first businesses that humankind developed, and it continues to shape our daily life in unique ways. Virtually all other businesses rely on the construction industry to provide and maintain their accommodation, plants and infrastructure, and construction is a determinant of where and how almost everyone lives, works and plays.

For nearly the entire population of the world, the built environment heavily influences quality of life. It is believed across the world, for instance, people on average spend nearly 90% of their time indoors. So the building, the materials used in its construction, the finishing, amenities provided, quality of air and water, greenery, space, locality, facilities, etc have a major impact on the health and well-being of its occupants.

Given the complexity of requirements by property purchasers and the difficulties in exceeding (or at least, meeting) the expectations there is a lot of pressure under the carpets of posh realty suppliers which is constantly at play. In order to meet these luxurious demands which are the new normal and to grow the acquisition numbers of new customers, the realty leaders are plugging in innovative ideas day-in and day out. The competition among these suppliers is in a way offering a wide range of options to potential buyers and in turn disrupting the realty industry in a positive yet radical way.

The aim of this article is to understand the macro-economic scenario of the construction industry and how it has a snowball effect on the working style and offerings to the end consumers through the intermediary suppliers across different market segments. This study is a reflection based on secondary data available from reliable industry sources relevant to the objectives of the study.

OBJECTIVES OF THE STUDY
1. Macroeconomic view of the Construction and Realty Industry
2. Factors influencing the growth of the Realty Industry
3. Disruptions in the functioning and offerings of Realty suppliers
4. A reality check on the Bengaluru real estate market

BRICK-BY-BRICK : WHAT IS CEMENTING IT ALL? – A MACROECONOMIC VIEW
The engineering and construction (E&C) landscape is going through a phase of accelerated transformation due to forces both inside and outside the sector. Multiple megatrends — such as population growth, urbanization, climate change and resource depletion — coupled with oft-reported historical challenges — time, budget, quality, safety and productivity — are demanding greater consideration for long-term sustainability and creating the perfect storm for rapid change.

Urbanization — according to the World Economic Forum, roughly 200,000 people are added to the population of urban areas per day.

Climate and resources — according to the World Economic Forum, buildings generate roughly 40% of global emissions and consume half of the world's resources.

E&C contribution to global GDP — the sector contributes 6% and higher in some geographies; projected to be 13% by 2020

With total annual revenues of almost $10 trillion and added value of $3.6 trillion, the construction industry accounts for about 6% of global GDP. More specifically, it accounts for about 5% of total GDP in developed countries, while in developing countries it tends to account for more than 8% of GDP. The industry is expected to grow greatly in the coming years, to estimated revenues of $15 trillion by 2025.

More than 100 million people are already employed today in construction worldwide.

2. "HOME IS WHERE THE HEART IS..." - FACTORS DRIVING THE REALTY INDUSTRY

The property market is always a subject of much interest and debate, but particularly so after demonetisation with the government's push towards making housing more affordable adding a new dimension to the sector. Alongside, some new trends are emerging in real estate, those which can significantly alter the dynamics of the realty market in the coming days. Indeed, it would not be incorrect to say that India's realty sector is currently in "reset" mode.

In a recent report titled 'Disruption and Reset in 2017', investment bank CLSA points out that demonetisation and the Real Estate Regulatory Act (RERA) are the two major disruptions for the sector going forward. The report says while affordability for residential property is expected to improve, the government's support will also influence recovery.

The real estate industry is already feeling the effects, as technological advances are rapidly disrupting the conventional ways that people live, work and shop. These advances will have a profound impact on all real estate asset classes, from office buildings to shopping centres to warehouses. In an age of disruption, no real estate is immune.

Furthermore, digital disruption is a dynamic catalyst with the potential to transform operating businesses and advance productivity in India – and the real estate industry is uniquely positioned to capitalize on the opportunities. By influencing organizations to invest in business infrastructure, redesign spaces and transform their business models, real estate can become a catalyst for change.

Real estate owners, investors, developers, managers, and service providers need to take notice and adapt business models and delivery systems to embrace digital disruption. This includes the myriad real estate issues, such as building construction, sustainability, site selection, financing, amenities, accessibility to infrastructure, branding, property management and a wide array of other issues specific to each real estate asset class.

The key to surviving and thriving in this age of digital disruption is to adapt to these disruptors – while maintaining a flexible approach that can withstand future volatility, drive growth and stay true to the core vision.

3. EMBRACE THE CHANGE OR EXIT! – A WORLD OF DISRUPTION FOR THOSE WHO BUILD THE WORLD

Amidst all the macroeconomic cyclones of change and the roaring oceanic demands of property seekers, there seems to be a thin ray of hope for business to survive, which we could call 'disruption' in a single word. There is a significant need for the members of the Realty forum to understand the reality of the current market and how to embrace the change with disruptive and yet practical ideas. It is interesting to see how some leaders in the market are using various disruptions such as technology, digital, finance and marketing to remain a leader and lest not just a survivor.

a. Technology disruptions – How to build it differently?

Strictly speaking, we are referring to only construction technologies here and not IT. There are a whole host of technologies specific to construction that is making unbelievable progress in the way construction is done which is beneficial to the suppliers and consumers.

The development of 3D printing is expected to have a disruptive impact on the construction industry. It enables the production of purpose-built shapes that cannot be produced by any other method; it promises productivity gains of up to 80% together with an important reduction in waste. Construction time for some buildings could shrink from weeks to hours, and customized components could be provided at much lower cost.

Example 1*:* A project on 3D-printed steel components achieved a 75% weight reduction and 40% reduction in materials compared with traditional production methods.

Example 2: WinSun (China) has been building 10 houses a day by using 3D-printed building components, and has concluded a deal with the Egyptian government for 20,000 single-storey dwellings leveraging this technology.

Example 3: An army of robot-crane hybrids (called "crabots") will be assembled to build Google's new headquarters in California. They will lift prefabricated components such as walls and heavy furniture into place beneath vast glass canopies.

In addition to the technologies used in construction, there are some innovative technologies that make the building 'smart' or 'intelligent' post construction. In essence, a truly smart building can be measured by how

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well it responds to the long-term needs of the asset's investors and owners and the immediate and ongoing needs of its occupants.

Example: A collection of technologies automatically switching off lights in unused rooms, or turning on air-conditioning as another room fills with people. While this could be achieved by basic heat/motion sensors, the developments in IoT (Internet of Things) can do wonders if all the components of the home can in some way or the other be glued via the Internet!

b. Digital disruptions – How to offer it differently?

Cell phones and mobile devices are no more just a medium to communicate. With the rapid advancement of the internet technology, people are already buying their dream homes in a matter of few clicks. The start-up culture is making great strides in the real estate space too.

Tech-fuelled start-ups in real estate aka PropTechs are changing the face of real estate in India with their more customer-centric approach catering to every small problem and fulfilling the same in the sphere of real estate.

It is difficult to imagine the real estate business without middlemen and brokers. Companies like 99acres, Magic Bricks, CommonFloor, Housing, Makaan, etc are making this a reality by connecting sellers and buyers in a single platform. These websites/apps offer property listings from dealers, builders, brokers and property owners from across cities in India with the additional edge of its verified listings, availability of maps and location descriptions, search widgets, high quality pictures, refined search through filters and much more.

Ghar360, another start-up goes one step ahead with a 3D augmented reality platform, where they have taken digitization to a next level. The customers can walk on the digital platform of their dream homes before it becomes a tangible reality.

Another big digital disruption is the usage of blockchain technology in real estate. This is truly a visionary step and much needed to streamline the existing chaos in many different areas. Blockchain can help facilitate for quicker, more reliable, and cheaper transactions for homeowners and home-seekers. The transactions in the industry have been cumbersome, opaque, and expensive, with the participation of multiple middlemen—brokers, land title offices, conveyance law firms, and the like. More often than not, these middlemen hold certain pieces of information that are needed to close a deal. By introducing blockchain to the real estate industry, bureaucracy can be eradicated.

Take buying property for example. From the sales process, checking the last transacted price point, interacting with owners, to checking the legal title of the property, all these actions are done by different parties or intermediaries. And it takes several months and lots of money just to facilitate a sales and purchase transaction! Wouldn't it be nice to save all that time and money with just a click of a button?

c. Finance disruptions – How to afford it differently?

End of day, a house is built to be sold and it makes no sense if customers cannot afford it. Companies have understood the need to come up with offers that would make it look feasible for aspiring home owners to push the button and sign the cheque. Many suppliers have tied-up with financial institutions and come up with innovative financing offers that make it affordable for the purchase to happen.

Customized payment plans: Unlike yesteryear when down payment was the only option to buy a property, developers these days are offering a number of payment plans to the buyer. The most popular payment plans apart from the traditional down payment plan include construction linked plan, flexi payment plan and time linked plan.

Construction Linked plan: Also known as a possession-linked plan, this plan requires the buyer to pay a booking amount, which is usually 10-15 percent of the purchase price upfront. The remaining amount is linked to construction milestones, 20 percent with each floor constructed, for example. As against down payment plan, the buyer is unlikely to get a discount under this plan.

Time Linked plan: Some developers offer time-linked plans. These plans require you to make your property instalments based on preset timetable decided by the builder. This is irrespective of the construction progress. Some developers offer 8-10 percent discount on the basic property cost for opting this plan.

No Pre-EMI: Some developers offer schemes in which the booking can be done at a very early stage but the buyers need not pay any Pre-EMI before occupying the property. This is a great option for the buyers as they can book a property and forget about the EMIs till the property is available to use, which typically takes up to 3 years for large projects.

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Buy back and assured returns: Buyers are given an assurance on the appreciation of the property value at the time of booking. Usually the booking is made before construction begins and a percentage of returns is guaranteed, say 10-15%. After a specified time period, the buyer is given a choice to make additional payment to retain the property or sell it back to the developer who gives the assured returns and increases the price for the new customer who is interested.

These kinds of disruptions surely do create the interest in prospective customers to even venture looking out for properties which they otherwise feel way beyond their scheme of affordability.

d. Marketing disruptions – How to sell it differently?

Like the attractive finance options, there are a host of marketing options that help generate interest and create a potential customer base. Below are some techniques (not a comprehensive list) that are usually followed to increase the demand of the property.

Furnished flats: An offer of the property with an attractive furnishing is irresistible. Many property suppliers are doing this today which drives interest in the property and also is a deal-maker!

Free car park / club memberships: Buyers are given an option to own a second car park or a lifetime membership in a premium club, absolutely free. Basically, they have more to offer than just a home in the deal which excites the buyer to bite the bullet.

3BHK for the price of a 2BHK: In properties where there is a slow movement of the sales needle, at times there are such crazy offers for a short timeframe. Who will not enjoy a 3BHK property for the price of a 2BHK. There are also such offers made in the name of ‘clearance sales’ even by the most reputed developers.

Referral and loyalty schemes*:* It’s easy finding a new customer thorough reference than through a ground up search process. Customers are offered with good discounts or freebies if they can refer potential customers. This is a win-win to the seller and the buyer as both have something to take back at the end-of-the-deal.

This apart, there are many offers like cashbacks and gifts including 4/2 wheelers, gold coins, electronic/electrical appliances and what not! While these offers do not make a hole in the pocket of the sellers, it sometimes seems like an ‘irresistible’ offer for the buyers who are almost at the verge of making the purchase decision.

4. HOW IS ‘NAMMA BENGALURU’ DOING IN THE REALTY CHECK?

There is always MORE to Bengaluru than what meets the eyes. The truly cosmopolitan city with the highest percentage of engineers in the world is obviously the home to more than a million IT professionals. It is the start-up capital, silicon capital and R&D capital of India, which only means that is attracts more and more high income employees translating this to a huge market for real estate!

While Bengaluru has always been on a growth phase, below are some data specific to 2018 projections

- Bangalore’s realty market is showing promising growth with a 92% increase in new launch supply.
- In fact, the ‘Silicon Valley of India’ fared much better than its northern counterparts in terms of unsold inventory. As per market reports, in the National Capital Region or NCR, it takes about 75 months to clear unsold stock, while in Bangalore it takes about 30 months.
- Out of 3,747 units launched in Q1 2018, nearly 58% were skewed towards North Bangalore, followed by South and East with 39% and 2% respectively.
- Of the total units that entered the market in this quarter, a whopping 64% was plots, followed by apartments with 34%. Villas recorded a minuscule supply of 1%.
- Out of the total units launched in the city, nearly 40% were in 3BHK configuration. This larger configuration was followed by 2BHKs with 38% new supply.
- Bangalore recorded maximum supply in the affordable segment. Nearly 45% new supply was within Rs. 50 Lakhs. Interestingly, the affordable segment was followed by the luxury and mid-segment with 41% and 8% supply respectively.

In summary, the steep demand for making a home in Bengaluru continues to exist even with the rants around traffic, pollution, water shortage, power-cuts and weak politics. How much more can this city accommodate and how much efforts it is going to take for the infrastructure issues to be ironed out is something that we all need to wait and watch!

CONCLUSION

- The realty industry continues to see huge demand year on year due to population and overall upgrade in the lifestyle requirements of people across the world.
- As much as there are opportunities, there are challenges in the industry for resources such as space, materials, machinery and people. This will continue to grow.
- Disruptive technologies are helping the developers to overcome these challenges and offer value to the customers.
- Disruption is seen in all aspects of the industry – construction technology, digital, finance options and marketing methods.
- The entire eco-system needs to adopt these innovative disruptions in order to survive and meet the growing expectations of intelligent consumers.
- Every market has its own potential to grow. However, there are pockets of potential markets depending on the primary nature of business and the people dwelling there.
- The Indian market and especially Bengaluru market is as hot as ever with consumers doing their best to grab a dream home as early as they can.
- The government policies and schemes are making it easier for consumers to buy a home and also encouraging the start-ups to grow in their respective markets.
- Overall, we are at a period where there is a huge demand, huge supply coupled with a huge demand for disruption in business that can make all parties involved happy.

Home is not a place... It's a feeling!

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EFFECT OF WORKPLACE DIVERSITY TOWARDS PERCEIVED ON-BOARD CHALLENGES BY INDIAN SHIP OFFICER

M. RameshKumar[1] and Voleti Sai Siri[2]
Assistant Professor[1] and Research Assistant[2], Global Institute of Business Studies, Bangalore

ABSTRACT
According to Seafarers' International Research Centre at Cardiff University, USA global seafarers' database, over 60% of world seafarers work in an environment where more than one nationality people are employed. People working in sea are considered to be one of the truly global workforces, comprising individuals from different nationalities and regions as geographically and culturally different hailing from different parts of the world. Seafaring occupation is considered to be the field where the working environment is completely different from land/shore based jobs. Working in a ship at sea may look exciting for people on land but, it demands for set of unique technical, physical skills and mental ability to carry out the operation at sea. Moving ship is always an isolated workplace as they only few people to interact with makes the condition further complicated. Due to diversified workforce, people working on-board the ship faces several problems. Some of the notable issues they encounter were problem in communicating with others, problems which arises due to inter-culture and as mentioned above sense of isolate i.e., being alone. Indian seafarers' contribution towards international shipping industry population is about 7% of the total seafarers' community. About 75% of the Indian seafarers working on-board are working with foreign flag ship which makes their work place highly diversified. This study is aimed at identifying the influence of workplace diversity viz., officer's department, designation, type of ship, number of nationalities working in the ship and percentage of Indians working in the ship towards their opinion regarding the challenges faced by them due to unique work nature on-board the ship.

Keywords: Seafarers, Workplace Diversity, Communication, Inter-Culture, Sense of Isolation etc.

I. INTRODUCTION
Every specific workplace is unique and contains different factors that shape the whole work environment which in turn affect the performance of the employees. Doing research in occupations linked to the shipping industry, diversity in work place plays a key role. Over 90% of the world trade is being carried over by international shipping industry. The world fleet is registered in over 160 nations, and manned by over a million of seafarers virtually every nationality. There are around 68,723 merchant ships trading internationally, transporting every kind of cargo. Severe shortages of seafarers emerged during 1970's in traditional maritime nations, forcing ship operating owners to hire people from the Far East. Since then, employment conditions for seafarers have gradually become multi-national, multi-cultural, and multi-lingual. While this sourcing of seafarers from multiple nations has solved the problem of shortage of seamen, it has given rise to a very peculiar issue of coping with diversity on-board the ship. Because of the diversity seafarers were exposed to problems like communication to boss and co-workers, problems in managing inter-cultural disparity, sense of isolation and the problem of socializing with co-workers.

India, being a labour intensive country, has always provided quality seafarers for national and international shipping. India is recognized globally, as a reliable and important source of marine manpower. Indian seafarers, both officers and the rating are much sought after by the Maritime Nation of the World. The above credentials earned by the Indian seafarers are due to their technical competence, positive attitude, dedication to the work and skills. At present Indian seafarers represent approximately, 6.6 % of the World Seafarers comprising of roughly 30,000 officers and 80,000 ratings. Indian and Philippines are very significant maritime labour supply nations, with many seafarers from these countries enjoying employment opportunities on foreign flag ships operated by international shipping companies. According to the Directorate General of Shipping, nearly 75% of Indian seafarers are employed with foreign-flagged vessels.

This study is carried out based on an exploratory research result carried out in identifying the factors which Indian seafarers face on-board a ship due to diversity as a resultant of mixed nationality workers and unique work climate. The above research result has identified several effects due to diversity, based on the magnitude of the effect on influencing work performance; following effects were taken into consideration for the present study.

- Problem in communication
- Inter-Cultural Problem
- Sense of Isolation

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Based on the following exploratory research result, empirical research has been carried out to find out the influence of workplace diversity perceived by ship officers towards their opinion on the considered variables. Researcher has opted for a descriptive research design, where respondents were selected from the post sea training centres in Tamilnadu, who has come for attending post-sea training courses. The study has got both academic and practical significance. It helps the academicians and researchers to develop new ideas for future study. It would also enable Ship Owners, and Shipping Companies employing Indians to understand the employee condition better. This study will be useful to the Indian Shipping Ministry and International Shipping Companies to take decisions and strengthen their intrinsic value.

II. 1. OBJECTIVES AND METHODS OF THE STUDY

This study was carried out on Indian Ship Officers to find the following objectives

- To identity the problems encountered by Indian Ship Officers due to workplace diversity on-board the ship.
- To analyse the relationship between work place diversity factors and respondents opinion towards perceived problem in communication on-board.
- To analyse the relationship between work place diversity factors and respondents opinion towards perceived Inter-Cultural problem.
- To analyse the relationship between work place diversity factors and respondents opinion towards sense of isolation.

II. 2. RESEARCH DESIGN

A research design is the procedure of settings for collections and analysis of data in a practice that aims to combine relevance to the research purpose with economy in procedure. Both Exploratory and Descriptive Research design were used by the researcher since it includes surveys and fact-finding enquiries of different kind. The major purpose of exploratory research was aimed at identifying the challenges faced by the officers on ship and descriptive research was used to technically analyse the impact of workplace diversity factors and to give description of state of affairs, as it exists at present.

II. 3. SAMPLE DESIGN

The researcher used interview schedule to collect data from the respondents. Non probability purposive sampling method was adopted and the researcher had identified 413 respondents for this study from Post Sea training centres in Tamilnadu. The study was confined to Indian Ship Officers only thus, other nationality officers were ignored in the study. The study was conducted during the month of August and September 2018.

II. 4. STATISTICAL TOOLS USED

The collected data have been analysed with the help of Simple Percentage analysis and t-test. And one way Anova had been used in the study to find out the relationship between workplace diversity factors and problems faced by respondents on-board the ship.

IV. DATA ANALYSIS AND INTERPRETATION

4.1 Relationship between Respondents' Opinion Regarding Communication Problem and Subgroups of Work Place Diversity.

4.1.1 t-test for significance of difference in respondents' opinion regarding communication problem among respondents' belonging to different department.

t-test was applied for testing the significance of difference in respondents' opinion regarding their problem in communication between respondents belonging to deck and engine department using SPSS software. As the computed value of p 0.406 is greater than 0.05, it is inferred that there is no significant difference between deck and engine department respondents in their opinion towards problem in communication. The mean value 3.22 from table indicates that, engine department officers face more problem in communication than deck officers.

Table-4.1: Result of t-test for significance of difference in respondents' opinion regarding communication problem among respondents' belonging to different department

Department	N	Mean	Std. Deviation	Std.Error Mean	t-test for Equality of Means		
					t	df	Sig. p (2-tailed)
Deck	200	3.1150	1.28844	.09111	-.831	411	.406
Engine	213	3.2207	1.29336	.08862			

Source: Primary Data Collected by the Researcher

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4.1.2 t-test for significance of difference in respondents' opinion regarding communication problem among respondents' reporting to Indian and foreign officers

t-test was applied for testing the significance of difference in respondents' opinion regarding their problem in communication between respondents reporting Indian and Foreign officers using SPSS software. As the computed value of p 0.000 is lesser than 0.05, it is inferred that there is a significant difference between respondents in their opinion. The mean value 3.72 suggest that, respondents reporting to foreign officers has got comparatively more problem in communication.

Table-4.2: Result of t-test for significance of difference in respondents' opinion regarding communication problem among respondents' reporting to Indian and foreign officers

Reporting Officer Nationality	N	Mean	Std. Deviation	Std.Error Mean	t-test for Equality of Means		
					t	df	Sig. p (2-tailed)
Indian	274	2.8869	1.24255	.07507	-6.560	411	**.000**
Foreigner	139	3.7266	1.20269	.10201			

4.1.3 t-test for significance of difference in respondents' opinion regarding communication problem among respondents' reporting to Indian and foreign Captain

As the computed value of p 0.000 is lesser than 0.05, it is inferred that there is a significant difference between respondents in their opinion towards communication problem. The mean value 3.42866 suggests that, respondents working foreign captains has got comparatively more problem in communication.

Table-4.3: Result of t-test for significance of difference in respondents' opinion regarding communication problem among respondents' reporting to Indian and foreign Captain

Captain's Nationality	N	Mean	Std. Deviation	Std.Error Mean	t-test for Equality of Means		
					t	df	Sig. p (2-tailed)
Indian	231	2.9654	1.28490	.08454	-3.676	411	**.000**
Foreigner	182	3.4286	1.25388	.09294			

4.1.4 Anova for Difference in Respondents' Opinion Regarding Communication Problem

Analysis of Variance test was applied to test whether there is a difference in opinion regarding problem in communication between the sub groups of work place diversity. As the analysis of variance test has computed p value less than 0.05 the variables-number of nationalities and percentage of Indians indicates a significant difference in opinion regarding problem in communication between their subgroups at 99% confidence level. Whereas, variables- type of ship and designation of the respondents has shown significance at 90% level.

Further analysis has shown that, Deck officers, officers working in oil carriers, officers working in ships which has got more than 4 nationalities and respondents from ships having less than 40% of Indians had more problem in communication.

Table-4.4: Consolidated results of Anova for difference in opinion towards communication problem among the groups of work place diversity.

Work Place Diversity	Sources of Variation	Sum of Squares	df	Mean Square	F Value	Sig. p
Type of Ship	Between Groups	14.320	4	3.580	2.174	**.071**
	Within Groups	671.816	408	1.647		
	Total	686.136	412			
Number of Nationalities	Between Groups	171.462	4	42.865	33.981	**.000**
	Within Groups	514.674	408	1.261		
	Total	686.136	412			
Percentage of Indians	Between Groups	143.261	3	47.754	35.978	**.000**
	Within Groups	542.874	409	1.327		
	Total	686.136	412			
Designation	Between Groups	12.865	2	6.432	3.917	**.021**
	Within Groups	673.271	410	1.642		
	Total	686.136	412			

Source: Primary Data Collected by the Researcher

4.2 RELATIONSHIP BETWEEN RESPONDENTS' OPINION REGARDING INTER-CULTURAL PROBLEM AND SUBGROUPS OF WORK PLACE DIVERSITY

4.2.1 t-test for significance of difference in respondents' opinion regarding inter-cultural problem among respondents' belonging to different department.

t-test was applied for testing the significance of difference in respondents' opinion regarding their inter-cultural problem between respondents belonging to deck and engine department using SPSS software. As the computed value of p 0.696 is greater than 0.05, it is inferred that there is no significant difference between deck and engine department respondents in their opinion towards intercultural problem.

Table-4.5: Result of t-test for significance of difference in respondents' opinion regarding inter-cultural problem among respondents' belonging to different department

Department	N	Mean	Std. Deviation	Std.Error Mean	t-test for Equality of Means		
					t	df	Sig. p (2-tailed)
Deck	200	3.0900	1.37892	.09750			
Engine	213	3.0376	1.34182	.09194	.392	411	.696

Source: Primary Data Collected by the Researcher

4.2.2 t-test for significance of difference in respondents' opinion regarding inter-cultural problem among respondents' reporting to Indian and foreign officers

t-test was applied for testing the significance of difference in respondents' opinion regarding their inter-cultural problem between respondents reporting Indian and Foreign officers using SPSS software. As the computed value of p 0.000 is lesser than 0.05, it is inferred that there is a significant difference between respondents in their opinion. The mean value 3.5180 suggest that, respondents reporting to foreign officers has got comparatively more inter-cultural problem.

Table-4.6: Result of t-test for significance of difference in respondents' opinion regarding inter-cultural problem among respondents' reporting to Indian and foreign officers

Reporting Officers' Nationality	N	Mean	Std. Deviation	Std.Error Mean	t-test for Equality of Means		
					t	df	Sig. p (2-tailed)
Indian	274	2.8321	1.35911	.08211			
Foreigner	139	3.5180	1.24151	.10530	-4.987	411	**.000**

4.2.3 t-test for significance of difference in respondents' opinion regarding inter-cultural problem among respondents' reporting to Indian and foreign Captain

From the computed value of p 0.100, it is inferred that there is a significant difference between respondents in their opinion towards inter-cultural problem at 90% confidence level. The mean value 3.1868 suggests that, respondents working foreign captains has got comparatively more inter-cultural problem.

Table-4.7: Result of t-test for significance of difference in respondents' opinion regarding inter-cultural problem among respondents' reporting to Indian and foreign Captain

Captains' Nationality	N	Mean	Std. Deviation	Std.Error Mean	t-test for Equality of Means		
					t	df	Sig. (2-tailed)
Indian	231	2.9654	1.37954	.09077	-1.648	411	**.100**
Foreigner	182	3.1868	1.32475	.09820			

4.2.4 Anova for Difference in Respondents' Opinion Regarding Inter-Cultural Problem

Analysis of Variance Test was applied to test whether there is a difference in opinion regarding inter-cultural problem between the sub groups of Work place diversity.

As the analysis of variance test has computed p value less than 0.05 the variables-number of nationalities working on-board the ship and percentage of Indians indicates a significant difference in opinion regarding inter-cultural problem between their subgroups at 99% confidence level. Whereas, variable type of ship has shown significance at 90% level.

Further analysis has shown that, officers working in car carriers, officers working in ships which has got more than 4 nationalities and respondents from ships having less than 40% of Indians had more inter-cultural problem. Respondents working in bulk carriers had encountered a less inter-cultural problem.

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Table-4.8: Consolidated results of Anova for difference in opinion towards inter-cultural problem among the groups of work place diversity.

Work Place Diversity	Sources of Variation	Sum of Squares	df	Mean Square	F Value	Sig. p
Type of Ship	Between Groups	25.033	4	6.258	3.472	**.008**
	Within Groups	735.331	408	1.802		
	Total	760.363	412			
Number of Nationalities	Between Groups	180.554	4	45.139	31.763	**.000**
	Within Groups	579.809	408	1.421		
	Total	760.363	412			
Percentage of Indians	Between Groups	179.749	3	59.916	42.207	**.000**
	Within Groups	580.614	409	1.420		
	Total	760.363	412			
Designation	Between Groups	.637	2	.319	.172	.842
	Within Groups	759.726	410	1.853		
	Total	760.363	412			

Source: Primary Data Collected by the Researcher.

4.3 RELATIONSHIP BETWEEN RESPONDENTS' OPINION REGARDING SENSE OF ISOLATION AND SUBGROUPS OF WORK PLACE DIVERSITY

4.3.1 t-test for significance of difference in respondents' opinion regarding sense of isolation among respondents' belonging to different department.

t-test was applied for testing the significance of difference in respondents' opinion regarding their sense of isolation between respondents belonging to deck and engine department using SPSS software. As the computed value of p 0.501 is greater than 0.05, it is inferred that there is no significant difference between deck and engine department respondents in their opinion towards sense of isolation.

Table-4.9: Result of t-test for significance of difference in respondents' opinion regarding sense of isolation among respondents' belonging to different department

Department	N	Mean	Std. Deviation	Std.Error Mean	t-test for Equality of Means		
					t	df	Sig. p (2-tailed)
Deck	200	2.8650	1.53903	.10883	-.674	411	.501
Engine	213	2.9624	1.40030	.09595			

Source: Primary Data Collected by the Researcher

4.3.2 t-test for significance of difference in respondents' opinion regarding sense of isolation among respondents' reporting to Indian and foreign officers

t-test was applied for testing the significance of difference in respondents' opinion regarding their sense of isolation between respondents reporting Indian and Foreign officers using SPSS software. As the computed value of p 0.000 is lesser than 0.05, it is inferred that there is a significant difference between respondents in their opinion. The mean value 3.42 suggest that, respondents reporting to foreign officers has got comparatively more sense of isolation

Table-4.10: Result of t-test for significance of difference in respondents' opinion regarding sense of isolation among respondents' reporting to Indian and foreign officers

Reporting Officers' Nationality	N	Mean	Std. Deviation	Std.Error Mean	t-test for Equality of Means		
					t	df	Sig. p (2-tailed)
Indian	274	2.6606	1.45435	.08786	-5.097	411	**.000**
Foreigner	139	3.4173	1.36679	.11593			

4.3.3 t-test for significance of difference in respondents' opinion regarding sense of isolation among respondents' reporting to Indian and foreign Captain

As the computed value of p 0.810 is greater than 0.05, it is inferred that there is no significant difference between deck and engine department respondents in their opinion towards sense of isolation.

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Table-4.11: Result of t-test for significance of difference in respondents' opinion regarding sense of isolation among respondents' reporting to Indian and foreign Captain

Captains' Nationality	N	Mean	Std. Deviation	Std.Error Mean	t-test for Equality of Means		
					t	df	Sig. (2-tailed)
Indian	231	2.9307	1.49331	.09825	.241	411	.810
Foreigner	182	2.8956	1.43941	.10670			

4.3.4 Anova for Difference in Respondents' Opinion Regarding Sense of Isolation

Analysis of Variance test was applied to test whether there is a difference in opinion regarding sense of isolation between the sub groups of work place diversity. As the analysis of variance test has computed p value less than 0.05 the variables number of nationalities working on-board the ship and percentage of Indians indicates a significant difference in opinion regarding sense of isolation between their subgroups at 99% confidence level.

Further analysis has shown that, officers working in ships which has got more than 5 nationalities and respondents from ships having less than 40% of Indians had more sense of isolation.

Table-4.12: Consolidated results of Anova for difference in opinion towards sense of isolation among the groups of work place diversity.

Work Place Diversity	Sources of Variation	Sum of Squares	df	Mean Square	F Value	Sig. p
Type of Ship	Between Groups	10.513	4	2.628	1.222	.301
	Within Groups	877.521	408	2.151		
	Total	888.034	412			
Number of Nationalities	Between Groups	101.377	4	25.344	13.145	**.000**
	Within Groups	786.657	408	1.928		
	Total	888.034	412			
Percentage of Indians	Between Groups	163.357	3	54.452	30.732	**.000**
	Within Groups	724.677	409	1.772		
	Total	888.034	412			
Designation	Between Groups	8.911	2	4.455	2.078	.127
	Within Groups	879.123	410	2.144		
	Total	888.034	412			

Source: Primary Data Collected by the Researcher

IV. DISCUSSION

- Opinion of respondents towards problem in communication, vary between the groups of reporting officer's nationality, captain's nationality, number of nationalities and percentage of Indian officers at 99% confidence level. Whereas, groups of type of ship varies at 90% level and designation at 95% level.
- Opinion of respondents towards problem related to inter-culture, vary only between the groups of reporting officer's nationality, number of nationalities and percentage of Indian officers at 99% confidence level. Whereas, groups of type of ship varies at 95% level Captain's nationality at 90% level.
- Opinion of respondents towards sense of isolation, vary only between the groups of reporting officer's nationality, number of nationalities and percentage of Indian officers at 99% confidence level.
- It is recommended to shipping companies to concentrate on behavioural based training needs of the ship officers along with technical training.

LIMITATIONS

- The study is confine only to 413 respondents from Tamilnadu post-sea training centres.
- This study only estimates the influence of workplace diversity variables towards respondents' opinion.
- This study deploys only limited statistical analysis.

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IMPACT OF WORK RELATIONSHIP ON EMPLOYEE MORALE IN TEXTILE INDUSTRY

Dr. Raghavendra A. N.[1] and Nikunj[2]
Associate Professor[1] and Student[2], Department of Management Studies, Christ (Deemed to be University), Bengaluru

ABSTRACT
The textile industry being in India for several years is the oldest industry and many people work in this industry to earn their living. As many people spend most of their time in the company, it is important for them to have good relationships with their colleagues because it would increase productivity while providing good, supportive environment to work. At the same time employee morale is also very important because it would decrease the attrition rate in the company and increases the productivity of the company. Therefore, the study was undertaken to identify the factors influencing work relationship of employees in the textile company and to know whether the work relationship has any impact on the employee morale. The hypotheses were made based on the variables and were investigated through correlation and regression. The results of the study shows that the work relationship of the employee does have a major impact on employee morale (52.9%) indicating that there are multitudes of other factors (48.1%) that boost the morale of employees working in textile industry.

Keywords: Textile industry; work relationships; employee morale; work environment

INTRODUCTION
Human Resources Management should keep their employees motivated, satisfied and help them have work-life balance; all these would increase the morale of an employee. Now-a-days many employees spend most of their time at the workplace with their colleagues rather than with their families. So, it is very important for the human resources management department to create an opportunity to build a quality relationship with their co-workers. It can be accomplished by organising events, by encouraging employees to be friendly with each other, interact with each other. Building quality work relationship is very important because human being is a social creature in nature; people crave for friendship and love to have valuable, memorable, positive interactions. So better the work relationships, happier the employees are and boost productivity and morale. Employee morale is very important as it can make or break any business because it is a description of emotions, satisfaction, and attitude of employees at work place. The employees with higher morale can be more productive, have good attitude but the employee with a bad morale will not be more productive. Employee morale is very important as it increases productivity of employees, make them to think for company, be creative to develop the company. Employee would come to work happily which will reduce the number of days employees take leave, it can decrease the attrition rate, and creates safer work place for employees. One department in the company might do well even when they have low morale employees. There are many factors like work relationships, level of satisfaction, work environment which makes employee morale that can have great impact on morale of any employee. The impact of work relationships on employee morale either be more or even it can be less, this research will help to find whether the work relationship has more impact on employee morale or does not have any impact in a company which is Aravind Limited, the leading textile company in India.

The textile industry is growing at high rate with new technologies and products which are absorbed by the Indian companies but difficult to use it because of the lack of employee knowledge about the technologies. The company should train their employees and allot fund for those to maximise the performance of the employee. The company should concentrate on the employee's work life balance and provide a better working environment in which most of the companies fail to do. Employee morale, in human resources, is the job satisfaction, outlook, and feelings of well-being an employee has within a workplace setting. The company should create a better work environment and the work relationships should be smooth to boost the employee morale. But in most of the textile company, there are temporary workers, contract workers and so companies fail to do it.

Though the textile industry is well established and successful industry in India, few textiles small and medium enterprise use child labours to work. They often fail to improve the work environment, work relationships and fail to boost employee morale. The leaders have to make sure whether the employees are satisfied in their work, the work culture so that the employee does not leave the organization. This study is to see the impact of work relationship on the employee morale which could help the managers to understand the employee and fulfil their needs.

LITERATURE REVIEW
Ian Blackman & Keri Chiveralls, 2011: The body of the research generally focuses on why, how and from whom employees obtain info. This demonstrated better windows employees are more satisfied with their job

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and also performs well, another potentiometer influence on an employee into experience is the quality of that employee's relationship with his/his supervisor and peer co-worker. Workplace relationship functions as decision making, influence sharing and instrumental and emotional support systems. The most widely accepted theory regarding supervisor-subordinate relationship quality is Leader-Member Exchange (LMX) theory. According to LMX theory, superiors form different types of relationships with their employees and these relationships vary in quality. This quality depends on the variety of individual and organisational outcomes

Karnes & Roger Eugene, 2009: The significant shift in business ethics as it relates to the employer's relationship to the employee within a work environment. It also provides what they believe to be the key drivers in employer-employee relations and the benefits to good employer-employee relations for each individual within the employment relationship. The research further shows that the distinct lack of leadership within organizations play a significant role in the disintegration of employer-employee relationships. Specifically, how the lack of leadership relates to the emotional intelligence of the leader. Areas such as empathy and social skills are under trained and under developed by organizations.

Patricia M Sia, 2005: The researcher examined the extent to which the amount and quality of work related information employees received was associated with the quality of their relationships with the peer co-workers and their immediate supervisors. Information peer relationships are characterised by low level of disclosure and trust. Collegial relationships are characterised by trust, self - disclosure, emotional support and friendship. Special peer relationships are characterised by high level of emotional support, personal and carrier-related feedback, trust, self-disclosure and trust. From the study conducted results regarding peer co-worker relationships are more difficult to interpret but also have important implications. Contrary to expectations, peer relationships were not associated with the amount of information received from their co-worker. The present study suggests that in workplace where employees have large proportions of information peer relationships, information may not be shared in optimal ways. Despite these limitations, the present study makes a number of contributions to both theory and practice. The results indicate that superior peer and co - worker quality should be added to the list of factors that help explain variations in employee information experiences.

Behm, 2009: The results of this research demonstrate that occupational safety and health performance and management is a significant component of employee morale. Organizations with high levels of employee morale have fewer OSHA inspections due to accidents or complaints, serious, wilful or repeat violations, and lower monetary penalties. The results also demonstrate that occupational safety and health performance can, and should, play a larger part in enhancing employee morale as companies seek to move from good to great. While beyond-compliance safety initiatives are an important factor in helping organizations improve, it is the psychological safety initiatives that appear to be a key component in an organization's improvement.

Cengia, 2012: Employee Engagement s a workplace approach resulting in the right conditions for all members of an organisation to give of their best each day, their perception about the job. The perception of the employees is divided into levels of need.

Avinash, 2004: Industrial Relations depend on the quality of relationship between the workers and their employers in an industrial setting. The author says that the mechanisms for preventing and resolving industrial disputes fairly and objectively can play a significant role in preventing the occurrence of employee disputes and grievances and thus have a positive influence on IR sure a good work environment. The author says that to strengthen the work relationships and proactive Industrial Relations employer has to formulate appropriate conduct and disciplinary regulations for protection of employer's rights, socialize them to employees, obtaining their buying- in and implement them properly, promote employee involvement and commitment and maintain efficient internal communications.

Srivastava & Sinha, 1980: The researcher's main objective was to investigate and ascertain the effect of the degree of job anxiety upon the morale of blue-collar workers, and to explore the trend of relationship between these two variables. The investigation yielded a significant adverse effect of the degree of job anxiety on employee morale. They also found out that the low and high levels of morale did not show dominant effect on the job anxiety of workers, though they were found to be inversely related to each other.

Sanjeev & Aditi, 1993: They examined the strategic role of organisational culture in gaining competitive advantage in textile industry. They also thoroughly studied about the organizational culture in textile industry. They explained everything clearly about the textile industry managerial factor which is very important for the performance of the company.

Straka, John W, 1993: The author examined about the employee morale, whether the poor employee morale has any effect on the company, it reduces productivity. The research was done in US auto industry and the research was unresolved. They came to the conclusion that the poor employee morale may or may not raise the industry costs and so the author couldn't come to an end result.

Srivastava & Sinha, 1975: This article explains about the effect of job anxiety in relationship with the industrial morale. Their relationship is measured by Employee's Morale Scale (EMS) and Job Anxiety Scale(JAS). Using the measures, it is found that job anxiety has an adverse effect on the industrial morale. It is found that both morale and job anxiety are two opposite aspects of industrial life and they move in inverse direction of each other.

METHODOLOGY

Research Objectives

- To determine the factors influencing work relationship of the employees in the textile company
- To study the relationship between the work relationship and employee morale

Data collection

The data required for this research was collected from the employees, managers of the textile company about the research topic. Questionnaires regarding employees work relationship and morale was given to the employees and executives. In the questionnaire ten questions were about work relationship and ten about employee morale, names, income, designations were optional in it, few employees gave all the details, but few employees did not give. In this way primary data for this research were collected.

The secondary data about this topic were collected through studying, reviewing articles about the textile industry, work relationships and employee's morale and how they are calculated, analysed. The details about the company were taken from the company website and few other information regarding the topic were taken from websites.

The data collected was converted to quantitative values then those numerical values were analysed. The result was found by using the statistical tool, SPSS. The statistical techniques which used were correlation analysis and regression analysis. Correlation was done to test the relationships between two variables, work relationship and employee morale, to measure how much they are related. Regression analysis was used to analyse and test the relationship between dependent and independent variables. These analyses were done to test the hypotheses, to see whether the variables are related, associated with one another and to estimate the percentage impact of one on another.

Sample Selection

The samples for this study primarily include the employees of the textile industry who works in various departments in the company. As it was new for them to be sample for a research, the author explained them about it and then provided the questionnaire. The sampling techniques used for this study was convenience sampling. Convenience Sampling was used because it is easy for the researcher to choose their samples of their convenience, and it also saves time, easy to collect. Total number of respondents was 100.

Hypothesis

Hypothesis 1

Null Hypothesis (H0): Work relationship has positive impact on the employee morale.

Alternative hypothesis (H1): Work relationship has negative impact on the employee morale.

Hypothesis 2

Null Hypothesis (H0): There is no significant relationship between work relationship and employee morale

Alternative hypothesis (H1): There is significant relationship between work relationship and employee morale

The research was limited to a particular textile company, which is Aravind Limited, and the sampling unit of the research were the managers and the employees of the company.

The dependent variable of the research was employee morale and the independent variable was work relationship.

RESULTS

GENDER					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Male	50	50.0	50.0	50.0
	Female	50	50.0	50.0	100.0
	Total	100	100.0	100.0	

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MARITAL STATUS					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	30	30.0	30.0	30.0
	Married	70	70.0	70.0	100.0
	Total	100	100.0	100.0	

The total number of respondents in this research was 100. The entire sample was drawn and categorised according to their age, gender and the length of service. Considering the gender, as one of the demographic variables, the employees of the organisation, population was divided into males and females. According to this research it was clear that, out of 100 employees as respondents, 50 were male constituting 50% in the sample and 50 employees were females which constituted 50% of the respondents. The final category taken into consideration is the marital status. It was seen that majority of the members were married which was 70% of the sample and remaining 30% of the sample was single.

Correlations			
		WR AVERAGE	EM AVERAGE
WR AVERAGE	Pearson Correlation	1	.727**
	Sig. (2-tailed)		.000
	N	100	100
EM AVERAGE	Pearson Correlation	.727**	1
	Sig. (2-tailed)	.000	
	N	100	100
**. Correlation is significant at the 0.01 level (2-tailed). WR is Work Relationship EM is Employee Morale			

From the above table it can be observed that, there exists a positive correlation between work relationship and employee morale. The Pearson Correlation test statistic is 0.727. It clearly indicates that if the work relationships of the employees in the company are good then obviously the employee morale will be good. The symbol two ** indicates that it is significant at 0.001 level in two-tailed test which is less than 0.05 so it is good and has positive impact. As the values are above 0.5, it can be said that there is a positive moderate uphill relationship between work relationship and employee morale.

$r = 0.727$, $N=100$, $p < 0.01$

This result shows that if the work relationship in the company increases; the employee morale in the company would increase, indicated by the positive correlation. As per the values mentioned above, $r = 0.727$ and $p < 0.01$, we could come to know that the correlation is positive between two variables which are work relationship and employee morale.

Regression				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.727[a]	.529	.524	.29698
a. Predictors: (Constant), WRAVERAGE				

In the above mentioned table, the R square in the model summary table talks about the amount of variance in the dependent variable which can be explained by the independent variable. In this table, as we can see, work relationship is taken into consideration which accounts for 52.9% of the variance. The R value is similar to that of Pearson’s correlation analysis value accounting to 0.727. This indicates that as the work relationship increases, the employee morale also increases among the employees those who are working for the company, in the company. The adjusted R square which amounts to 0.524 adjusts for the bias in R square. R square is sensitive to the number of variables and scores there are adjusted to the R square corrects for this. Standard error of the estimate talks about the predictions made along with the regression line which considers the data in hand. The standard error in this case is 0.296 which is a measure of the variability of multiple correlations.

DISCUSSION

The total number of respondents in this research was 100. The entire sample was drawn and categorised according to their age, gender and the length of service. Considering the gender, as one of the demographic variables, the employees of the organisation, population was divided into males and females. According to this research it was clear that, out of 100 employees as respondents, 50 were male constituting 50% in the sample and 50 employees were females which constituted 50% of the respondents. The final category taken into consideration is the marital status. It was seen that majority of the members were married which was 71% of the sample and remaining 29% of the sample was single.

The Pearson Correlation test statistic is 0.727 ($r = 0.727$, $N=100$, $p < 0.01$). This result shows that if the work relationship in the company increases, the employee morale in the company would increase by 72% as indicated by positive correlation. Therefore hypothesis 1 is satisfied.

As per regression analysis, work relationship is taken into consideration which accounts for 52.9% of the variance, which means that work relationship in the company has 52.9% impact on the morale of the employees of the company. And also, it shows that there is significant relationship between work relationship and employee morale. Therefore, hypothesis 2 has been satisfied.

This research has clearly shown how much important is work relationship of employee matters for an organisation like Arvind Limited. The various analyses show that the work relationship has positive impact on the morale of the employee. There are various ways to improve or to build work relationship, it starts from the recruitment and selection process because they have to select potential candidate who has technical skills and soft skills. It is also the duty of the HR management to develop people soft skills, how to be co-operative, collaborative and supportive. The company should also have some special programs for their employees, some events which could develop their team communication and performance. For a textile company, gamification could improve the relationship of the employee within their team and also with others, it also will increase their productivity and so it impacts the employee morale. After analysing the data collected from the employees it is also evident that the company has created a good culture, environment for their employees to have good relationship with their colleagues.

CONCLUSION

The main aim of the study is to analyse the relationship work relationship and employee morale in the company. Work relationships can be either professional or personal; it depends on the employee, the way the employee takes the relationship. Previously there has been no study done on these two variables. The morale of the employee can be affected by many factors, it can be internal or external but the employee morale in this company is good and there is such employee who complaints about the company from the sample chosen. The data was collected through the means of questionnaire from one hundred respondents in the textile company. According to the results of the study, now it is evident that the work relationship has 52.9% impact on employee morale. The employee morale can be affected by the nature of work if it is not good, the way the employee manager or supervisor behaves and the culture of the organisation, but this study shows that these factors are pretty decent in the company and so the morale of the employee is good.

Therefore, it can be concluded that the work relationship and employee morale have significant relationship, also the work relationship has positive impact on the employee morale and so if the work relationship is good the employee morale will increase. This could decrease attrition rate, number of leave days in the company and ultimately help the company to be more productive and the industry leader.

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POSITIVE AFFIRMATIONS OF INTELLECTUAL CAPITAL – A REVIEW

Stella Mary
Research Scholar, Christ University, Bengaluru

ABSTRACT
The concept of Intellectual capital often recognised as knowledge or interchanged with intangibles is a growing phenomenon, this study aims at identifying factors influencing intellectual capital of an organisation, and it also initiates converting the factors into metrics. The problem statement revolves around the lack of recognition of this significant contribution in most of the firm's performance. It initiates in identifying various literature supporting this asset as a contributor to growth. Any asset which contributes to the profit of an organisation is worth considering. Traditional view of capital refers to the physical capital which could be accounted for in the books of accounts. Modern view is to consider beyond the books of accounts where several factors contribute towards the growth of an organisation and one such factor is the intellectual capital of a firm. In order to frame a sense of direction the study reflects the various indicators which are termed as efficiency indicators. The study concludes that intellectual assets are positively related to firm performance.

Keywords: Intellectual capital, firm performance, growth , traditional view, indicators of performance.

INTRODUCTION
Early as 1836, Intellectual capital was recognised as knowledge and the wealth creating function of an organisation. IC compromises a wide spectrum of ideas and perception of the imamaterial components of organisations assets. The concept of intellectual capital in 1969 was coined by economist named John Kenneth Galbrais. The other view on intellectual capital was stated by Drucker(1992) as the only major source of capital that can create productivity and contribute towards profits for corporations. The problem statement refers to lack of recognition about this significant contribution of intellectual capital towards corporate performance. Intellectual capital can be defined as the 'economic value' of four categories of intangible assets of a company- that includes human capital, structural capital, capital employed and innovation capital collectively. It is the knowledge that is to be leveraged and utilized by an organization to help conduct its business in order to achieve its long term competitiveness. Sustained advantage can occur only in situations in which this capital varies across the firms and where some firms may be unable to obtain necessary resources that are benefiting other firms. Intellectual capital is viewed as a sub-set of intangible capital, where the term intangible relates to assets without physical existence and capital refers to assets retained by the organization to contribute to future profits. Intangible resources are more likely to produce a competitive advantage because they often are rare and socially complex there by making them difficult to imitate. A company's intangible assets are increasingly crucial and positively related to organizational performance in today's knowledge economy.

Knowledge Collective knowledge (whether or not documented) of the individuals in an organization or society. This knowledge can be used to produce wealth, multiply output of physical assets, gain competitive advantage, and/or to enhance value of other types of capital. Intellectual capital is now beginning to be classified as a true capital cost because (1) investment in (and replacement of) people tantamounts to investment in machines and plants, and (2) expenses incurred in education and training (to maintain the shelf life of intellectual assets) are equivalent to depreciation costs of physical assets. Intellectual capital includes customer capital, human capital, intellectual property, and structural capital.

Read more: http://www.businessdictionary.com/definition/intellectual-capital.html

INTELLECTUAL CAPITAL AND FINANCIAL PERFORMANCE
- Brooking (1996) defines it as "the combined intangible assets, which enable the company to function."
- Stewart (1997) defines it as "packaged useful knowledge".
- Roos et al. (1997) defines it as the "sum of the knowledge of its members and the practical translation of this knowledge into brands, trademarks and processes."
- Edvinsson and Malone (1997) define it as "the possession of the knowledge, applied existence, organizational technology, customer relationship and professional skills that provide a company with competitive edge in the market."
- Sveiby (1997) defines it as "invisible assets that include employee competence, internal structure and external structure."

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- Sullivan (1998) defines it as "Knowledge that can be converted into profits".
- The Konrad Grop (1998) refers to it as "know-how capital"
- Viedma (1999) defines it as "equal to a company's core competencies"
- Kaplan and Norton (2001) use the term *intangible assets*, which they define as the skills, competencies and motivation of employees; databases and information technologies; efficient and responsive operating processes; innovation in products and services; customer loyalty and relationships; and political, regulatory and social approval.
- The wealth creating function of IC was recognised long before the seminal works of scholars such as Daniel Bell, Michael Porart, Alvin Toffler or Tom Stonier.
- As early as 1836, N. Senior wrote
- **" The intellectual and moral capital of great Britain far exceeds all the material capital, not only in importance but its productiveness. Ic compromises a wide spectrum of ideas and perception of the immaterial components of organisations assets. "**
- It is tempting to try to design a measurement system equivalent to **double-entry bookkeeping** with money as the common denominator. It is an established framework with definitions and standards and therefore common sense.
- But this is precisely the reason why we should break with it. If **we measure the new with tools of the old, we won't be able to see the new** (Sveiby, 1997, p 155).(problems in traditional accounting)
- Bontis and Girardi (1998) state that the majority of literature relating to the development and measurement of the subject:
  - Has an introductory flavour;
  - Lacks substance; and
  - Tends to be repetitive.
- Research for this project confirmed the statement.
- Liebowitz and Wright (1999, p 99) established that there are two schools of thought in terms of measuring knowledge. They are of the opinion that researchers either try to find the appropriate metrics for knowledge or they (such as Davenport and Prusak 1998, in Liebowitz and Wright, 1999, p 99)) are of the opinion that knowledge in itself cannot be measured and therefore they look for indicators of knowledge.

1st finding - Stewart's advice (1997, pp 243-244), as supported by Roos and Roos (1997, p 419)
It was seen to contain one of the most important lessons to learn. Stewart is of the opinion that **no single measurement will ever describe a company's full quota of stocks and flows in intellectual capital**.

Therefore, when devising measurements, instead of developing one ultimate measuring tool, one should:

- Keep it simple;
- Measure only what is strategically important; and
- Measure activities that produce intellectual wealth.

2nd finding - Bontis (1998, p 73)
It requires people to rethink their attitudes on intangible assets and to start recognizing that **measuring and strategically managing knowledge** may make the difference between mediocrity and excellence.

The way to see and experience value increase is to find an **appropriate 'mirror'** where growth and decline can be seen.

3rd finding - Demarest (1997, p 378)
Demarest remarked that the only reasonable purpose for organized knowledge management practice in an organization is to increase the quality and quantity of the company's **marketplace** performances. Measuring should therefore target those activities that achieve at least one of the following:

- enable the organization to sell more and sell better (relating to activities that encourage **human capital** development);

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- support more and support better (relating to activities that encourage **structural capital** development); or
- create and keep more/ better customers (relating to activities that encourage **customer capital** development).

4th finding - Kaplan and Norton (2001a, p 102)

They state that measurement is **not only about reporting** what happened in the past. More importantly it is about **creating focus for the future**. Finally, their reminder is about how success is about ownership and active involvement of the executive team.

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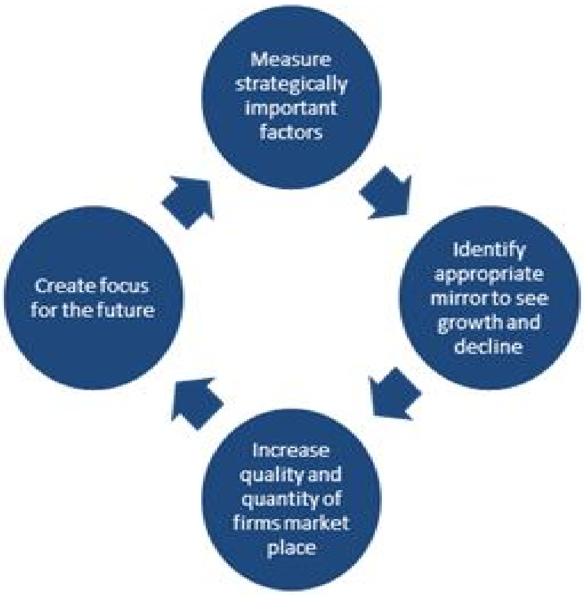

Balance sheet ignored..

None of the authors consulted suggested that the balance sheet be totally ignored but, if the balance sheet is not the answer to the problem, the questions to ask are the following:

- What is a more appropriate tool?
- What alternative structures for value reporting are available?
- What does one measure?

MEASURING METHODS

A large number of measuring methodologies, where both balance sheets and intangible assets are evaluated, do exist.

Identified 21 of these and provided structure in terms of what the aim of each method is.

Refer table in literature review objective 1.

APPROACHES TO MEASURE INTELLECTUAL CAPITAL

- **Direct intellectual capital methods** (DIC) – where components are identified and valued.
- **Market capitalization methods** (MCM) - where the difference between market capitalization and stockholders' equity is calculated.
- **Return on assets** (ROA) – where tangible assets and the annual financial growth figures are compared to the industry average. Above average earnings are then utilized to estimate the value of intangible assets.
- **Scorecard methods** (SC) – where the various components of intellectual capital are identified

Selected measuring methodologies

What appeared to be a fair evaluation - as reflected in the literature review table proved to be valuable in deciding to investigate only the value added intellectual capital method as it is within the context of this study and among the other techniques this is deemed to be more appropriate to identify indicators.

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INDICATORS include

To be a useful measurement mechanism, the indicators should be grounded in:

- The drivers of the vision and/or direction expressed.
- The intellectual capital categories selected; and inter-capital flows.
- The intellectual performance system must be rooted in the language of the company or unit. Important concepts used in conversations and texts around the vision, mission, strategy and success factors must be identified, and the meaning of these concepts must be uncovered.
- To be measured, intellectual capital obviously needs to be categorized. Categorizing must be more of a top-down than a bottom-up process.
- Any intellectual capital model must be scalable; it should make sense for large as well as small companies, and for organizations, parts of organizations as well as individuals
- the numbers of patents, good ideas or articles published per person;
- Various ratios of employee output;
- The value-chain support activity called technology development;
- Benchmarking studies to identify the best decision-making practices in a R&D setting;
- The use of cross-functional teams;
- The use of post-project audits; and
- Analyzing best practices including charts where quality of execution is plotted versus frequency of use.
- Selecting the right indicators among the almost limitless number of potential ones;
- Ranking the importance of indicators for a specific category;
- Ensuring high precision for indicators;
- Establishing reliability of numerical values of indicators;
- Tracing all sources of error or noise in the logic used to identify indicators, which may otherwise lead to erroneous or irrelevant indicators; and
- Tracking the high multi-co-linearity among many of the indicators, meaning that the indicators are not reciprocally independent.

SELECTION OF THE ITEMS IDENTIFIED AS METRICS

Human capital

- Training expense per employee R&D investment in basic research Years of service with the company Revenues per employee
- Profits per employee
- Percent of employees with advanced degrees IT literacy
- Motivation index
- Savings from employee suggestions New solutions/products suggestions Training efforts
- Competence development Employee satisfaction Age distribution
- Time in training
- Re-use of available knowledge
- Number of ideas that were turned into projects Number of apprentices that staff mentor
- Interactions with academics, consultants and advisors

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- Interactions with academics, consultants and advisors

Structural capital

- Processing time
- Contracts filled without error Number of new products
- Number of lessons learnt and best practices applied

Customer capital

- Number of new customers Sales per customer
- Time from customer contact to sales response Average customer duration with the company Customer satisfaction index/customer rating Productivity index
- Number of processes renewed Market share
- Customers lost Customer size

Financial capital

- Profits/total assets
- Revenues resulting from new business operations Profits per employee

Financial indicators to determine capital employed efficiency **Net Worth**

Market Cap

Intrinsic Worth

Knowledge Turnover

Discount Rate

Liquidity Premium

MVToIV

K Basis

- IC Net Margin
- IC Gross Margin
- Intrinsic Stock Price
- Past Financials
- Sales
- Total Income

- EBITDA
- EBIT
- PBT
- PAT
- EVA®
- Net Worth
- Market Cap
- Intrinsic Worth
- Knowledge Turnover
- Discount Rate
- Liquidity Premium
- MVToIV
- K Basis

HUMAN RESOURCE INDICATORS to determine human capital efficiency

- Percentage of Cost of Workforce:.
- Salary Competitiveness Ratio (SCR):
- Health Care Expense per Current Employee: Benefits Satisfaction:
- Employee Productivity Rate:
- Return on Investment (ROI
- Employee Satisfaction Index:
- Number of Employee Satisfaction Surveys: Percentage of Employees Trained in Company Culture:
- Percentage of Vacation Days Used: Net Promotor Score:
- Absenteeism Rate:
- Number of Full-Time Employees:
- Number of Contractors:
- Average Tenure:
- Voluntary Termination Rate:
- Involuntary Termination Rate:
- Retirement Rate:.
- Average age of Retirement:
- New Hire 90-Day Failure Rate:
- First Year Voluntary Termination Rate:
- Average Time to Fill a Job Vacancy:
- Hiring Process Satisfaction Rate:
- Cost per Hire:
- Effectiveness of Training:
- Training Cost per Employee:
- Percentage of Employees Trained:

- Diversity Rate:
- Number of D&I Initiatives Implemented:
- Attrition Rate:
- Turnover Rate For Highest Performers:
- Average Time to Find a Hire:
- Candidates Interviewed per Hire
- Yield Percentage: Knowledge Achieved With Training: Diversity Numbers/Nationalities In The Work Force: Acceptance Rate: Percentage of Job Candidates Who Meet Job Criteria: Rate of Internal Job Hires:
- Yield Percentage:
- Knowledge Achieved With Training:
- Diversity Numbers/Nationalities In The Work Force:
- Acceptance Rate:
- Percentage of Job Candidates Who Meet Job Criteria:
- Rate of Internal Job Hires:
- Rate of Internal Referral Hires:
- Performance of New Hires:
- Internal Promotions Vs. External Hires:
- Internal Promotion Rate:
- Suggestions per Employee:
- HR-to-FTE Ratio:
- Cycle Time To Process Payroll:
- Cycle Time To Resolve Payroll Errors:
- Percentage of Workforce Below Performance Standards:

Structural INDICATORS to determine structural capital efficiency

- Distribution of IP held
- Increase in the value per IP item
- IP investments purchased during the year
- IP renewed
- No of patents and licences
- Reputation of the IP developed
- Software assets
- Trademarks
- Copyrights
- Designs
- Details of company patents

Structural INDICATORS to determine structural capital efficiency

- R & D in relation to competitors
- Employees in R & D
- Future prospects regarding R & D

- No of development days in IP
- IT facilities
- IT literacy
- Corporate governance

Structural INDICATORS to determine structural capital efficiency

- Business model
- Organisation and management structure
- Management philosophy
- Corporate culture
- Quality
- Stratergy
- Percentage of budget spent on Technology

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SUSTAINABLE CONSUMPTION: ISSUES AND CONCERNS

Dr. Srinivasa. C
HOD, Department of Management, SIMS, Bengaluru

ABSTRACT
Sustainable consumption was the discussed by the United Nations Conference for Environment and Development (Rio de Janeiro, 1992) and the World Summit on Sustainable Development (Johannesburg, 2002). As the natural resources are scarce and human wants are unlimited it's very necessary that the level of pattern of consumption of consumer should be sustainable. 1Sustainable consumption is not about consuming less it's all about consuming in an efficient manner. More and more consumption can lead to the environment degradation. Example- consumption of plastic bags. The study has highlighted about the factors which will affect sustainable consumption and what are the measures taken to encourage the sustainable consumption.

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Keywords: Sustainable Development, Sustainable Consumption, Environment Degradation.

INTRODUCTION

Max-Neef Human Need Index

Max-Neef explains about the types of 'satisfiers' of needs. This concept explains better at sustainable and unsustainable consumption related to needs. This theory explains that is consumption really giving us the lifestyle that we are looking for and are able to satisfy our needs? Using Max-Neef human need matrix framework we can consider that goods or services are:

- 'Synergistic satisfiers' which can only satisfy multiple needs.
- 'Singular satisfiers' which satisfies only one need.
- 'Pseudo Satisfiers' which might looks to be satisfying a need but in real life have very little effect,
- 'Violators' which do not satisfy any need but might cause fulfillment of other needs.

Therefore we can conclude that Unsustainable consumption or consumerism is mostly related to the fulfillment of needs related to individual identity. When satisfiers are 'pseudo satisfiers' they are ineffective leading to the desire for new satisfiers to meet the need. And consumer keeps on consuming more.2

Therefore many products are designed to become obsolete in terms of fashion and design. As the time passes the products or services will be out of date and need to be updated to meet the fashion or to satisfy the needs, example smart phones.

This means that most of the products are often pseudo satisfiers for needs means it will not satisfy the needs completely, and the attempt to satisfy them can be an endless process and result in slavery or environment degradation.

Therefore there is a critical need to ensure sustainable consumption.

CONSUMERS WHETHER OR NOT TO TAKE PART IN SUSTAINABLE CONSUMPTION

Consumer Perception

Consumers are mostly aware of the stimuli that will be related to their needs. The goods which are having more sensory impact influence the customer to consume. Personal factors like perception, experience influence the consumer buying decision and it helps in setting the characteristics of the stimulus in determining what should be noticed and what to ignore. It includes perceptual defense which means people exactly see what they want tom see and don't see what they don't want to see. Stimulus selection process will be affected by size, colour, position and novelty which encourages the consumer to consume more and sustainable consumption will be affected.3

Consumer Learning and Memory

Many behavioral learning theories explain that learning takes place due to the external events. Consumer remember about the products which make them feel good based on their past learning and experiences. Consumer behaviors will be influenced by watching the action of others. And the events which occur in the external environment will retain in the consumer memory for a longer time.

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Technology and Diffusion of Global Consumer Culture

Global cross culture and fashion influence the product choices of the consumers. Now they have a high degree of individual choices based on the latest style and trends. Advancement in technology brought more choices to the consumer which encourages them to change the product more often instead of going for the durable products. Many customers are waiting to replace their traditional products as due to innovation and global culture. In modern time innovation travel through cross boarders and gives variation in taste and people develop their own unique preferences. Innovation in technology also encourages the consumers to be up to dated which cause consumption of more goods affect consumption sustainability.4

Consumer Motivation

Motivation is the main factor which drives an individual to perform an action. Every individual has needs which motive them to consume the product to satisfy their needs. Need of an individual changes as his physical condition, environment and experience changes. Abraham Maslow's explains the different level of needs. As one needs become satisfied new and higher level of needs emerges and to satisfy different level of needs consumer keeps on consuming. Consumer buying habits will be influenced by those needs will be at heart of human personality and motivation. So the motivation reveals the underlying attitudes feelings, emotions, and attitude, concerning about the product, brand, or services.

Consumer Attitude

Attitude can be described in simple as the way of thinking that affects a person's behavior in different situations. They reflect the favorable or unfavorable way with respect to a given object. Consumers prefer one brand goods over another, it will be anticipated that their action will be consistent with their attitudes. Theory of trying to consume model explains that in many cases the outcome or desire will not be certain instead it only reflects the attempts of consumer to purchase. Consumer attitude also affected by ad models and inspired them to consume by affecting their feelings and judgments. Consumer purchase new products and if they get favorable attitude with the brand it results in repeated satisfaction with the other products of the same company.

EXPOSURE TO AD FEELINGS FROM THE AD ATTITUDE TOWEARDS THE AD ATTITUDE TOWARDS THE BRAND BELIEFS ABOUT THE BRAND

Issue of Fairness

There is inequitable distribution of resources which causes the inequitable gain from natural resources. Therefore few groups of people will be consuming more goods and they will be well off while other groups of people become worse off. Inefficient use of resources is the major issue for the sustainable consumption. Efficient use of resources can provide greater benefit to the society. Equal distribution of resources guide all the consumer to think in the same pattern and their consumption pattern will be similar which will help in supporting sustainable consumption. More inequality will increase the consumption and it will affect sustainability.5

Insufficient Product Information

Consumer will not be aware about the ethical way of consumption of goods. Advertisement and other factors encourage them for the high consumption lifestyle. The consumer keeps on consuming and there will be lack of suitable structure for sustainable consumption. Therefore insufficient information about the product leads to the higher consumption. Many times consumer keeps on changing the different products to satisfy their needs when they will not be much aware about the product quality and its uses.

Suitable Social Activities

Human beings desires are influenced by the society and culture. Externalsocietal factors will shape consumption habits of the consumer and there will not be always control over consumption.6 People create their identities by the act of consumption of the commodities. To maintain the societal status people purchase the stuff which is having social acceptance. In order to extent oneself commodity and services are purchased to maintain the social status. Example- people prefer car and other luxury items consumption. Depending on the lifestyle and livelihood of the consumer their consumer behavior and pattern will be changing.

Moral Intelligence

Moral intelligence is related to thinking and liking of an individual which consider the behavior. Moral intelligence also describes about an individual ability to behave ethically which also applies for consumption of goods. Urbanization results in higher level of consumption and its cause's environmental degradation. Each individual behavior can vary with many factors like age, income, personality as a result people have different preferences and varying purchasing process.7 Moral viewpoint gives the idea about the possible relationship between the factors which are useful for consumer as well as society. Therefore positive attitudes towards environment will lead to sustainable consumption and generating moral intelligence can change the consumer idea for the safeguard of the environment.

Demographic Factors
Ethical decision making of a consumer influenced by the demographic factors. The demographic factor like age, gender marital status, and socio economic decides about the different consumption level of the consumer. Consumption level changes as the age group varies. Population growth is the major concern for sustainability. Resources are scarce, and the rapid growth in population continuously increases the consumption level. So it will be very difficult to meet the demand with the available resources, therefore companies produce more products and that will lead to the more consumption of resources and sustainability will be affected.

Consumer Gravitation
Consumer consumption habit is determined by the knowledge which they are having and that will be having impact on environment. Knowledgeable consumer will prefer buying green products which will be having less impact on environment while other traditional consumer will consume products and will not worry about environmental changes. Those consumers who like consuming green goods are more likely to prefer green goods and they look for eco-friendly products. Educated and learn consumer's worries about the critical condition of environment. Most of the conventional consumer looks for consuming more and not worry about sustainability.

Structural Obstacles
People should prefer simple lifestyle which is necessary precondition for the sustainable consumption. Consumption is affected by economic, political and social structures. High lifestyle is encouraged by consumer regularly which encouraged high consumption level. All these structural factors lock the customer life style of high use of resources and more energy consumptions. Simplicity has been vanished from the society and people face problems when trying to reduce their consumption.

FINDINGS
- Excessive use of natural resources causing environmental degradation.
- Society is influenced by various fundamental structural factors which need to be restructured.
- Changes in standard of leaving and Lifestyle causes more consumption. They hesitate to undertake behaviors which are inconvenience to their life style or regular habits.
- Different age group is having different impact on sustainability.
- Factors such as lack of suitable information, high prices and lack of suitable green products hold consumers and restrict them to go for sustainable consumption.
- Those consumers who are aware about the sustainability they are ready to adopt small changes for sustainable consumption but less keen to adopt more challenging activities to promote them.
- They are aware about the term recycling, waste separation, and environmental factors which can cause harm and how to support sustainability but there is inadequate effort to bring into action.8

Above we have discussed about the factors affecting the sustainable consumption and findings of the detailed discussion. Based on the findings we can recommend following activities to our client to promote sustainable consumption

RECOMMENDATION TO PROMOTE SUSTAINABLE CONSUMPTION
Raising Consumer Awareness
Focus of consumer should be more on utilization of green products. They should be provided with proper information about sustainable consumption so that their attention will be more consuming efficiently which will help in improving the environmental performance 9

Environment friendly offerings should be developed as consumer behavior and attitude depend more on moral intelligence. It will help in encouraging ethical marketing performance

Technology can be helpful in promoting sustainable consumption. Technology should be focused more on production of eco friendly products which can be re utilized as marketing executive have to recommend not just sustainable consumption but also sustainable production.

Advertising
Advertising will helps to focus on a particular market segment. As people evolve, their tastes and preferences also develop and the main aim of advertising is to attract and influence people towards certain product. Commercial advertising can help leverage customers to opt for sustainable consumption and recycled products.

For example if certain industries (paper industries) through their advertisements promote products that are environment friendly and also prices reasonably people would be motivated to switch to bio degradable products.10

Green Growth
Greening the market can be used as a key tool availability of eco-friendly products or recycles products can be helpful to promote sustainable consumption. It will be depending on the technological solutions. It can be promoted by

- Produce morewith less resource and less wastage.
- Supplier should set standard toimprove environmental performance.
- Reducing unethical practices in marketing.
- Restructuring of the pricing of green products.

Sustainable Incentives
Netherland issued a new type of purchase card, the card holders will be awarded reward point of the purchase of sustainable goods and services. They have launched the project in 2002. Similar way cards can be promoted to attract the customers and encourage them to consume sustainable goods.

Target Sectors
We can focus primarily on the individuals and try to motivate them by providing necessary information. We can also aim to make the changes in the market environment by making changes in the relative price of various products. The pricing policies should be adopted differently for sustainable goods and services. Transparency in market environment, supporting R&D activities, setting minimum standard based on the buying behavior of the consumer will be very much helpful in promoting sustainable consumption. It can be done by identifying

- Shifting product consumption from one category to other like less harmful products.
- Change in consumption due to changes in need areas.

Social Marketing
Social marketing means adopting the tools, techniques and concept derive from commercial marketing to achieve social goals. The majority of social marketing activities will be focused on changing the behavior for the benefit of individual or society. Social marketing can be done by customer's orientation, marketing campaigns, emphasis on behavior maintenance, and the opportunities to de-market unsustainable behaviors. Tools like behavioral and communication tools are used for social marketing to promote sustainable consumption. This tool can be helpful to educate the consumer and promote green products.11

CONCLUSION
From the overall factors which has discussed we can conclude that themain barriers to sustainable consumption generally include: lack of awareness among consumers; lack of support from the different community, government as well asindustry; reluctance to take the true socialand environmental costs which can be taken into considerationin the price of goods and services; unsustainable thinking and behaviors patterns of consumers; and lack of alternative sustainable green products and services.

Our findings suggest that in order to promote the sustainable consumption, both firms and policy makers should increase the consumer involvement, inform the consumers about the product availability, promote more effectively the possible benefits of sustainable products and increase social pressure and awareness to promote more sustainable lifestyles and consumption patterns.

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A CONCEPTUAL STUDY ON TRIBAL LEADERSHIP STRATEGIES - FOR DEVELOPMENT OF TRIBALS IN INDIA

Dr. V. Ramanujam[1] and Dhanyamol V. R[2]
Assistant Professor[1] and Research Scholar[2], Bharaithar School of Management and Entrepreneur Development, Bharathiar University, Coimbatore

ABSTRACT
Tribal communities in India, known as Scheduled Tribes (STs), have faced socio-economic challenges for many years The tribes is relating to a group or community with similar ancestors, customs and traditions.In other words a group of people, often of related families, who lives together, sharing the same language, culture and history especially those who do not live in town or cities. The tribal leadership is refers to the action of leading a group of people or an organization. The tribal leading organization are the ability to lead at a different leadership style and method. The leadership strategies refers to manager's potential to express a strategic vision or an organization. The study focusing that different types of leadership strategies for the development of tribals in India

Keywords: Tribal development, Leadership strategies, tribal community

INTRODUCTION
Every company, indeed, every organization, is a tribe, or if it's large enough, a network of tribes—groups of twenty to 150 people in which everyone knows everyone else, or at least knows of everyone else. Tribes are more powerful than teams, companies, or even CEOs, and yet their key leverage points have not been mapped—until now. In Tribal Leadership, Dave Logan, John King, and Halee Fischer-Wright show leaders how to assess their organization's tribal culture on a scale from one to five and then implement specific tools to elevate the stage to the next. The result is unprecedented success. The Ministry of Tribal Affairs of India have different types of developmental programs and tribal leadership strategies can adopted for the development of tribal communities.

TRIBAL LEADERSHIP
Details each of the five tribal stages and helps readers identify which actions affect it and which strategies will enable the tribe to upgrade to the next level. The authors discuss how each stage has a unique set of leverage points and why it is critical to understand them—more than three quarters of the organizations they studied have tribal cultures that are adequate at best. The five stages include:

- **Stage One:** The stage most professionals skip, these are tribes whose members are despairingly hostile—they may create scandals, steal from the company, or even threaten violence.
- **Stage Two:** The dominant culture for 25 percent of workplace tribes, this stage includes members who are passively antagonistic, sarcastic, and resistant to new management initiatives.
- **Stage Three:** 49 percent of workplace tribes are in this stage, marked by knowledge hoarders who want to outwork and outthink their competitors on an individual basis. They are lone warriors who not only want to win, but need to be the best and brightest.
- **Stage Four:** The transition from "I'm great" to "we're great" comes in this stage where the tribe members are excited to work together for the benefit of the entire company.
- **Stage Five:** Less than 2 percent of workplace tribal culture is in this stage when members who have made substantial innovations seek to use their potential to make a global impact.

OBJECTIVES OF THE STUDY
- To analysis the various tribal leadership strategies of the Gavernment of India.
- To examine the tribal leadership leads to development of tribals in India.
- To identify the different stages of tribal leadership

SCOPE OF THE STUDY
The study focus that different types tribal leadership strategies and the different tribal leadership of the development of tribals in India. The Government of India and the Ministry of Tribal Affairs have been adopted the different tribal organization forb growth and improving the standard of living of the tribal population in India.

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DIFFERENT STAGES OF TRIBAL LEADERSHIP

five tribal leadership stages include

Stage One – 'Life Sucks'
Most people are socially alienated, and the theme of their words is that life has given them a bad deal, so it's ok to do whatever it takes to survive.

Stage Two – 'My Life Sucks'
Most people do the minimum to get by, show almost no initiative or passion, and engage in passive-aggressive behavior.

Stage Three – 'I'm Great (and you're not)' – (49% of organizations are here)
'People engage in anything that's going on, with energy and commitment, but when you listen closely, they talk mostly about themselves and focus on appearing smarter and better than others. They think they're focused on team concerns, but their actions show their interest is personal. People tend to form two-person relationships, so if they manage of group of ten, they have ten relationships. They rarely bring people together, they resist sharing information except when it's necessary, and they pride themselves on being better informed than others. Winning is all that matters, and winning is personal. People at this stage complain that they don't have enough time or support and that the people around them aren't as competent or as committed as they are.'

Stage Four – 'We're Great'
'Teams are the norm, focused around shared values and a common purpose. Information moves freely throughout the group. People's relationships are built on shared values. They tend to ask, "what's the next right thing to do?" and to build ad hoc partnerships to accomplish what's important at the moment. Their language focuses on "we," not "me." If two people get in a squabble, a third will step in and repair the relationship rather than create a personal following for himself. Unlike Stage Two, the group is composed of people who have played the Stage Three game and won – and are ready for genuine partnerships.'

Stage Five – 'Life is Great'
'Your tribes hardly ever refer to the competition, except to note how remarkable their own culture is by comparison, and how far their results outstrip industry norms. The theme of communication is limitless potential, bounded only by imagination and group commitment. People in this culture can find a way to work with almost anyone, provided their commitment to values is at the same intensity as their own. (Unlike Stage Four, the focus isn't on "our values" but on resonant values.) There is almost no fear, stress, or workplace conflict. People talk as though the world is watching them, which may well be the case, as their results are making hist

CONCLUSION
`The study was concluded that the different types tribal leadership strategies and different stages of tribal leadership for the development of tribal in India. The yribal communities are the group of people for the same culture, and is not a town . The tribal peoplr are the low income group, the Government of India have various type of tribal leadership policies and strategies have been adopted for the development of tribal population.

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A STUDY ON PROMOTING & SUSTAINING NISARGADHAMA AS A TOURIST DESTINATION

Mousime Xalxo
Assistant Professor, St. Claret College, Karnataka

1.1 INTRODUCTION

Nisargadhama is an island formed by river Kaveri near Kushalnagar in the district of Kodagu, Karnataka, The 64-acre island, surrounded by the Cauvery river, can be accessed by walking across a hanging bridge. Established in 1989, the picturesque picnic spot with lush foliage of thick bamboo groves, sandalwood and teak trees has lovely river-side cottages. Nisargadhama is rich in its flora and fauna. Visitors are allowed to get into water at a few shallow and safe points along the river. Elephant rides and boating are some of the other attractions. It also has a forest department-running guest house and treetop bamboo cottages.

- **Activities and Attraction near Nisargadhama**

The Island is perfect for a picnic with the children. There is a mini zoo or take a boat ride. There are also facilities for spending night in a tree house. Elephant rides and boating are a major attraction here. Tourists are also allowed to get into the water at a few safe points along the river. There are tree top bamboo cottages and forest run department guest houses for accommodation. It is an ideal location to spend a peaceful evening.

Abbey Falls is at a distance of about 25 kms from the Nisargadhama Falls. It is famous for the leeches found in the water. It is perfectly located between coffee and cardamom plantations that give a fresh aroma to the area. It is considered to be one of the best waterfalls with white foamy water flowing in the serene location.

A few minutes' drive from the Nisargadhama falls lies the Bylakuppe Tibetan Settlement, which is the region of 'lugsum Samdupling' and 'Dichyi larsoe'. It was established in 1961 and 1969 by refugee settlements in the Kogadu region.

Known as one of the largest Tibetan Settlement in India, it is home to more than 16000 refugees and has temples and monasteries located therein. The settlement is managed by seven thousand of monks and nuns. One can simply hear the enchanting sounds of the prayers and chants which add to the environment of this region.




1.2 REVIEWS OF VISITORS/ SURVEY 2015-2018

S. No	Reviews	
1	Place is not well maintained	**Tourists**
2	Satisfactory, fun activity only for kids.	**Visitor**
3	The place is an average attraction unless you have young kids	**Tourists**
4	Price not worth for zip line.	**Tourists**
5	Many small hotels around for food and lot of facilities with ample parking area.	**Tourists**
6	Only attraction is the hanging bridge and bamboo plantations.	**Tourists**
7	Visited this place with family and a young kid, had a lot of expectations but was completely let down. This entire place has greenery, some sculptures and a few deers. Nothing much happening here. There were some kid activities like zip line but nothing too great.	**Tourists**
8	Good place to take pictures.	**Tourists**
9	Accessible.	**Visitor**
10	On the way to Madikeri from Kushalnagar. Near to Dubare Elephant Park. Can spend a couple of hours with kids. Park has deers in cage, some adventure sports. But recommending for family with kids only.	**Tourists**
11	.Lovely Nature walk with loads of entertainment.	**Tourists**
12	Dry and dirty not well maintained.	**Tourists**
13	It can definitely be maintained in a better way. The one thing that kids will love is the zip line. It can be enjoyed by both kids and elders	**Tourists**
14	Very close to Kushalnagar and on the way to elephant Dubare Camp. Cross the river by bridge is interesting. There is bamboos forest and children park. It takes 1 hour to see.	**Tourists**
15	The place should have been a nature's paradise, but unfortunately visitors have spoiled it like anything. It is painful to watch people, appearing quite decent throwing plastic bottles, wrappers directly into the crystal clear river.	**Tourists**
16	Nisargdham, a good theme, was supposedly to be good once but now with zero maintenance and lack of interest. No maintenance of sign boards are present nor the upkeep. It makes you feel like lost. Do not go by past experience which is not the present, though its listed at many places as must see.	**Tourists**
17.	There's nothing to visit there except a wire bridge and paddle boat both of which are overly hyped. Poorly maintained property with bamboo trees all around. A bitter disappointment.	**Tourists**
18.	This place was not as good as expected. Inside there was not much to view. As we went in March, summer already started. May be during monsoon, environment may become beautiful and scenic.	**Tourists**
19.	There is absolutely nothing here. Even the national park in Mumbai is better. A few deers at the end of the park. We were trying to figure out if there is anything really why this park is made.	**Tourists**
20.	No better amenities , Dry place, no facilities	**Tourists**

1.3 OBSERVATION AND IMPACTS OF THE DESTINATION

- Karnataka policy emphasis on creating more quality experience by promoting tourism products which will increase their length of stay.
- The creation of policy strives to create change in attitude by providing guiding framework pertaining to governance structure, tourist's structure, safety and security of tourists.
- Attention must be given more on upgrading the destination by regular maintenance of drinking water facilities and huts which are constructed for tourists. As per the observation the place was not well maintained and tourists were overloaded in a hut with no proper sitting arrangements.
- We observed that the upkeep of the destination was not satisfactory and not maintained up to the standard .Due to autumn season in the month of April, dry leaves were scattered everywhere, which made the place look unbalanced and unattractive. There were no people found assigned for cleaning or guarding the destination.

- Because of the dryness the destination has lost its beauty. Few deer were found gazing around, children were allowed to feed the deers.
- There was a zip line activity which is not maintained and charged too high for adults and children with no proper safety measures.
- Nisargadhama had handmade sculpture which showcased the tradition and lifestyle of Croog, which need to be modified with colours and surrounding it with fence so that tourists may not able to throw garbage inside.
- Improvement in quality stay, it has accommodation facility for tourists ranging from 600rs to 1000rs which lack in amenities.
- Nisargadhama has good connectivity and wayside amenities to facilitate the tourists.
- Promotion of art, craft and handicraft, food and culture of Croog is showcased very well near the destination.
- According to my observation destination can also be promoted as eco –tourism in close collaboration with forest department.
- Nature Camp can be encouraged in Nisargadhama.
- Few of the tress houses were broken and poorly constructed.
- 64acres of land which was kept in a un structured and unorganised way.
- During the low season especially in summer the water level decrease where water based activities are also stopped.
- There is also a irritation index build between the guest and the host community which is observed in the local market situated outside Nisargadhama.

1.4. MEASURE TAKEN BY PUBLIC AND PRIVATE SECTOR TO PRESERVE THE DESTINATION

- As the place is loaded with greenery, they can come up with entertainment activities to retain the tourists and enjoy the surroundings like game facility for children, adventure activity for adult and tree house for senior citizens for sitting or relaxing.
- Since the place is very dry, the public sector can construct musical foundation, light and sound, and a biotical garden.
- Nisargadhama is able to maintain the carrying capacity.
- As the destination is close to nature government can also organise nature camp for kids, yoga session for adults.
- Night can be made more soothing by putting sufficient lights and fixture in the park.
- Nisargadhama can also be promoted as a destination for photography.
- The area which is reserved only for animals should be marinated properly and fenced around.
- Since the place is rich in biodiversity and blessed with Cavery River, the forest department can come up with a artificial lake to enhance the quality of soil and charmness of the destination.
- More dustbins can be installed in the destination.
- The bamboo trees need maintained and highlighted as it is a centre of attraction.
- The accommodation facilities need to be checked by the forest department and improvise it based on the feedback of the guest.
- There is a need for creating awareness among the host community by organising events and sessions for them to build interest in preserving their destination and also promoting it.
- Nisargadhama is known for fish farming, were they feed fishes and preserve it.
- The private sector like tour operator or travel agencies can promote the destination by organising cultural events like dance, music and fashion show to give a destination exposure.
- There are no sign boards in the destination, and it is difficult to navigate the destination. Few of the tourists felt lost at the destination.

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1.5. WHY TO DESIGN TOURISM POLICY FOR A DESTINATION?

In a development context, design is a process of creation and problem. It is a cyclical process that enables solutions to be developed to complex environmental, social and economic and cultural issues.

Framing the policies is to preserve the destination and a solution that best fits while meeting all environmental, social and economic requirements. Designing policies is a way that can provide an opportunity to bring visitors physically closer to the natural and cultural values of a site by managing the impacts of a development. A policy which identifies tourism as a key economic growth sector and guides its development over the long-term.

Policy is formulated by the public sector which comprises central government and local authorities. Government participates in tourism development in order to maximize the socio-cultural benefits of tourism. Another reason is the need for contributing the environmental impact of tourism such as pollution and other environmental hazards and land use problems resulting from poor planning setting of tourist’s attractions and facilities. The question here also arises is how the objectives of tourism policy is achieved, the answer is it is achieved through planning, regulations, facilitation of tourism development, education and training, marketing. Planning is a blue print which minimizes the complex structure of negative impacts and helps in reaching the primary goals of tourism planning. As tourism stretches across many different sectors and business, whereas tourism development usually requires both the public and private sectors to undertake major investment like hotels, infrastructure, transportation**.**

- **Legislation and Regulations** which includes the basic tourism law. The law is typically set forth for developing tourism and establishing the functions, structure and sources of funding of the national tourism organisation.
- **Facilitation of tourism development-**Where national and regional authorities offer a policy of supporting the development of tourism as a income contributing sector of the economy this normally entails some form of government expenditure to help with the commercial provision of services. Government also fund the projects and support the developing countries.
- **Education and Training-**Public and private officials need to understand tourism policy formulation, planning and marketing techniques, tourism statistics and management of tourism information system. Tourism industry employees need to be skilled in various departments like sale, ticketing, marketing, guiding, therefore education and training are assuming growing importance for governments.
- **Marketing-**Marketing for tourism for a country or region is essential. Marketing informs prospective tourists about what the area has to offer and tries to induce them to visit it. Government and private sector do involve themselves by raising competition by adopting different strategies and interest.

1.6 WHAT IS THE IMPORTANCE OF SUSTAINING A DESTINATION?

A destination is managed to control its environmental impact. In tourism managing a destination which includes land use, planning, and business zone and zoning control along with environment and other regulations. The term "destination" refers broadly to an area where tourism is a relatively important activity and where the economy may be significantly influenced by tourism revenues.

1.7. IMPORTANCE OF MARKETING A DESTINATION

A destination marketing organization that promotes a town, city, region, or country in order to increase the number of visitors. It promotes the development and marketing of a destination, focusing on convention sales, tourism products and services.

METHODOLOGY

1.8 OBJECTIVE OF THE STUDY

- To identify the role of Public and private sector towards sustaining the destination.
- To understand the importance of designing strategies in preserving the destination.
- To determine the role of host community in promoting the destination..

1.9 NEED OF THE STUDY

The study will help in identifying the key aspects needed for the development of a destination and impacts caused later because of not maintaining the same practice throughout the year**.** The study will also help to determine those area which is been ignored by both public and private sector by bringing up the issues in limelight which was faced by the domestic tourists.

1.10 RESEARCH PROBLEM

The destination is rich in biodiversity but is not maintained well .Nisargadhama which is considered as a ecological park is scattered over 64-acres of land. The problem identify is ,its poor maintence of this destination during all seasons.

1.11 SAMPLE

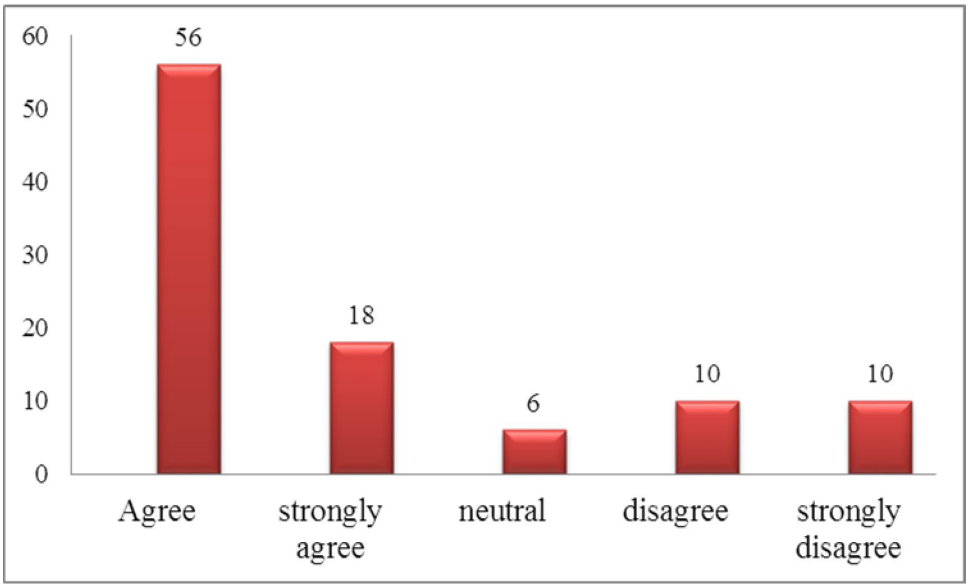
The sample size used for the study is 30, were 15 were the domestic tourists who visited the destination and 15 were the local bodies who were in charge of monitoring the destination.

1.12 SOURCE OF DATA COLLECTION

Data is collected with the help of both primary and secondary data. Primary data is collected with the help of open ended and structured questionnaires distributed to the sample. The data collected is qualitative. Secondary data is collected with the help of journals, online data, books and magazines.

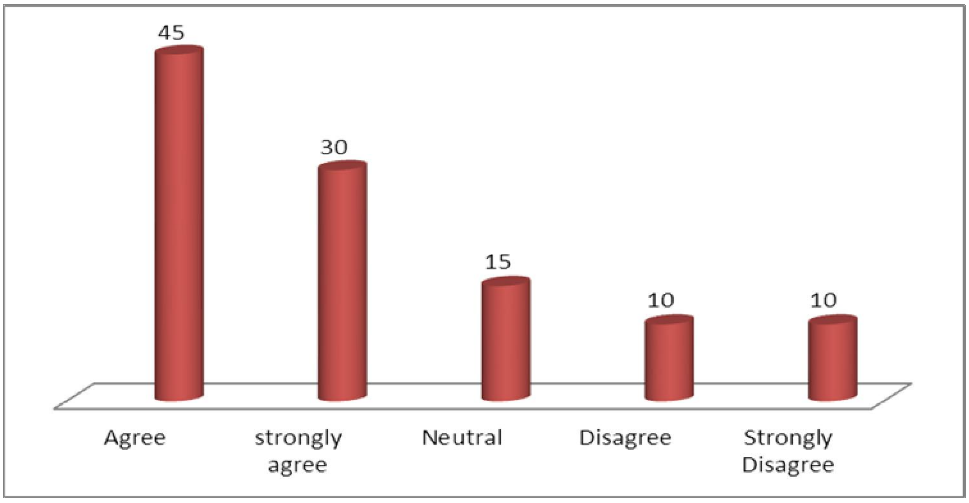
1.13 DATA ANALYSIS

1. The destination is well maintained and organised in all seasons.



Interpretation: The above data shows that around 56% responded that the destination is not maintained properly in all seasons where 18% responded that they strongly agree that no affords are taken by the forest department and destination management authorities to keep it clean and presentable.

2. Nisargadhama is an ideal destination for nature lover and who would like to spend more time by themselves.



Interpretation: 47% responded that yes Nisargadhama is not an ideal destination when compared to other tourist attractions in Croog, even though it is surrounded by green and lushy bamboo trees over 64 acres of land it is not maintained properly. The responded were not satisfied.

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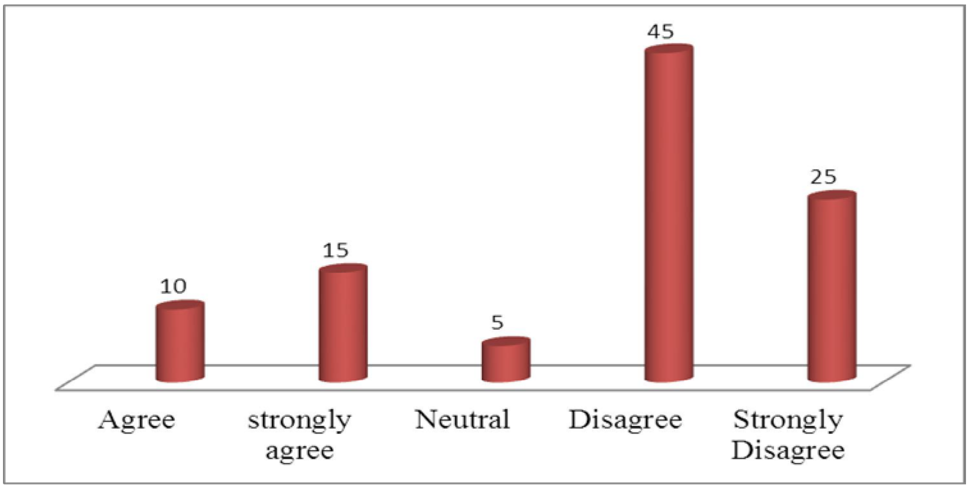
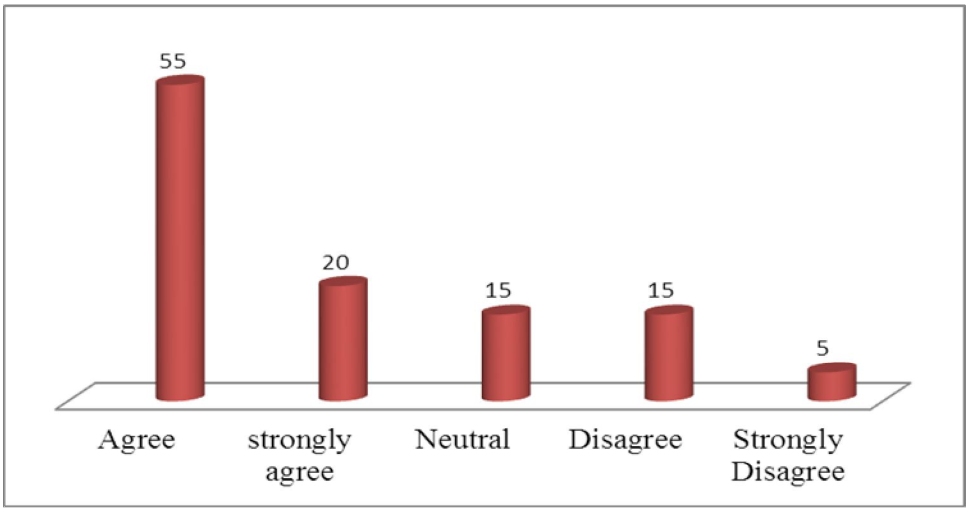
3. The tree top cottage rooms are maintained well by the forest department.



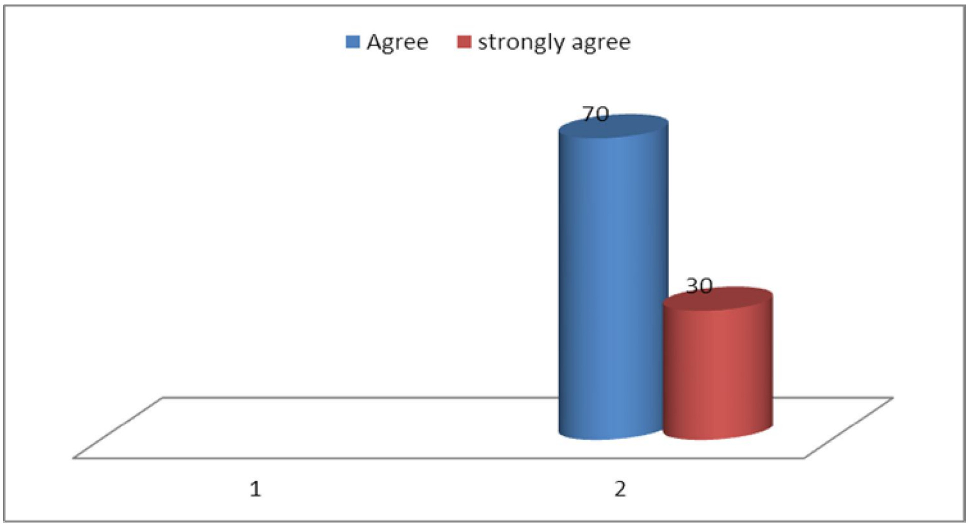
Interpretation: The tree top cottages built by the forest department is broken and spoiled with time 45% of the responded agreed that these cottages are not maintained and can be destroyed anytime.

4. Nisargadhama is rich in its flora and fauna.



Interpretation: Nisargadhama is rich in its flora and fauna, situated on the river cavery; the water flourish the land 24X7.40% responded that the destination is rich in flora but not fauna.

5. There should be inclusion of more adventure activities in the destination.



Interpretation: The destination offers less activities like boat riding and ,zip line for tourists which was not satisfactory and disappointing ,the place is good for nature lovers as suggested by the responded.

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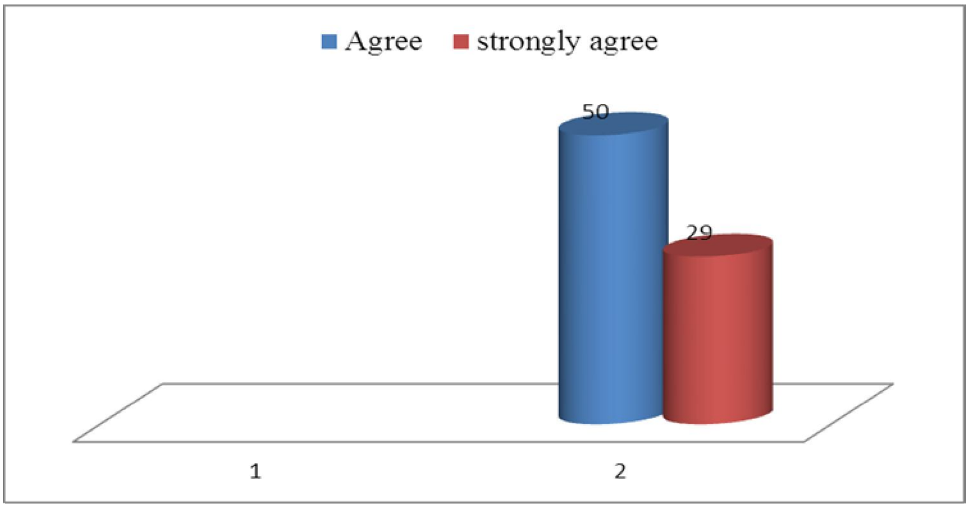
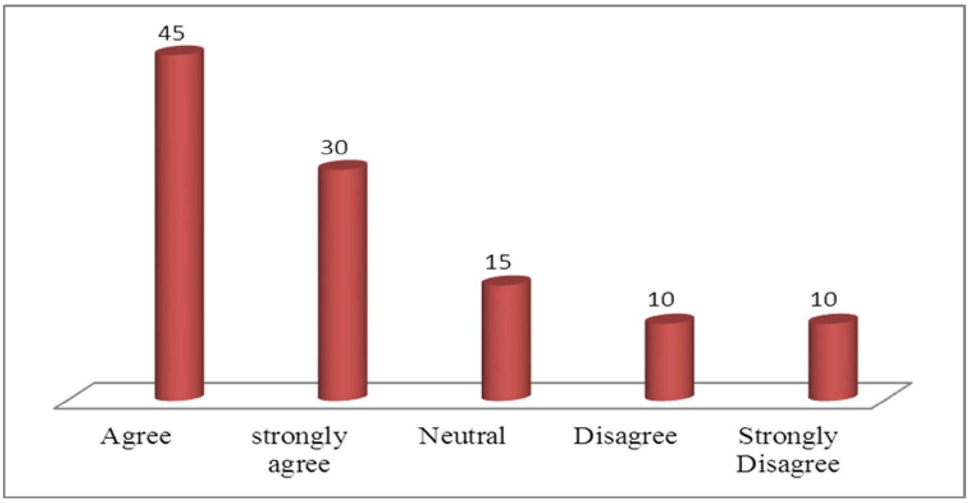
6. There is better connectivity to reach the destination.



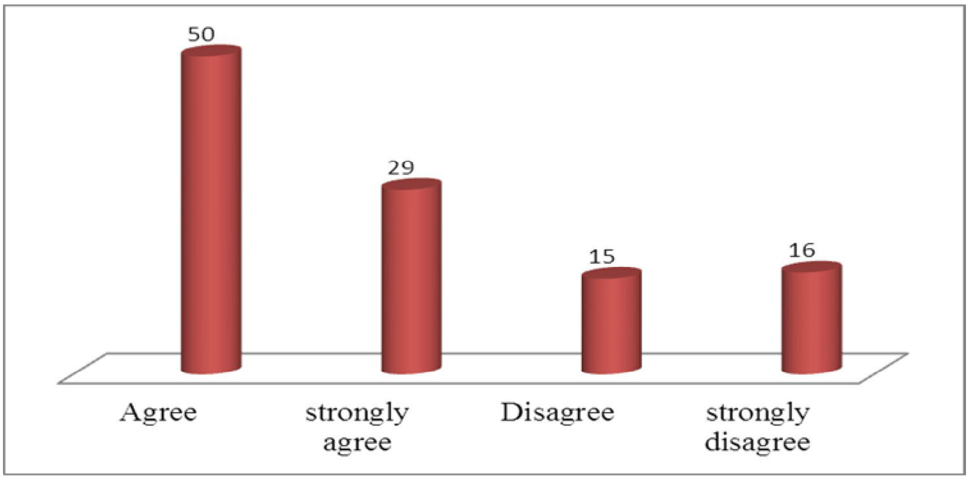
Interpretation: The destination is connected through different modes of transportation like buses, auto's and trains. There is enough availability of commuting from one place to another without any hurdles.

7. The place is good for kids and not suggested for adults.



Interpretation: Around 40% responded agreed that this place have nothing to offer to kids and there is no source of entertainment .The place is dry and is suitable only for nature walk**.**

8. Nisargadhama needs proper planning and destination management in order to preserve it for future.



Interpretation: Nisargadhama is a ecological park preserved by the forest department, the destination is losing its identity in spite of having a picturesque scenic beauty which can be modified into man-made and symbiotic attraction**.** The destination has to be taken into consideration for prolonged sustainability.

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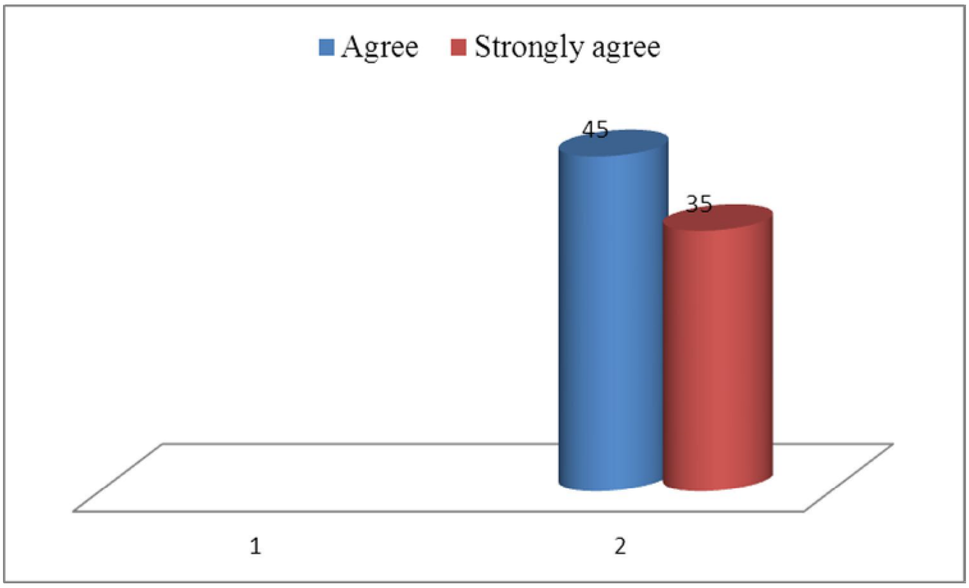
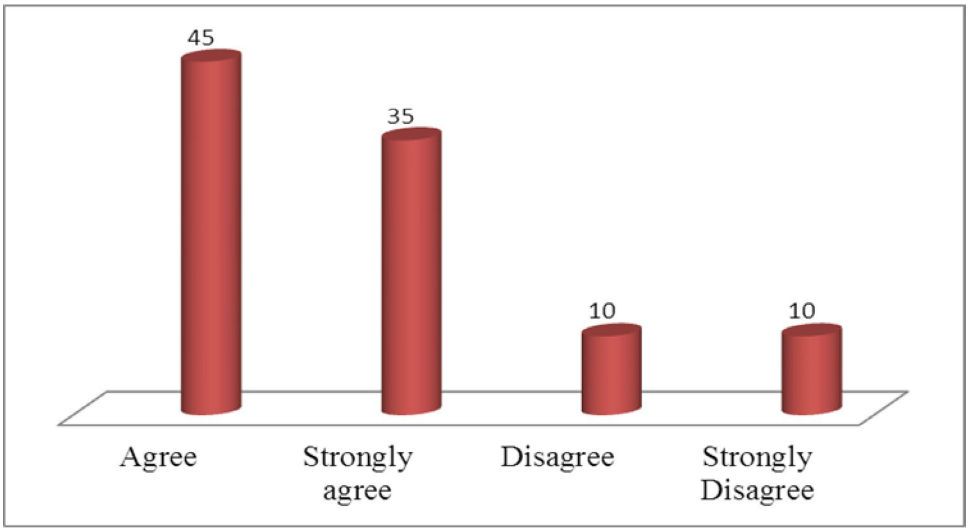
9. There is less man-made attraction in the destination.



Interpretation: Attraction is a component which is used as a tool to sustain the tourists .As observed by the responded the destination carries very less attraction and is presented in a much shuffled way as there are no sign boards and many of them felt lost inside. The destination has to rebuild itself in terms of attractions.

10. The stakeholders should be encouraged to participate in promoting and developing the destination.



Interpretation: The stakeholders should be encouraged to participate in building the destination and inviting the local participants to promote the destination and help it to regain its beauty and authencity.

1.12 FINDING, SUGGESTIONS AND CONCLUSION

The findings of my study states that there should be implementation of more cultural and socio – economic development in the destination. The destination should be developed if it wants to earn profit and sustain longer in the market .The study also show that attention should be given more to the maintence of eco-system and modifying the area with play ground and adventure or recreation activities for children and leisure parks for adults. The destination should also have a sign board& Map to show directions so that it is easy for the tourists to navigate .Construction of Man –Made and, symbiotic attraction to maintain a healthy, hygienic environment around. Installation of handicraft, local spices, coffee, authentic shops to promote tourism and artificial models to showcase the culture and tradition of local people. The destination can also come up with a museum in order to preserve the authenticity of the destination. The destination can come up with light and sound show to attract and retain the tourists. Regular cleanliness and hygiene can happen on regular bases, staffs can be assigned the duty to look around if any object is harmed or destroyed by the tourists. Ecotourism policy, regulations and guidelines need to be tweaked to ensure that ecotourism does not impact biodiversity, lives and governance systems of communities. During entry into the forest areas for wildlife watching or trekking any plastic containers or plastic water bottles should be accounted and any lapses should be penalised heavily.

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CONCLUSION

The conclusion of the study is that Nisargadhama have to be promoted .The new tourist is now seeking for new experiences such as authenticity of destinations, learning about different cultures, learning about the history of the destination and understanding the lifestyle of the host community. Middleton & Clarke (2001) also pointed out the fact that the tourism industry faces new and increasing challenges nowadays which arise from the changes in environment conditions and changes in tourist behaviour. Therefore these new trends must be taken into consideration when planning and marketing the destination (Cooper et al. 2000).

Attractions which motivate tourist to visit the destination and consist of the artificial as well as natural features or events. Amenities which include a range of supporting facilities and services like accommodation, food, entertainment and recreation which are required by tourists at the destination. Access in terms of development and maintenance of transport which provides the link to the tourist destination as well as the tourist attractions at the destination. Ancillary services which are provided to customers and industry by the destination through a local tourist board. The destination must make use of its abilities, resources and opportunities from the environment in order to create the maximum value and therefore be successful. The tourist destination can meet the needs of its consumers better than its competitors by analyzing the marketing environment (M. Djurica & N. Djurica 2010).

In the destination marketing process a SWOT analysis is undertaken so as to monitor the environment to discover opportunities and enable decision-making which will strengthen the tourist destination. A marketing opportunity represents the area of tourists' needs as well as interests where the tourist destination has a great probability of satisfying those needs

According to Gunn (1972) destination images consist of 3 stages: Organic, induced and modified induced images. Organic images consist of information about a destination such as newspapers, books and radio which are developed over a long period of time (Jenkins 1999). Induced images are formed through a destination marketing program such as magazines and brochures in order to attract tourists. The induced image can be modified through the actual experience of the tourist at the destination it is therefore considered as being modified induced images. Gartner (1989) highlighted the fact that destination image plays a very important role in the success of a destination as a tourist is likely to look for the destination with the most favourable image.

A tourist destination consists of different attractions such as cultural attractions and mountains therefore a tourist can develop multiple attitudes towards the different attractions for example a tourist can find mountains appealing and have a negative attitude towards cultural attractions. Therefore marketers must identify the positive images held by tourist and work on those receptive target markets.

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.A STUDY ON CUSTOMERS' LOYALTY AMONG PUBLIC SECTOR BANKS IN SALEM DISTRICT

Dr. M. Anbumani
Assistant Professor, Department of Business Administration, Annamalai University, Annamalainagar

ABSTRACT

The article tries to find out the "customers' loyalty among public sector banks in Salem district" is undertaken among the customers who maintain relationship with the public sector banks in the Salem district at different geographic locations namely, rural, semi-urban, and urban where different customers are studied. Further the result of One-way analysis of variance is not found to be significant difference among them. Customer Loyalty between male and female customers shows that 'Female' group has shown more loyalty in Banking Service Quality towards their banks. The result of independent sample't' test is found to be significant at the 0.01 level between them. Hence, it is concluded that the bank authorities should serve in such a way that these customers are more satisfied when they actually perceive the banking service. These perceptual results are to retain their current customers and make them loyal enough that they could have a long retention period with the bank.

Keywords: Customer Loyalty, Banking Service, Public Sector Banks, Salem District and One-way analysis.

INTRODUCTION

In the organized segment of Indian economy, the banking sector occupies an important place in nation's economy. It plays a pivotal role in the economic development of a country and forms the core of the money market in developed country. Banks have to deal with many customers every day and render various types of services to its customers. It is a well known fact that no business can exist without customers. Not so long ago, accessing our own money was about setting aside a couple of hours, getting to the bank before closing time, standing in a queue to get a token and then in another to collect the cash. The banking industry like many other financial service industries is facing a rapidly changing market, new technologies, economic uncertainties, fierce competition and more demanding customers, and the changing climate has presented an unprecedented set of challenges. Banking is a customer-oriented service industry; therefore, the customer is the focus and customer service is the differentiating factor.

Satisfaction is not an essential requirement for loyalty; so satisfied customers do not have to be loyal but there is a correlation between the satisfied customers and loyal customer (Srinivasan, 2007). Unsatisfied customers are also loyal due to attachment and commitment to the supplier. And satisfied customers, if lack the trust, commitment and attachment with the suppliers products and services will always deflect once they find a competitor with better quality of products and services. With the phenomenal increase in the country's population and the increased demand for banking services speed, service quality, customer satisfaction, and customer loyalty are going to be key differentiators for each bank's future success. Thus, it is imperative for banks to get useful feedback on their actual response time and customer service quality aspects of retail banking, which in turn will help them take positive steps to maintain a competitive edge.

REVIEW OF LITERATURE

Myron, et al. (2008) determined the benefits offered to customers and activities taken by retailers, whether or not they have formal customer loyalty programs, whether there are differences in the benefits/activities of retailers with and without formal loyalty programs and finally, whether specific benefits/activities of retailers can predict whether or not they have formal loyalty programs. A questionnaire was sent to a random sample of retailers in one US state. In addition, respondents reporting that they had formal loyalty programs received a telephone call lasting less than ten minutes designed to gather further information regarding their loyalty program. χ^2, Kendall's W and logistic regression analysis were used to test the purposes of this study. The most used benefits/activities of participating retailers are: demonstrating having the customers' interests at heart, providing financial incentives to selected customers, sending thank you notes to customers, and identifying customer preferences and recording them to guide future actions. In addition, a model was developed that was used to predict those retailers that had formal loyalty programs.

Wei-Ming, et al. (2011) measured the impact of customer loyalty programs on relationship quality, relationship commitment, and loyalty. A survey with 480 qualified observations from department store customers in Taiwan was conducted. A structural equation modeling approach was used. Customer loyalty programs have a partially supported positive impact on relationship quality; service quality has a positive impact on relationship quality; customers with a positive relationship quality impact their relationship commitment; the higher the relationship commitment, the higher the loyalty; and a customer loyalty program partially supports a positive impact on loyalty.

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Olgun, et al. (2013) determined the paths between the five SERVQUAL dimensions, customer satisfaction and customer loyalty. The study is based on a sample of 505 supermarket customers in Turkey who have completed a self-administered questionnaire. The paper uses means, such as standard deviation and multiple regression analysis, to analyze and propose the conceptual model on supermarket management. The study concludes that empathy, tangibility, responsiveness, and assurance are factors that are positively related to customer satisfaction, which in turn is positively related to customer loyalty.

Ramaseshan, et al. (2013) investigated the effects of customer equity drivers on customer loyalty via customer trust in a B2B context. A self-administered online survey was conducted to collect data from the organizational customers of an on-hold service company in Australia. Structural equation modelling was used to analyse the data. The study reveals that in a B2B context, value equity and relationship equity have significant influence on customer loyalty through the mediating effect of customer trust. On the other hand, brand equity is found to have no effect on customer trust and loyalty.

Mohammad (2015) studied how customers' personality traits affect the importance of service quality in triggering customer loyalty. A survey was used to collect information from respondents about their attitude toward and experiences with their primary bank. The same survey was also used to explore respondents' personality traits. AMOS 18 was used to test the hypothesized relationships. The findings, consistent with the literature, show that the overall quality of service affects customer loyalty. Services quality plays a significant and more important role in triggering customer loyalty for customers that tend to be low on most of the five personality traits. For customers high on most of the personality traits, quality plays less of a role in triggering customer loyalty.

Muhammad Kashif, et al. (2016) reported that there is a plethora of research which has dealt with service quality issues in various service organizations. But a few researchers have presented state of service quality from a cultural perspective, especially within an Asian cultural context. The purpose of this study was to measure service quality of Pakistani Islamic banks through validating a culturally sensitive scale: PAKSERV. Furthermore, the path from service quality to customer loyalty has been presented through applying PAKSERV service quality scale. Following a positivist tradition, the service quality to loyalty path in Islamic banking sector of Pakistan is established. A self-administered survey was conducted to approach 300 Islamic bank customers in major cities of Pakistan. The respondents were purposefully selected based on their extent of using the retail banking services. The data were analysed through employing various quantitative measures such as correlation and structural equation modelling employing AMOS. The findings reveal that Pakistani Islamic banking customers are satisfied with the service quality offered. All the dimensions of PAKSERV are found to significantly contribute towards customer satisfaction and loyalty. However, major focus of customer is on the dimensions such as responsiveness and sincerity which are understandable in high-risk avoiding and moderately power-oriented Pakistani society.

RESEARCH METHODOLOGY

Research Design

The researcher has selected the customers of the selected bank branches in different categories of geographical locations such as urban, semi-urban and rural. In addition to this, the study describes the relationship between customer satisfaction, loyalty and switchover intension among the customers. Therefore, the present study has adopted descriptive research design to achieve the objectives of the study.

Objective of the Study

- To analyze customers' loyalty among the customers of the Public Sector Banks.

Hypotheses of the Study

- There is no significant difference towards public sector bank customers' loyalty with respect to age.
- There is no significant difference towards public sector bank customers' loyalty with respect to gender.

Instruments Used For Data Collection

A well-designed and pre-tested questionnaire was employed to collect the primary data for this study. The questionnaire includes four sections as presented in table. The section-I was constructed to obtain the demographic Information of the respondents; section-II was used to analyze customer Loyalty.

Table-1: Instrument Used for the Study

No.	Variable	Items
I	Demographic Information	**9**
II	Customer Loyalty	9

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Reliability Analysis

The reliability analysis shows that the Cronbach's alpha seven sub-scales of Customer Loyalty sub-scales range 0.893, which satisfies the Cronbach's alpha should be at least 0.70 to be considered as acceptable.

Sample Size

To minimize the level of error that occurred, the following formula is used for the purpose.

$$n = \frac{Z^2\ pq}{(E^2\ (N-1) + Z^2\ pq\ )}$$

$$Required\ Sample\ Size\ n = \frac{(144774 \times 1.96^2\ \ 0.5 \times 0.5)}{(0.04^2\ \ \times (144774 - 1) +\ 1.96^2\ \ 0.5 \times 0.5)}$$

Hence, the required Sample Size n = 598

Sampling Technique

The response rate was 80.00 per cent during the pilot study. In order to obtain the desired sample size 598, the researcher adopted the Multi-stage Sampling Technique as presented hereunder.

Tolls for data analysis

The responses were coded and furnished in the master-sheet which helped to put the data in the tabular form. By using SPSS version 20.0, the statistical tools used in this study are described below:

- One-way Analysis of Variance
- Independent sample 't' test

ANALYSIS AND INTERPRETATION

Table-1: Results of One-Way Analysis of Variance among Different Groups of Respondents according to their Age in Customer Loyalty

Age	N	Mean	S.D.	'F' - Value	'p'-Value
Up to 30 years	129	3.83	0.50	1.177	0.320
31 - 40 years	188	3.97	0.56		
41 - 50 years	234	3.89	0.68		
51 - 60 years	44	3.87	0.46		
Above 60 years	32	3.90	0.55		
Total	**627**	**3.90**	**0.59**		

Source: Primary Data

Table 1 presents the results of mean, standard deviation and one-way analysis variance among the different groups of respondents according to their Age in Customer Loyalty towards the Banks. The mean scores in Customer Loyalty among the different group respondents according to their Age are found to be 3.83 for 'up to 30 years, 3.97 for '31 – 40 years', 3.89 for '41 – 50 years', 3.87 for '51 – 60 years', and 3.90 for 'above 60 years' groups. The result shows that '31 – 40 years' group respondents have shown higher Customer Loyalty towards the Banks. Further to confirm the result statistically, one-way analysis of variance is applied and the obtained 'F' value for Customer Loyalty is found to be 1.177 (p = 0.320). The result shows that there is no significant difference among the respondents according to their Age in Customer Loyalty towards the Banks.

Table-2: Results of Independent Sample 't' test between 'Male' and 'Female' Respondents in Customer Loyalty

Gender	N	Mean	S.D.	't' - Value	'p'-Value
Male	353	3.84	0.61	8.500	0.004
Female	274	3.98	0.56		
Total	**627**	**3.90**	**0.59**		

Source: Primary Data

Table 2 presents the results of mean, standard deviation and independent sample't'-test between male and female respondents in Customer Loyalty towards the Banks. The mean scores in Customer Loyalty are found to be 3.84 for 'male' and 3.98 for 'female' respondents. The result shows that 'female' respondents have shown higher Customer Loyalty towards the Banks. Further to confirm the result statistically, independent sample't'-

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test is applied and the obtained‘t’ value for Customer Loyalty is found to be 8.500 (p = 0.004). The result shows that there is 0.01 level significant differences between the male and female respondents in Customer Loyalty towards the Banks.

FINDINGS

- Regarding Customer Loyalty among the different age group customers, ‘31 – 40 years’ group has shown more loyalty in Banking Service Quality towards their banks. The result of One-way analysis of variance is not found to be significant difference among them.
- Customer Loyalty between male and female customers shows that ‘Female’ group has shown more loyalty in Banking Service Quality towards their banks. The result of independent sample ‘t’ test is found to be significant at the 0.01 level between them.

RECOMMENDATION

Customers have shown moderate level loyalty in Banking Service Quality towards their banks. Hence, it is suggested that bank authorities should serve in such a way that these customers are more satisfied when they actually perceive the banking service. These perceptual results are to retain their current customers and make them loyal enough that they could have a long retention period with the bank.

CONCLUSION

The article tries to find out the “customers’ loyalty among public sector banks in Salem district” is undertaken among the customers who maintain relationship with the public sector banks in the Salem district at different geographic locations namely, rural, semi-urban, and urban where different customers are studied. Further the result of One-way analysis of variance is not found to be significant difference among them. Customer Loyalty between male and female customers shows that ‘Female’ group has shown more loyalty in Banking Service Quality towards their banks. The result of independent sample‘t’ test is found to be significant at the 0.01 level between them. Hence, it is concluded that the bank authorities should serve in such a way that these customers are more satisfied when they actually perceive the banking service. These perceptual results are to retain their current customers and make them loyal enough that they could have a long retention period with the bank.

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A STUDY ON PROSPECTS OF E-RETAILING IN INDIA

Rajesh P. S.[1] and Dr. S. K. Prasad[2]
Research Scholar[1] and Guide[2], School of Management Studies, Reva University, Bangalore

ABSTRACT
Consumer's perception regarding shopping has been changed with the introduction of internet media. Retail industry has witnessed major revolution in the changing technology oriented business scenario of 21st century in India. Internet has shrunk the entire World. The rules of the game in retailing are fast changing with the introduction of Information Technology. E-Retailing is a subset of e-Commerce. E-Retailing accounts for about 10% of the overall growth of e-Commerce market. It is estimated that 2.5 billion internet users, access to internet has played a significant role in growing the business markets. Changing demographics, changing lifestyles and exposure to the developed markets give a fillip to e-Retailing industry. Along with advantages of e-Retailing some major issues are associated with e-Retailing such as lack of personal touch; cybercrime; bargaining is not possible and e-illiteracy among rural India. But with all, we can say that Outlook of e-Retailing market is bright in India. Consumer's cognizance; internet literacy of consumer and wider use of internet with cyber security are some of the noteworthy factors which are vital for the sustainable development and growth of e-Retailing in India.

Keywords: Consumer Satisfaction, e-Retailing, e-Tailing, Information Technology, Online Retailing.

INTRODUCTION

Consumer's perception regarding shopping has been changed with the introduction of internet media. Retail industry has witnessed major revolution in the changing technology oriented business scenario of 21st century in India. Internet has shrunk the entire World. The rules of the game in retailing are fast changing with the introduction of Information Technology. The e-Retailing website is the front door of the online store that interacts between the e-retailer and consumers. The electronic retailing is the model of selling of retail goods using electronic media, in particular, the internet. E-Retailing is a subset of e-Commerce. E-Retailing accounts for about 10% of the overall growth of e-Commerce market. The growth in the e-Retailing market is driven by the need to save time by urban India. It is estimated that 2.5 billion internet users, access to internet has played a significant role in growing the business markets. Changing demographics, changing lifestyles and exposure to the developed markets give a fillip to e-Retailing industry. E-Retailers serve 24 hours x 7 days in a hassle free manner to consumers. Along with advantages of e-Retailing some major issues are associated with e-Retailing such as lack of personal touch; cybercrime; bargaining is not possible and e-illiteracy among rural India. But with all, we can say that Outlook of e-Retailing market is bright in India. Consumer's cognizance; internet literacy of consumer and wider use of internet with cyber security are some of the noteworthy factors which are vital for the sustainable development and growth of e-Retailing in India.

The recent tussle between Walmart and Amazon, two of the biggest retail sector giants in the world, over the acquisition of Indian e-commerce powerhouse Flipkart is proof enough of the importance of India as a retail treasure trove. According to a study by Boston Consulting Group, India is expected to become the world's third-largest consumer economy with a size of USD 400 billion in consumption by 2025. Growing disposable income, expanding middle-class, and rapid digitization through smartphone and internet penetration have contributed significantly to the development of such a scenario.

Online retail sales in India are expected to grow by 31% this year to touch $32.70 billion, led by e-commerce players Flipkart, Amazon India and Paytm Mall, according to a report by marketing research firm eMarketer. However, India's growth rate in e-commerce is yet to catch up with countries such as China and Indonesia in the Asia Pacific market.

Flipkart, Amazon and Paytm Mall have been expanding into new sectors, including grocery, and with Walmart's recent $16 billion acquisition Flipkart, e-commerce in India is expected to launch more offline retail stores with private labels playing a larger role in segments such as fashion and electronic accessories.

OBJECTIVES OF THE STUDY

Main objective and research motivation of the study is, why Indian E-tailing market has not reached the desired goal in terms of market share and financial gains, this is the main problem area of this research paper and then to know the behavioral trend of Indian consumers towards internet buying which throws the light on the issue why Indian online market has not got the desired success. Other specific objectives are given below:

- To analyze the current status of Indian E-tailing market.

- To study positive influencing factors responsible for online shopping and negative factors which stop Indian users to buy online in India.

RESEARCH METHODOLOGY

Secondary data sources were used for this research purpose. Detailed studies and analysis of available maximum secondary data on the study topic were being carried. Online and offline previous research papers, articles, literatures, journals, reviews on the research objective were the main sources for secondary data.

FACTORS FOR GROWTH OF E-RETAILING IN INDIA

As per Internet and Mobile Association of India (IAMAI), CRISIL, PwC analysis and industry experts the ecommerce industry is fast rising, changes can be seen over a year. The e-tailing sector in India has grown by 34% (CAGR) since 2009 to touch 22 billion in 2015. According to a recent Techno Pak Report, the e-tailing has the potential to grow more than hundred-fold in the next 9 years, to reach $ 76 billion by 2021. The following are the factors which are responsible for whopping growth of e-retailing in India:

1. **Localization of Internet content:** Google India spokesperson says that web content search in Hindi has grown a whopping 155 per cent in the past years, which is significantly higher than the growth of content search in English. Hindi content searched through mobile internet grew at even higher rate of 300 percent in the same period. Growth in traffic in other languages, too, was impressive. Mohit Bahl of PMG says localization of content is a great innovation, which will be helpful in future.

2. **Growth in cities beyond metros:** About 20 per cent of India’s population lives in cities outside of metros. The several studies say that this large group of city dwellers have a significant purchasing power. Honda, for instance, sells 60 per cent of its Amaze car in tier – II and tier – III cities. These cities account for 55 per cent of Honda’s City models.

3. **Growth of Mobile Commerce:** Growth in mobile internet users in non-metro cities increased the e-retailing. According to Internet and Mobile Association of India, the number of mobile internet users in the country stood at 173 million in December 2014. It is set to grow manifold by 2020. Khanna of Snapdeal.com says that “given the increased mobile penetration and smart-phone adoption in these areas, mobile is certainly one of the major factors driving this trend.

4. **Growing usage of debit cards for cashless transactions:** In the past two years there has been a net addition of nearly 140 million debit cards in the country. Further, the usage of debit cards at POS terminals has seen a growth of 86 per cent in the same period. It shows the willingness to use debit cards for purposes other than withdrawing money at ATMs has increased. In spite of this, ‘cash on delivery’ (COD) constitutes nearly 70 per cent of all transactions for online retailers.

5. **Growing investment in logistics and warehouse:** As per the e-retailers they have extended their reach to “12,500 – 15,000 pin codes” out of nearly 1,00,000 pin codes in the country. Further, online retailers trying to tie up with India Post and petrol pump stations to reach out to more customers. Mohit Bahl of KPMG says that there are many companies estimated to invest nearly $ 2 billion in logistics and warehouses by 2020,

6. **Rising disposable income:** Throughout India’s short history, the country has been a land of “haves” and “have-nots”. However, with the rise of small and medium enterprises, foreign direct investment, and India’s own powerful multinational corporations creating millions of new jobs, a new generation of globally-minded Indian consumers has been created. These consumers are spread across the country. Furthermore, access to many global and domestic brands is limited to major metropolitan regions. Therefore, this growing middle class is increasingly turning to e-commerce as as primary outlet for sophisticated consumer products and services. Annual disposable income in India is expected to increase at CAGR of 5.1% and expected to be $ 3823 by 2015.

MAJOR BENEFITS OF E-RETAILING TO CONSUMER AND RETAILERS

- Consumer Convenience
- Desirable Price and Selection
- Market Research On-line interactive customer service
- Promotional tool for business
- Virtual Showrooms bearing less cost
- Better Information for Customers
- 24X7X365, Anytime- Anywhere services

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CHALLENGES FOR E-RETAILERS IN INDIA

The Indian business landscape for e-retailing currently faces numerous challenges some of which are as follows.

1. Controlling customer data: As the delivery services are becoming more modern in using information technology, e-tailers may face some risks to properly handle on their customer data. The data related to the socioeconomic status of customers to their buying patterns and preferences, helps intermediaries and shippers reduce costs.

2. Internet penetration is low: Internet penetration in India is still a small fraction of what you would find in several western countries. On top of that, the quality of connectivity is poor in several regions. But both these problems are fast disappearing. The day is not far when connectivity issues would not feature in a list of challenges to ecommerce in India.

3. Lacking Trust in Online Transactions: In India, people do not have strong internet access and those which have do not rely on online purchasing. People do not buy online simply because they do not find it secure or reliable. It's a mythical stereotype pervasive and profound. People don't want to use their debit and credit cards for making an online purchase and most of the people are scared of doing electronic transactions through their online bank accounts. To counter this problem, Ecommerce businesses in India are forced to offer a third alternative in Cash on Delivery (COD) instead of payment through cards.

4. High Customer Acquisition Cost: Indian e-commerce companies face an extremely high Cost of Customer Acquisition (often called CPA- Cost per Acquisition) which is somewhat low in a developed countries like USA or South Korea where technology and internet diffusion is high.

5. Underestimation of Customer Lifetime Value: Customer Relationship is an asset for any company, but e-commerce companies in India are not implementing effective strategies to maintain such relationships. They underestimate the lifetime value of a customer and such lack of focus on the Customer's

Lifetime Value (CLV) also raises troubles for e-commerce companies.

6. Offline presence: The customers of India should be assured that the online retailers are not only available online but offline as well. This gives them psychological comfort and trust. The concept of e-retailing in India has not gained prominence as Indians prefer to touch the products physically before buying them. Studies have also revealed the preference of the customers towards the traditional shopping methods. Hence the online retailer in India should first make it a point to spot the potential customers and accordingly plan out the product.

7. Language Problem: Most internet retail shops use English as their mode of communication. English may not be comprehensible to the majority of the Indian population. To increase the customer base, count in the online retail shops should be provided in local language.

8. Logistics: Effective logistics play a key role in determining the operational success of e-retailers. If we look at the India our country is large and fragmented with poor infrastructure facilities. So, timely delivery and other priority services are the biggest challenges for online retailers in our country. Moreover cost of logistics in India is high due to lack of adequate infrastructure. This has forced some of the retail players like Flipkart and Amazon to build their own logistics arms. Flipkart has e-kart logistics which takes care for their delivery process. Some of the online retailers are tied up with logistic companies for fulfilling customer orders. One of the biggest problems faced by logistic companies is the limited airline feet size of logistic companies. We look at the Indian scenario we have limited fleet of freight carriers which can hinder the priority services like same day delivery for customers. Another important drawback is the limited technology investments and developments in Indian logistics sector. If we look at developed countries there is huge investment in technologies like GPS, RFID technology to enhance the tracking of shipment and delivery of customer orders.

MAJOR CHALLENGES OF E-RETAILING IN INDIA

- Un availability of Internet Access
- Absence of _touch-feel-try' experience
- Consumer Favoritism for Brands.
- Untimely Delivery of products
- Loophole of Seasonal Fluctuations
- Lack of trust between buyer and Seller
- Language Barrier
- Cyber Crimes

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CONCLUSION

In modern scenario, e-Retailing or online shopping has become part and parcel of the people in India. The new wave of consumerism coupled with urbanization with paradigm shifts in the demographic and psychographic dynamics have driven consumers frequently to use retail website to search for product information and make a purchase of products. And e-Retailing in India can be a success if the e-Retailers change their business models and understand their consumer more because consumer are the real Kings. It is inevitable to create a sustainable environment mechanism for futuristic growth of e-Retailing in India.

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CUSTOMER EXPECTATION TOWARDS BANKING SERVICE QUALITY

Dr. V. Balaji
Assisstant Professor, Department of Business Administration, Annamalai University, Annamalai Nagar

ABSTRACT
Banks play very important role in the economic life of the nation. The health of the economy is closely related to the soundness of its banking system. In a liberalised competitive environment the banks would be effective in delivering goods which provide excellent service quality. In the technology driven scenario the banks are offering various services to meet out the expectations of customers. The present study attempts to examine the expectation among the customers of private and public sector banks. Parasuraman et al (1988) Service quality dimensions were used to find out the expectation of customers in banking services. For this study convenience sampling method were used to collect the data with the help of questionnaires. It is to find, whether the expectation level of customers are met or not in both private and public sector banks. Based on the results, it is found that courtesy, security and reliability are high among the customers in both banks. Tangibility, responsiveness, communication were significantly varied among the customers expectation level in private and public sector banks. Government employees were having more expectation about tangibility, services and agriculturist have more expectation about responsiveness. Professional employees are expected more about accessibility service of the bank.

Keywords: Customer expectation, Service Quality, Tangibility, Reliability, Responsiveness

INTRODUCTION
In India, banking sector has seen rapid changes in the last two decades. Banking is a service industry, customer service is very important. Computerization has played an important role in banking sector. Banks should also be looking for new applications based on the available technology, such as electronic fund transfer, electronic data interchange, Automatic teller machines, telebanking, Internet banking.., etc. Information technology plays a major role in the banking sector to provide customized and speedy services to their customers (v.b.kaujalgl, 1998).Quality as ‘meeting or exceeding customer expectations are often represented as dimensions of quality. Service quality is “a measure of how well the service delivered matches customer’s expectations” (Lewis and Booms, 1983}. Service quality is a measure of how well the service delivered meets the expectations of service,(Leonard and Sassee,1982).

EXPECTATION
Zeithmal et al., (2006) defines customer expectation revolves around their conviction about the products and services that they receive from the organization and company that serves them. It is comprehended as the reference point against which the performance of the service provided is judged.This understanding is imperative for marketers because customers compare the performance or quality of the services received and determines these as the reference points when they experience and evaluate the service quality.

Toorajsadeghi et al., (2011) customer’s satisfaction seed is planted at the pre purchase stage when customers receive expectations or beliefs about what they expect from the product or service in which these expectations are transferred to the post purchase stage when they are reactivated at the time of consumption.

The needs, wants, and preconceived ideas of a customer about a product or service. Buyer expectation will be influenced by a buyer's perception of the product or service and can be created by previous experience, advertising, hearsay, awareness of competitors, and brand image. The level of customer service is also a factor, and a buyer might expect to encounter efficiency, helpfulness, reliability, confidence in the staff, and a personal interest in his or her patronage. If buyer expectations are met, then customer satisfaction results.

As your customer base grows it is imperative that you maintain the same level of service that you provided when you first earned your customer's business. You have to anticipate their needs before they announce them, and put those actions in place. Meeting these expectations will cement your relationships, increase their satisfaction, and retain their business.

Traditional customer service is about meeting expectation, but as consumers become more experienced it is often about exceeding that expectation. Customers want to be supported, even indulged and treated. Unfortunately, while many industries have recognized the integral value of keeping customers happy, financial institutions have some catching up to do.

PROBLEM STATEMENT

Customers' expectation and its delivery is very crucial for the banks. Quality of delivery implies whether the satisfaction of customer is beyond or matches with their expectations. The expectation of the customer comparing with the ten dimensions will help to perceive satisfaction in each dimension. Since the competitive level in the banking sector is very tough and it will be imperative to assess the public sector banks role with that of foreign and private sector banks with respect to technological and service levels. Hence, it is very important to study customers' expectation towards quality of services provided by the banks.

OBJECTIVES

The study has been conducted with the following precise objectives in view.

1. To know the expectation level of consumers towards service quality dimension.
2. To compare the private and public bank customers expectation of service quality of banks.
3. To find how far these service quality variables are expected by the bank customers based on their income

HYPOTHESES OF THE STUDY

1. There is no significant difference in expectation level of service quality dimensions based on occupation level of the customers.
2. Private and Public Bank customers do not varied the expectation level of service quality of the Banks.

RESEARCH METHODOLOGY

This research paper aims to analyse the expectation level of customers towards service quality of the private and public sector banks in cuddalore district, Tamilnadu. Hence, the descriptive research design was adopted. Ten dimensions of service quality namely tangibility, reliability, responsiveness, assurance, understanding consumer, access, communication, competence, courtesy, security has been analysed. The sample of the study comprises of 600 bank customers. While choosing a bank customer, the method of convenience sampling was followed.

RESULTS AND DISCUSSIONS

In line with the objectives of the study the main areas of questioning and analysis concerned expectation of service quality and its ten different dimensions. Expectations were measured on a seven point scale strongly disagree to strongly agree.Collected data were analysed with Mann Whitney test for expectation level of customers between private and public sector banks. One way Anova was used to know the difference of opinion towards service quality dimensions based on income level of customers.Mean and standard deviation were applied to know the customer expectations of service quality dimensions. The results obtained from this computation are presented in the following tables.

Table-1: Expectation of Service Variables

Expectation	Mean	Standard deviation
Tangibility	5.89	0.86
Reliability	6.00	1.02
Responsiveness	5.32	1.40
Assurance	5.82	0.90
Understanding Consumer	5.14	1.35
Access	5.58	1.07
Communication	5.89	0.98
Competence	5.93	1.03
Courtesy	6.02	1.04
Security	6.21	1.04

Source: primary data computed.

The expectation of service quality dimension is calculated based on the customers views. The overall calculated mean score and standard deviation is displayed in the table 1. From the mean score it has been noted that the expectation level is high among the respondents towards security (6.21), courtesy (6.02), reliability (6.00), competency (5.93), communication (5.89), and assurance (5.82). The expectation level is moderate for the dimensions like responsiveness (5.32), understanding consumer (5.13), and access (5.58). The corresponding standard deviation values also indicate that there is no much deviation within the respondents.

It is found that the expectation level of the customers towards service quality dimensions are high as well as moderate.

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Table-2: Expectation Level Vs Occupation

Expectation	Occupation	Mean	Std. Deviation	F	p
Tangibility	Teacher	5.8762	0.97828	2.277	0.035**
	Agriculturist	5.5455	1.01956		
	Professionals	5.9732	0.72563		
	Business	5.8915	0.83416		
	Govt employees	6.0965	0.72627		
	Pvt employees	5.8956	0.87344		
	Others	5.6724	0.92386		
Reliability	Teacher	5.9926	0.99653	1.047	0.394 (NS)
	Agriculturist	6.0341	0.91057		
	Professionals	6.1741	0.88024		
	Business	5.9292	1.15874		
	Govt employees	6.1683	0.86755		
	Pvt employees	5.9248	1.01269		
	Others	5.9009	1.07089		
Responsiveness	Teacher	4.9703	1.58559	2.192	0.042**
	Agriculturist	5.5568	1.22215		
	Professionals	5.1786	1.58667		
	Business	5.4324	1.27124		
	Govt employees	5.4431	1.36101		
	Pvt employees	5.5291	1.35866		
	Others	5.0948	1.37795		
Assurance	Teacher	5.8416	1.05577	0.958	0.453 (NS)
	Agriculturist	6.0909	0.73818		
	Professionals	5.9509	0.78105		
	Business	5.7783	0.88678		
	Govt employees	5.8713	0.75549		
	Pvt employees	5.7985	0.94587		
	Others	5.6595	0.98308		
Understanding consumer	Teacher	5.0396	1.50041	0.321	0.926 (NS)
	Agriculturist	5.2273	1.22715		
	Professionals	5.1893	1.61602		
	Business	5.1786	1.30502		
	Govt employees	5.1228	1.29830		
	Pvt employees	5.0583	1.20932		
	Others	5.2897	1.40384		
Access	Teacher	5.8020	1.10923	3.284	0.003*
	Agriculturist	5.8523	0.81525		
	Professionals	5.8973	0.91797		
	Business	5.5393	1.10613		
	Govt employees	5.3119	1.07785		
	Pvt employees	5.4345	1.09251		
	Others	5.6336	0.94616		
	Teacher	6.0033	1.04296	2.750	0.012**
	Agriculturist	5.9091	0.72142		
	Professionals	5.8988	0.83101		

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Communication	Business	5.7358	1.06476		
	Govt employees	6.1056	0.82453		
	Pvt employees	6.0097	0.94564		
	Others	5.6092	1.11718		
Competence	Teacher	6.1089	1.17578	1.891	0.080 (NS)
	Agriculturist	6.0303	0.95900		
	Professionals	5.9048	0.98620		
	Business	5.8323	1.02079		
	Govt employees	6.0396	0.86832		
	Pvt employees	5.9838	0.99166		
	Others	5.6207	1.17718		
Courtesy	Teacher	6.0264	1.27861	1.014	0.415 (NS)
	Agriculturist	6.2576	0.70472		
	Professionals	5.9821	0.97529		
	Business	5.9518	1.12624		
	Govt employees	6.1551	0.87631		
	Pvt employees	6.0874	0.94622		
	Others	5.8218	0.96774		
Security	Teacher	6.2871	0.96267	1.123	0.347 (NS)
	Agriculturist	6.3333	0.97046		
	Professionals	6.2500	0.98524		
	Business	6.0881	1.34198		
	Govt employees	6.3498	0.78793		
	Pvt employees	6.2816	0.83856		
	Others	6.0517	1.00448		

Source: primary data computed: * significant at 1 percent level,** significant at 5 percent level,

NS- Non Significant

This research was hypothesised that there was no significant difference in expectation level of service quality dimensions based on occupation level of the customers.

The table 2 shows that the expectation level of the customers on service quality dimensions based on occupation. The mean score and standard deviation are calculated for each service quality dimensions according to the customers' occupation level.

From the mean score it is identified that the customers who have been worked as government employeethey have high on expectation than other towards tangibility (6.09) and communication (6.10). Agriculturist (5.55) expect more on responsiveness and the professionals (5.89) toward access. One way ANOVA was executed to know the difference of expectation levels. From the ANOVA result it is observed that the F – value on tangibility (2.28), responsiveness (2.19) access (3.28) communication (2.75).

The p – value indicates which is significant at 5 percent level. Hence, there is significant difference on expectation based on occupation level of the customers. The stated hypothesis is rejected for the variables tangibility, responsiveness, communication at 5 percent level and access at one percent level. From the ANOVA results it is observed that the F – value on reliability (1.05), security (1.12), assurance (0.96) understanding consumer (0.32), courtesy (1.01) and competence (1.89) and the p- values indicate that there is no significant difference of the expectation level of the customers based on occupation.

So, there is no significant difference on the reliability, assurance, understanding consumer, competence, courtesy and security dimensions. Hence the stated hypothesis is accepted.

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Table-3: Comparison of Expectation between Private / Public Bank

S. No	Your major Banking transaction is with	Private Bank	Public Bank	U	W	Z	p
	Factors	Mean Rank	Mean Rank				
1	Tangibility	279.51	334	38838.0	74349.00	-2.674	0.007*
2	Reliability	286.89	311.34	40803.00	76314.00	-1.737	0.082 (NS)
3	Responsiveness	281.26	315.82	39305.00	74816.00	-2.438	0.015**
4	Assurance	294.70	305.12	42880.50	78391.50	-0.741	0.459 (NS)
5	Understanding consumer	293.24	306.28	42491.00	78002.00	-0.917	0.359 (NS)
6	Access	297.45	302.93	43611.00	79122.00	-0.386	0.699 (NS)
7	Communication	284.73	313.06	40227.00	75738.00	-2.011	0.044**
8	Competence	293.03	306.45	42435.5	77946.5	-0.953	0.341 (NS)
9	Courtesy	299.27	301.48	44095.00	79606.00	-0.157	0.875 (NS)
10	Security	301.21	299.94	44233.50	100178.5	-0.092	0.927 (NS)

Source: primary data computed: * significant at 1 percent level,** significant at 5 percent level:

NS-non significant

H_o: Both samples though from private and public banks, they have same level of expectation regarding service dimensions.

The above table presents the mean scores of expectation level for all the ten variables separately for private and public bank customers.

Security is the only variable which is highly expected in the case of private banks and all other nine variables are highly expected in the case of public banks. To test whether the expectation level is same or not Mann – Whitney test is executed. From the result it is observed that the null hypothesis for the variables reliability, assurance, understanding consumer, access, competence, courtesy and security is rejected. It implies that through the samples are from two different population private bank and public bank the variables such as reliability, assurance, understanding consumer, access, competence, courtesy and security did not vary in their expectation levels.

The variable tangibility varied significantly at one percent level. Public bank customers expect more tangible service. Responsiveness and communication also found to vary at five percent level. These two also expected more by public bank customers. Tangibility which will improve service quality to a great extent. It will reduce work load of frontline staff and will provide a way to quick response.(Mushtaq . A. Bhat, 2003). Heavy investment on tangibles will help in delivering quick and accurate services to customers (Mushtaq . A. Bhat, 2005).

MANAGERIAL IMPLICATIONS

The research has identified that the service quality with ten factors which are necessary to the banks inorder to deliver better services. In order to sustain in the business retention of customers, it is very important, that requires fulfilling these aspects.

Based on the research it is identified tangibility, responsiveness, communication, reliability,assurance,understanding consumer, access, competence, courtesy and security are factors very important to satisfy customers. Banks can concentrate on these factors to retain existing customers and also to bring in new customers.

CONCLUSION

It is concluded from the study that the consumers' expectation level is very high particularly from public sector banks. In case of tangibility, responsiveness, communication the respondents felt their expectation level of

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service quality is met. In case of reliability, assurance, understanding consumer, access, competence, courtesy and security factors are where expectation level needs better fulfilment. These areas need to be given focus and addressed by the banks to avoid dissatisfied customers. In order to impact the growth of the banks, they need to focus on the factors which requireimprovementfor giving sustenance in the long run.

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HUMAN TRAFFICKING - A CRITICAL ANALYSIS

Dr. Nirmala. M
Sr. Assistant Professor, CBSMS, Bangalore University, Bangalore

ABSTRACT
Trafficking of human beings was in existence for long time but it has gained the importance or recognized as a global issue, which needs immediate action is felt recently. Magnitude of trafficking cannot be estimated accurately as many cases go unreported and even if reported it is brought under the category of missing persons. Human trafficking is considered to be lucrative business as the profit gained by the traffickers is huge when compared to any other business. Trafficking of women, men and children takes place for various purposes like slavery, bonded labour, domestic workers, prostitution etc. As there is rise in the demand the magnitude of the trafficking has also increased to meet the same. This article focuses on human trafficking, which is the sale and trade of people, typically for the purpose of sexual slavery or forced labor. Human trafficking is a serious crime involving the kidnapping, coercion, and exploitation of people.

Keywords: Trafficking, Human rights, Provisions, Exploitation, Prevention

INTRODUCTION
Human trafficking is a multidimensional human rights violation that centers on the act of exploitation. The United Nations defines trafficking in persons as "the recruitment, transportation, transfer, harbouring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation". The elements of coercion, exploitation, and harm link human trafficking with other forms of modern slavery, forced labor and forced marriage.

In this introduction to the Collection on Human Trafficking,, we describe the magnitude of the problem, discuss the complex characteristics of trafficking, indicate the harm and associated health burden of trafficking, and offer a public health policy framework to guide robust responses to trafficking. Ultimately, however, in this introductory paper, we assert that human trafficking is a global issue concern to health,exploitation and human resources. That is, the health consequences of human trafficking are so widespread and severe that it should be addressed as a public health problem of global magnitude. Furthermore, because human trafficking has pervasive global health implications, we propose that these abuses and perhaps labor exploitation more generally be treated as preventable.

In 2005 report by the International Labor Organization estimated that more than 2.5 million people were being exploited as victims of human trafficking at any time. Human trafficking is a form of modern-day slavery and a grave violation of basic human rights.Each country is categorized as a source, route or destination for human trafficking.

TRAFFICKING PROFILE
As reported over the last five years, India is a source, destination, and transit country for men, women, and children subjected to forced labor and sex trafficking. Forced labor constitutes India's largest trafficking problem; men, women, and children in debt bondage—sometimes inherited from previous generations—are forced to work in brick kilns, rice mills, agriculture, and embroidery factories. Most of India's trafficking problem is internal, and those from the most disadvantaged social strata—lowest caste *Dalits*, members of tribal communities, religious minorities, and women and girls from excluded groups—are most vulnerable. Within India, some are subjected to forced labor in sectors such as construction, steel, and textile industries, wire manufacturing for underground cables, biscuit factories, pickling, floriculture, fish farms, and ship breaking. Thousands of unregulated work placement agencies reportedly lure adults and children under false promises of employment into sex trafficking or forced labor, including domestic servitude.

In addition to bonded labor, some children are subjected to forced labor as factory and agricultural workers, carpet weavers, domestic servants, and beggars. Begging ringleaders sometimes maim children to earn more money. Some NGOs and media report girls are sold and forced to conceive and deliver babies for sale. The "Provident Funds" or "*Sumangali*" scheme in Tamil Nadu, in which employers pay young women a lump sum, used for education or a dowry, at the end of multi-year labor contracts may amount to conditions of forced labor. Separatist groups, such as the Maoists in Bihar, Chhattisgarh, Jharkhand, Maharashtra, West Bengal, and Odisha, force some children, reportedly as young as 6 years old, to act as spies and couriers, plant improvised explosive devices, and fight against the government.

Experts estimate millions of women and children are victims of sex trafficking in India. Traffickers use false promises of employment or arrange sham marriages in India or Gulf States and subject women and girls to sex trafficking. In addition to traditional red light districts, women and children increasingly endure sex trafficking in small hotels, vehicles, huts, and private residences. Traffickers increasingly use websites, mobile applications, and online money transfers to facilitate commercial sex. Children continue to be subjected to sex trafficking in religious pilgrimage centers and by foreign travelers in tourist destinations. Many women and girls, predominately from Nepal and Bangladesh, and from Europe, Central Asia, Africa, and Asia, including minority populations from Burma, are subjected to sex trafficking in India. Prime destinations for both Indian and foreign female trafficking victims include Kolkata, Mumbai, Delhi, Gujarat, Hyderabad, and along the India-Nepal border; Nepali women and girls are increasingly subjected to sex trafficking in Assam, and other cities such as Nagpur and Pune. Some corrupt law enforcement officers protect suspected traffickers and brothel owners from law enforcement efforts, take bribes from sex trafficking establishments and sexual services from victims, and tip off sex and labor traffickers to impede rescue efforts.

Some Indian migrants who willingly seek employment in construction, domestic service, and other low-skilled sectors in the Middle East and, to a lesser extent, other regions, face forced labor, often following recruitment fraud and exorbitant recruitment fees charged by labor brokers. Some Bangladeshi migrants are subjected to forced labor in India through recruitment fraud and debt bondage. Some Nepali, Bangladeshi, and Afghan women and girls are subjected to both labor and sex trafficking in major Indian cities. Following the 2015 Nepal earthquakes, Nepali women who transit through India are increasingly subjected to trafficking in the Middle East and Africa. Some boys from Bihar and Uttar Pradesh are subjected to forced labor in embroidery factories in Nepal. Burmese Rohingya, Sri Lankan Tamil, and other refugee populations continue to be vulnerable to forced labor in India.

MAGNITUDE OF HUMAN TRAFFICKING

President Obama declared January as National Human Trafficking Awareness Month, making a great time to raise awareness, donate to anti-trafficking organization or get involved in volunteer project to combat trafficking.1The United Nations claims that 2.5 million people are victims of human trafficking, having been forced into brutal forms of labour usually prostitution or other forms of sexual exploitation.52 countries including Pakistan and Iran are affected with human trafficking.

Organ Trafficking is another area of great concern as the unscrupulous medical professionals and the middlemen or agents target the desperate people in need for money. Sale of kidney is very high as there is more demand when compared to other organs. Investigations have found that the traffickers would pay approx USD 1,800 to the person tricked into donating the kidney.

It is estimated that global profits from forced laborers exploited by private enterprises or agents reach $ 44.3 billion every year, of which $ 31.6 billion are from trafficked victims.4 Children, girls and women are the vulnerable group who are easily trafficked with false promise of lucrative income as domestic helps. Children are used for drug trafficking and also to commit theft and other crimes as they are not easily suspected of the crime.

It is very difficult to identify the traffickers as they are the persons who are related or known person to the victim trafficked. As a result there is very little chance of them being suspected for the commission of crime. The trafficked victims are lured by bribing their parents in the pretext of marriage without demand for dowry, lucrative job opportunity in foreign country etc. These trafficked people are denied of their basic human rights and treated as a source of income generation to the traffickers. Many trafficked victims either suffer mentally and physically.

Human beings are considered as a commodity in the world market and depending on the demand the price of the commodity is fixed. For instance at present there is great demand for human organs as there is development in the medical science for transplantation of human organs , now even heart can also be transplanted if the person in need is ready to shell out the amount the traffickers demand. Traffickers have no values for the human life all they need is the money, this they achieve by selling the innocent victims for exorbitant price. The network of traffickers is so strong that it is very difficult to ascertain how the trafficked victims reach the destination of the traffickers nationally and also internationally. Traffickers include men and women in the network who work in this process of crime in different capacity in different stage starting from source, transit and destination point.

WORLDWIDE STATISTICS

The number of adults and children currently in forced labour, bonded labour and forced prostitution is 12.3 million. Worldwide, 1.8 per 1,000 persons is a victim of human trafficking, increasing to 3 persons per 1,000 in Asia and the Pacific Women make up 56 percent of the 12.3 million trafficked adults and children.

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Sixty two countries have yet to convict a traffickers under the U.N. Protocol to Prevent, Suppress and Punish Trafficking in Persons, and 104 countries have yet to establish laws or regulations regarding human trafficking.5 India is said to have been placed in the golden triangle which is main cause India has become a source, transit and destination country for human trafficking. NGO's estimate that at least 7000 girls are trafficked into India and Nepal every year. They mostly end up in metros, condemned to a life of deprivation and torture. Children who are trafficked end up either in the flesh trade or become a child labour.6

The Trafficking in Persons Report states that in India trafficked persons are mainly subjected to forced labour and commercial sexual exploitation. It is estimated that 20 to 65 million citizens (which includes men, women and children) are forced to work in industries such as brick kilns, rice mills, and agriculture and embroidery factories. A study conducted states that 72 percent of human trafficking is for commercial sex, 80.26 percent of trafficking happens during migration for labour and 12.36 percent of the total trafficking is due to family traditions.7

India has been place in Tier 2 Watch list for the seventh consecutive year for not fully complying with the minimum standards for the elimination of trafficking. Indian government has taken sufficient efforts through law enforcement to protect and prevent human trafficking in spite of its sincere efforts it has not been successful its endeavor.

INTERNATIONAL PROVISIONS

Main objectives of enacting international law are to protect the rights of vulnerable groups of the society. In this United Nations has played vital role in enumerating various conventions like Convention Against Transnational Organized Crime, UN Protocol to Prevent , Suppress, and Punish Trafficking in Persons, (Palermo Protocol), International Labour Organization(ILO) which estimates the extent of people who are victims of forced labourers, bonded labourers, or sex trafficking. Convention on the Elimination of All Forms of Discrimination Against women 1979 Article 6 of CEDAW requires state parties to take all appropriate measures, including legislation, to suppress all forms of traffic in women. Tourism Bill of Rights and the Tourist Code 1985, this was adopted by the WTO, and the code directs that the state parties should preclude any possibility of the use of tourism to exploit others for the purpose of exploitation.

Convention on the Protection of the Rights of Migrants Workers 1990, this Convention seeks to an end to the illegal or clandestine recruitment and trafficking of migrant workers and lays down binding international standards for their treatment, welfare and human rights. The ILO Convention on the Worst Forms of Child Labour, 1999 prohibits worst forms of child labour which includes all manifestations of slavery or practices similar to slavery, such as the sale and trafficking of children, debt bondage and servitude, and forced or compulsory labour etc.United Nations Transnational Organised Crime, 2000. Office of the High Commissioner for Human Rights (OHCHR) advocates a victim-centered approach to trafficking, which emphasizes the primacy of human rights in efforts to prevent and address trafficking

CONSTITUTIONAL PROVISIONS

Article 21 of the constitution guarantees right to life and right to live with dignity. Article 23 prohibits trafficking of human beings and any contravention of the prohibition is an offence punishable by law.

Article 39 (e) directs that "the health and strength of women and the tender age of children shall not be abused and citizens shall not be forced by economic necessity to enter into avocations unsuited to their age or strength."Article 39(f) directs that children should be given opportunities and facilities to develop in a healthy manner and conditions of dignity so that childhood and youth are protected against exploitation and against moral and material abandonment. Article 41 obligates the state to make effective provisions for securing the right to work and education. Article 43 upholds the right to a living wage. Our constitution guarantees right to live in dignity and at the same time imposes a duty on the state to protect the vulnerable sections of society from exploitation.

PROVISIONS UNDER OTHER LAWS

Government of India having ratified the above conventions has taken initiative to protect the human rights of its citizens in enforcing the provisions of these conventions in our laws.

The Suppression of Immoral Traffic in Women and Girls Act, 1956, was enacted to tackle the problem of trafficking of women and girls in India. This Act was amended in 1978 in order to prevent trafficking in human beings. It was further amended and renamed as "The Immoral Traffic (Prevention) Act, 1986.

Unemployment or low wages compels a man to take loan for high rate of interest which compels the debtor to get caught in the clutches of the creditor and results in bonded labour system. Man's basic human rights are

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infringed and he is pushed into slavery for his life.In order to protect the bonded labourers, The Bonded Labour System (Abolition) Act 1976 has been enacted. State government has also taken initiative to curb this menace by enacting various laws.

In Karnataka to eradicate the evil practice of devadasi system which has been exploiting girls in the name of god, The Karnataka Devadasi (Prohibition of Dedication) Act, 1982 came into force. Andhra Pradesh government enacted Andhra Pradesh Devadasi (Prohibiting Dedication) Act. 1989 this Act imposes 3 years imprisonment and fine or both for any person whosoever performs, promotes, abets or takes part in a dedication of girls as devadasi. Human Organs are sold as commodities and the demand for the same is increasing enormously. This has resulted in weaker sections of society being exploited due to their poor economic conditions they are easily lured to sell their organs either with their consent for meager amount or out of coercion without any consideration for the same.

Transplantation of Human Organs Act, 1994 aims at regulation of removal, storage and transplantation of human organs for therapeutic purposes and to prevent commercial dealings of human organs. This Act also provides for the regulation and registration of hospitals engaged in removal, storage and transplantation of human organs. Government of Goa to address the issues of child exploitation in the hotels or other establishment has enacted Goa Children’s Act, 2003.

CHALLENGES

Human Trafficking is not an issue concerned with a particular locality or state, it is now developed into international concern as the offence has resulted in violation of human rights of millions of innocent victims all over the world. In spite of various convention and laws brought into force to check this, violation still continues due various loopholes in the laws which need to be plugged in. In most of the cases traffickers go scot-free as they have developed a well -connected network which is very difficult to break. The victims are scared to report to the police that they are trafficked as they fear they and their family members may be harmed. Corruption that prevails among the police officials is also one of main reason for the traffickers’ to escape from the clutches of law because even though the traffickers are caught in their act FIR is not filed against them nor they are produced before the court. Trafficked women victims who are sent to government rehabilitation home also not safe there are many instances that these women are re-trafficked with the help of in-charge of rehabilitation home.

There is no exact statistics available as to the number of persons being trafficked as in most of the cases trafficked cases are reported to the police or the trafficked person are included in the list of missing persons. Judiciary has come down heavily on the violators and also has given various guidelines to prevent and abolish trafficking. Number of human trafficking filed before court is negligible number and that also fails as the evidence collected by the investigation agencies are not sufficient to prove the charges against the traffickers or the negligence in taking timely action has always helped the trafficker to get the benefit of doubt . Poor funding from the government is also one of the causes for failure to check the trafficking.

PREVENTION

The government maintained overall efforts to prevent human trafficking. The government did not have a national action plan to combat trafficking; however, in January 2017, MWCD launched the national plan of action for children, which included plans to prevent and protect children from all forms of trafficking and to conduct research and analysis. The central advisory committee to combat trafficking of women and children for commercial sexual exploitation is the government’s lead authority on trafficking issues; it is unknown if the committee met during the reporting period. Some state governments had state-level action plans, taskforces, and MOUs to combat trafficking. MWCD and Ministry of Railways increased the number of railway stations hosting NGO staff to provide immediate support to unaccompanied children, who may be missing, abandoned, or runaways and are vulnerable to exploitation, including trafficking. In December 2016, the President launched an NGO campaign to end child labor, child trafficking, and violence against children. The government continued to publicly award civil society members for their work against human trafficking. Some state governments conducted anti-trafficking awareness campaigns or made in-kind contributions to NGO-run campaigns.

The government registered foreign recruitment agencies and Indian migrant workers through the eMigrate online system. MEA provided counseling and other resources to those considering migrant work at five resource centers in Chennai, Gurgaon, Hyderabad, Kochi, and Lucknow; it also administered a welfare fund in 43 Indian missions globally and provided shelter to migrants in distress in several countries in the Middle East. In October 2016, India and Bahrain signed an agreement to increase cooperation on organized crime, including human trafficking, and in January 2017, India and the United Arab Emirates signed a MOU to enhance prevention of human trafficking and the recovery and repatriation of trafficking victims. MEA funded the repatriation of Indian victims abroad through its mandatory insurance reserves, foreign employer security deposit policies, and receipts from overseas consular fees. The government permitted licensed foreign employment recruiters to charge migrant workers up to 20,000 INR ($295) for recruitment fees and costs; however, observers stated migrant workers were frequently charged more than the maximum and obtained loans to pay the recruiters, thereby increasing their debt and vulnerability to labor exploitation. The government prohibited the role of unregulated and unregistered sub-agents; however, sub-agents continued to operate widely with impunity. MEA worked with the central bureau of investigation to address cases of recruitment fraud and trafficking allegations and frequently revoked recruitment licenses. Within India, some states regulated aspects of the informal labor sector, including the Jharkhand government, which passed legislation in November 2016 requiring employment placement agencies to be licensed and prohibiting recruitment fees for domestic work.

In November 2016 the government began a process of demonetization, removing 500 and 1,000 INR notes ($7.37 and $14.75) from circulation as legal tender. Some NGOs commented sex trafficking was temporarily reduced until other forms of payment were established—some NGOs reported a resultant increase in other methods of payment including online payments. Other NGOs stated workers in the informal economy, including brick kiln workers, were at times paid in void currency notes or were not paid at all due to cash shortages—both situations subsequently increased the workers' vulnerability to debt bondage and forced labor. In February 2017, the national human rights commission held a two-day seminar on the prevalence of bonded labor and challenges to its elimination. The government provided for the reimbursement of 450,000 INR ($6,640) per district for a census of bonded labor in its May 2016 revision of the bonded laborers rehabilitation program. Despite India being a destination for child sex tourism, the government did not report measures to reduce child sex tourism. The government also did not report efforts to reduce the demand for commercial sex acts or forced labor. The Indian military conducted training on trafficking for its personnel before deployment on peacekeeping or similar missions. The government did not provide information about any anti-trafficking training provided to its diplomatic personnel.

SUGGESTIONS AND CONCLUSION

- Review of present laws relating to trafficking and adopting strict and stringent measures against the violators of human trafficking. The entire human trafficking network agents to be penalized.
- Strict surveillance of all the institutions which deals with employment service internally and job opportunities in foreign countries, marriage bureaus, hotels, tourist agencies etc. Provisions for grant of license from the government to run these institutions must be made mandatory and any discrepancies their license has to terminated.
- 3. Proper and regular funding from the government is necessary to improve the infrastructure and the rehabilitation home for the rescued trafficked victims. NGO's working for the rescue, rehabilitation of trafficking victims should be encouraged and required support to be provided by the government.
- Law enforcement agencies are to be trained and legal awareness to be created so that they act in protecting victim's interest and not put in the risk of being trafficked again.
- Legal awareness to be created through education by including the human trafficking issues in the curriculum in the school level itself which in turn would check the innocent lives being trafficked by their own known person in one or other pretext.
- Strict implementation of provisions in Minimum Wages Act and Factories Act, to protect the employees being driven into debt bondage.
- Anti-Human Trafficking Units should work in co-ordination with the NGO's law enforcement authorities in the process of rescue, rehabilitation of trafficking victims.
- Create awareness among law enforcement authorities that human trafficking is also a serious criminal offence and same or greater importance to be taken when case of missing of persons as reported to them.
- Rehabilitation home infrastructure should be improved and rescued trafficked victims should be provided with all basic requirements and protect her from being re-trafficked.
- Eradication of Un-Employment problems to take priority in the governments planning.

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CONCLUSION

India has being subject to loss of human resource in the form of human trafficking since many years and the government and the law enforcement agencies, NGO's has sincerely contributed to rescue, rehabilitate the victims of trafficking. Inspite of all these India continues to be a source, transit and destination country for human trafficking. Millions of victim's human rights are infringement by the unscrupulous traffickers and they escape unpunished. Need of the hour is to plug in the loopholes in our law enforcement agencies, create awareness among the people by providing them with free education and also employment which would bring down the rate of human trafficking in India .

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PERCEPTIONS AND SATISFACTION OF E-LEARNING PLATFORMS AMONG MANAGEMENT STUDENTS

Prof. Divya Bansal[1] and Nithin E.[2]
Assistant Professor[1] and Student[2], Adarsh Institute of Management and Information Technology, Bangalore

ABSTRACT
E-learning is one of the innovative learning solutions nowadays in our country. There are lot of international and national players providing online education. Nowadays e-learning service providers are focusing on various segments and the various unexplored market as well. The current study provides an opportunity for these service providers to explore the unexplored and also to focus on the future growth. This current study is conducted to understand the awareness and satisfaction level of e-learning courses among management students who are pursuing their education in Bengaluru region. The study covered more than 15 colleges across the Bangalore. The students who are the users of e-learning platform have a very good awareness level of platforms and their usage. A lot of them revealed their preference and usage pattern during this study.

Keywords: e-learning platforms, perceptions, satisfaction, course completion status

INTRODUCTION
E-learning means learning with the help of electronic devices with internet as a medium. In the past 5 to 6 years there is a great shift from typical classroom learning to the virtual world with the internet as a medium. The advancement in technology and increase in the number of mobile, laptop users along with rapid low-cost internet availability has opened the door for a lot of e-learning platforms in our country. There are a lot of International and National players providing online education.

"E-learning methodology, includes all kinds of web-based learning using electronic interface." E-learning always focus on the development of students in terms of technical and theoretical know how. By using e-learning platform there is always knowledge transfer and up-gradation of skills among the users. Nowadays, the number of online learners is increasing day by day. This trend set indicates that a lot of innovations can be done in the technical aspects to capture the market. The service delivery aspects and variety in courses always create value among the students who are the final customers of these platforms.

The need for education among the youth is always the main factor for the increased usage of e-learning platforms. The contents of e-learning courses substance can be a teacher or self-guided and incorporates media in the form of sound, gushing, video, picture, and multimedia also. The educational contents in these platforms are provided to the users through their website, CD-ROM, satellite, recorded audio or video through TV or online video channels etc.

Nowadays, the students of our country are looking for a very high career growth. They usually see online education as an opportunity to increase the strength of their profile.

ONLINE EDUCATION IN INDIA
With the advancement in mobile technology, usage of electronic devices like Laptops, iPad, Smartphone etc. has opened the door for e-learning in India. The traditional classroom learning is going to an extinction phase nowadays. The education system of India is always highly productive post Independence. The youngsters are considering education as a medium for their growth. The vast population and thrive for knowledge has let a lot of firms to operate in the e-learning sector.

The unemployment rate in India is creeping up each year and people who are highly educated are not getting jobs based on their study, as seen nowadays. This has opened doors for online education. Students can easily access the course content anywhere at any moment without any restriction even though they are doing any job.

The current internet service providers like Jio, Airtel, and BSNL etc. are also paying or adding an opportunity to increase the online education sector. Unlimited Internet availability 24*7 is forcing youngsters to use these opportunities. The educational standard of our country has increased because of this option.

IMPORTANCE OF E-LEARNING AMONG STUDENTS
The decreasing numbers of jobs based on qualification is the biggest problem nowadays. A lot of students wish to go for the jobs which are actually matching with what they studied. Most of them try for it but fail. In India, there are lot of options for studies. A lot of private and government campuses are also operating in our country. So everybody have options to study a wide variety of courses. When it comes to the job the problem is very

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serious. Most of the graduates and postgraduates are facing tough competition. Talented highly knowledgeable candidates will get jobs easily but not for an average student. How can we tackle it? One way is by increasing the weight of resume or bio-data by adding knowledge elements like Internships additional MOOC certifications etc. There comes the role of e-learning. Proper value-added certification, whether it is online or offline, has its own value in the employment generation.

Nowadays, the student community- let it be graduates or postgraduates, all are engaged in the internet more than 1 or 2 hours a day. Thus spending some time in online education will always add value to their profile in one way or other. Certain colleges nowadays have added MOOC courses in their curriculum to support the students to increase their level of knowledge and employability.

Also, Most of the e-learning platforms are providing updated contents which are delivered through proper instructor and through other mediums like presentations, graphics, e-mails, PDF, etc. This makes learning very interactive and students can use it according to their flexible timings. It is a place where students can get practical knowledge and each platform offers them with an opportunity to assess their knowledge. All these are adding knowledge to the youth of our country and ultimately leading to the growth of our Nation.

REVIEW OF LITERATURE

The research mainly focused on the importance of e-learning on the skill development of individuals. They also analyzed the importance of digital technology on career on business management students. The study was conducted on MBA graduates and students of 3 context- i.e. Karnataka, Tamilnadu and PGDM students of Karnataka and Tamil Nadu. This study clearly indicated that the e-learning influences the employability skills of the management students.(Metilda, R. M.,2017). The journal-"The study on the nature of student group online interactions in learning ICT education" by Mohammad Said M.N.H., Yahaya N., Abdullah Z., Atan N.A., Zaid N.M. (2016) clearly put forth the importance of collaborative learning. The study projects collaborative learning has effects on students and their peers. It adds value to the confidence, satisfaction and positive attitude towards online learning. The author illustrates some important aspects of e-learning. E-learning will be successful only when the teaching is good. This study point out the fact that, effective teaching along with e-learning is most important for the development of a student. They tried to find out the inhibiting and facilitating factors for successful e-learning by certain factors like: analyzing student costs, society, teacher, support, technology, course and institution.(Andreea-Maria Tîrziua, Cătălin Vrabieb,2015). Rahman & Zarim (2014) aims to measure the impact of service quality on student's satisfaction towards the frequent engagement with online educational services. They studied about the factors like reliability, responsiveness, ease of use and security and their influence on the student community. They conducted this research work with the help of 250 Malaysian plus foreign aspirants. The authors conducted a study on the massive online open course that focused on a lot of important aspects of today's online education system. The study has done very good comparative study among the leaders in MOOC services all across globe like CourseEra, EdX and Udacity. They clearly described that the major challenges for MOOC i.e. from the users in terms of the timely completion of course, monetization, local language problem, technology, accreditation etc.(Taneja and Goel, 2014). The study done by authors indicate how important the service quality parameter is towards the users. Several factors like usablity, reliability, accessibility and stability have been studied as the primary focus of study. According to the author service quality is the driving factor among the customers and also success of an e-learning platform depends on the quality of service delivered. (Majed Mustafa Suliman Oun Alla, 2013). The main aim of the study conducted was to understand the importance of all the service quality factors. They conducted survey among the student community and gathered information regarding the importance of each and every service quality dimensions like e-learning which are ease of use, appearance, etc. which has a major impact on the study. (Alias, N., Zakariah, Z., Ismail, N. Z., & Aziz, M. N. A. ,2012),

RESEARCH METHODOLOGY

The study is based on the primary data. The primary data collection is done through online survey and questionnaire. The other data is collected from the secondary sources like website of various companies, blogs, newspaper articles, annual reports of certain firms etc. Convenience sampling technique is used to collect data from 105 Management students. It includes both UG and PG students. The sampling unit is students studying in different colleges of the Bangalore city. The data analysis is done by using Chi Square and Anova

HYPOTHESIS

- H_1: There is a significant difference between the courses being pursued and online course completed by students

- H_2: There is a significant difference between the college support given to pursue online course and number of hours spent on online courses per week.
- H_3: There is a significant difference between the problems and challenges faced during e-learning platforms and course completed by the students

FINDINGS AND DISCUSSION

Descriptive Analysis

Frequency of Demographic Profile

The demographic profile consists of gender, age-group and educational qualification of the respondents. It is observed (table-1) that most of the respondents are males (63.8%) and females are 36.2%. Among the age group of the sample respondents, most of them belong to the age group of 21-25 years (94.3%). It is also observed that most of the respondents are pursuing post - graduation (82.7%).

Table-1: Demographics

GENDER	Frequency	Percentage
Male	67	63.8
Female	38	36.2
AGE-GROUP		
15 to 20	9	8.6
21 to 25	90	94.3
26 to 30	6	5.7
EDN. QUALIFICATION		
Under Graduation	18	17.3
Post Graduation	86	82.7

Awareness towards different e-learning platforms

Table 2 states that students are more aware about Byjus(Think & Learn Pvt. Ltd.) i.e. 29.43%. out of the other 10 service providers. Google courses and edX also have good awareness level and created a brand name among of customers. This clearly indicates that Byjus has very high brand presence in the field of online education as compared to other 10 service providers

Table-2: Awareness towards different e-learning programs

PLATFORMS	PERCENTAGE
Byjus (Think & Learn Pvt Ltd)	29.43
edX.com	12.83
Alison.com	6.03
Google courses (Digital Unlocked & Google Partners courses)	17.73
Simplilearn	9.43
E-Marketing Institute	12.08
Coursera	5.67
Udacity	2.26
Udemy	3.01
Others	1.50
Total	100

Support given by college to pursue online course:

It is observed (table-3) that most of the respondents became aware about e-learning course via social (36.51%), 21.69% through their friends. 16.40% of the respondents became aware through their teaching faculties. The other sources of spreading awareness are e-mails, professionals and TV advertisements. Social media plays a major role in spreading awareness about e-learning programs.

Table-3: Support Given By Colleges to Pursue Online Course

	FREQUENCY	PERCENTAGE
Yes	66	62.9
No	22	21.0
Not sure	17	16.2
SOURCE OF AWARENESS		
Friends		21.69

Teaching faculties		16.40
Social media		36.50
E-mails/Calls from service providers		6.87
Professionals		9.52
TV ads		7.94

Preferred mode of course delivery and type of course preferred

Students are more interested in tutorials with effective use of animations and recorded online tutorials. Both constitute 34.89 % and 34.22% towards the study. Along with this they also prefer well prepared power point presentations for course delivery. When it comes to preferred course, it is observed that 20.4 % of the respondents have completed courses related to marketing, 19.2% of the respondents has enrolled for MS office related study and 15.2% chose finance related courses. Management students are more directed towards the course they pursue rather than out of box course.

Table-4: Preferred mode of delivery and type of course preferred

MODE OF DELIVERY	**Percentage**
Tutorials with effective use of animations	34.89
Recorded Online tutorials	34.22
Well Prepared Power point Presentation	29.53
PREFERRED COURSE	
General Preparatory courses	9.2
Spoken English courses/ communication courses	13.6
MS office-word, excel, power point	19.2
Marketing and sales related-Digital Marketing, Google analytics, SEO etc.	20.4
Human resource related	9.2
Finance and accounting related	15.2
Six sigma	4.4
Big data Analytics	3.6
Data science	2.0
Artificial Intelligence	1.6
Others	1.6

Students' purpose to pursue e-learning course

It is observed that 39 % students were interested to pursue courses related to their field of study. The second category i.e. 27.67% was willing to pursue course that are more related to industry and their job. Majority of the students are interested to pursue courses which are in the current field of study

Table-5: Students' purpose to pursue e- learning

TYPE OF COURSE	**%**
Related to course currently being pursued	39.62
Industry related courses	27.67
General Preparatory (Aptitude, Reasoning etc)	23.27
Preparatory Courses related to Government Exams	6.91
Others	2.51

Reasons for non –completion of e-learning course

Some of the respondents are not able to complete the courses which they enrolled for. It is observed (table-6) that the major reason for not being able to complete the course was lack of time (31%) . Also, 15.92% lost interest after enrolling for the course. This lack of time indicates that duration of course should be reduced and lack of interest indicates the course content has to be improved to capture the minds of the user.

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Table-6: Reasons for non-completion of course

REASON	PERCENTAGE
Lack of time	30.97
Technology issues	4.42
Content not good	8.84
Long duration	20.35
Expensive certification	10.61
Content not good	8.84
Lack of interest	15.92

INFERENTIAL ANALYSIS

The inferential analysis consists of Chi-Square test and ANOVA. The independent samples will tell us whether there is a statistically significant difference in the mean scores for the two groups, while One-way ANOVA tells whether there are significant differences in the mean scores of the independent and dependent variables.

Chi-square test was used to determine if significant difference existed between course being pursued by students (degree or post-graduation) and e-learning course completed or not. Based on the results it is inferred that differences are not significant since p-value is more than 5%. Thus H_1 is rejected. Therefore, whether the students are pursuing degree or post – graduation course, they are equally serious to complete the course pursued. (Table 7)

Table-7: Course being pursued and completion of course

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.897[a]	1	.344
Continuity Correction[b]	.473	1	.491
Likelihood Ratio	.904	1	.342
Fisher's Exact Test			
Linear-by-Linear Association	.889	1	.346
N of Valid Cases	104		

Anova is used to check if there is any relation between college support being given to pursue online course and number of hours spent on the e-learning. It was observed that though colleges do play an important role in motivating the students to pursue the online course, but this has no relation with the number of hours being spent on these courses weekly. Thus H_2 is rejected.

Table–8: Anova- College support and number of hours spent on e-learning course

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.393	4	.098	.135	.969
Within Groups	72.598	100	.726		
Total	72.990	104			

Chi-square test (table 9) was used to determine if significant difference existed between the problems and challenges faced by the students during e-leaning course and course being completed by them. The problems considered were 24x7 internet connection, payment gateways and costly certifications. It was observed that there was no relation amongst them thus H_3 is rejected. There are other reasons because of which the students are not able to complete the course which can be lack of interest, lack of time and expensive certification (table 6).

Table-9: Chi-Square Tests: Problems and challenges & Course completed

Problem & Challenges	Value	df	Chi-Square Sig.
24x7 internet connection	2.699[a]	3	.440
Payment Gateway	1.644[a]	3	.650
Costly Certification	2.842[a]	3	.417

CONCLUSION

The awareness about the platforms has mainly reached through the social media platforms like facebook and instagram. They believe some factors are very important for their satisfaction it includes the Time saving factor, global knowledge share ability, updated material and inside content etc. The study properly revealed the issues and their impact on satisfaction level among the users through a proper scaling procedure. The output clearly shows that the security, customer support and fearless transaction support all can improve their trust on the firm. If we analyze as a whole, there is a very good response from the users of these platforms. The response shows or has opened a room full of opportunities for the e-learning platforms. Always proper updated course content, customer support, new advertising techniques through digital paths always drive customers towards the courses in e-platforms. Exploring new methods of marketing in this field can offer more number of customers to these firms.There should be proper customer response and query handling team for effective re-solvency of customer issues.Analyzing the duration of course and reducing the duration of course will motivate an aspirant to take up new courses.Proper animated contents and more number of recorded tutorials will help firms engage the students inside their website and application. Exclusive mentoring for the prospects can help them keep their existing customers inside their application and website.Feedback collection after each and every course completion will always increase trust among the existing users.

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SECOND-LEVEL DIGITAL DIVIDE: A STUDY ON WOMEN'S USAGE OF INTERNET

Aishwarya. V. Hittanagi[1] and Dr. K. S. Habeebur Rahman[2]
Assistant Professor[1] and Associate Professor[2], JNNCE, Shivamogga

ABSTRACT

Background: Over half of the world's population is now online. Can we now imagine life without internet? It's become an absolute necessity in our day today lives.

Since the inception of Internet, it has brought a significant change in the way we communicate. It has enabled the flow of information at a remarkable speed. Internet has brought people closer together through e-mail, instant messaging, video conferencing, social networking etc. Internet has allowed consumers to purchase, marketers' to sell at real time. In a very short period, it has become difficult for most of us to imagine a world without access to the Internet. According to Kantar IMRB (2017 report), internet user base is expected to reach approximately 500 million by end of 2018 and among them 150 millions are women. After getting to know the gender differences of using internet, it's time to study the next level i.e. the second-level digital divide. This paper highlights on the amount and manner of usage of the technology and the differences that exist across groups of women.

Aim of the Paper: The aim of the research paper is to study the pattern in which the internet is used and the purpose for which it is used among women form different segments like working, non –working, students

Methods: A survey was conducted among 180 women.

Result: Most of the internet is being used for e-mails and social networking. Other purposes like net banking are used at a very lower rate.

Keywords: internet, second level digital divide, Shivamogga city, working women, non working women and students.

1. INTRODUCTION

The world population is approximately 7.6 billion out of which there are nearly 4 billion internet users and the global internet population is anticipated to climb to 5 billion by the end of the year 2020[1]. The data shows that almost half of the world would be connected to the internet by the end of the year 2020. From the beginning of the internet in the year 1990s till today (2018) the internet has taken a paradigm move and has become an absolute prerequisite and part of everyday life of the individuals.

The internet has captivated everyone's imagination as it continues to evolve its "avatar" in India. Irrespective of the gender, age, education background, income, rural or urban, people in India are accepting internet in their lives. With the digital literacy on the rise, available of affordable smart phones, low rate internet packages all this has led to the phenomenal growth of internet in just a decade. With 88% of Indians being **non-English speakers'** internet has offered local language content. This has further boosted the internet user base**.** According to the report published by Kantar IMRB (2017 report), internet user base is expected to reach approximately 500 million by end of 2018. This will be 35% of the total population using the internet. By the end of the year 2020 the internet penetration in India is expected to reach 730 million. In the year 1990 Tim Berners-Lee created the first World Wide Web server and browser. Somewhere in the year 1997 – Telecom Regulatory Authority of India (TRAI) was formed to provide transparent environment in telecommunication. The landmark year in the Indian digital history is when the IRCTC website was started Indian railway. In the year 2006 Facebook was launched in India and in the year 2016 Jio revolutionised the internet market by introducing low cost internet services.

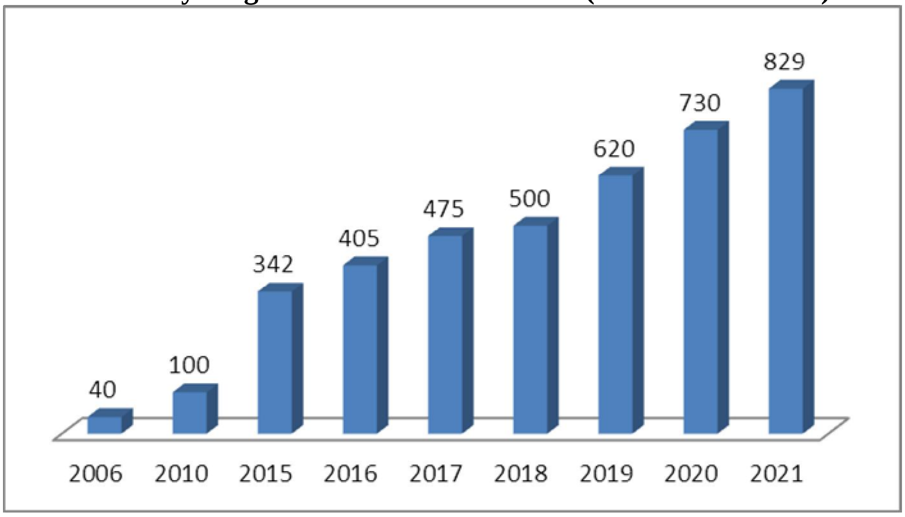
1.1 Internet and women

Only 30% internet users in India are women: IAMAI report

Out of 481 million total internet users in India, only 30 percent are female. The ratio is further skewed in the rural region. Even if Digital India is the talk of the town and the country is eager to jump on the 5G brigade, the gender divide in digital literacy and internet adoption is alarming. In an increasingly connected world, women are being left behind. Although internet access is expanding, there is a persistent digital gender gap. Gender-disaggregated data on internet access and use is critical to measuring and understanding this gap and informing policy and actions to address it.

1.2 Internet Penetration in India – Statistics Overview

Year on year growth of internet in India (Values in Millions)



Source: ultraxart.com, IAMAI and Kantar IMRBI-CUBE 207, All India users estimates, October 2017

2. LITERATURE REVIEW

Bimber B (2000) in his study stated that there was huge gap in the way the men and women use internet. Men like to explore internet for the sports and leisure, whereas women mostly for social networking. **Rachelle Powell (2005**) in her thesis said that most women used internet mostly for email, information search. The study revealed that internet was used for the interviewed women searched many topics from medicine, travel arrangement, children's school work, and their own research work and also anything related to health. **Adams N et al. (2005)** studied the Psychological barriers to Internet usage among older adults the UK. The results showed that the majority of the older adults had a positive perception of usefulness, ease of use. **According to the Pew Research Centre (2005)** it was observed that unmarried, younger men and women go on the internet more than the married and the older generation. The main online activity by both the genders is emails and social networking and entertainment. More than men, women are enthusiastic online communicators and they use email. **Men value the internet for the breadth of experience it offers; women value it for enriching their relationships, but women more than men are concerned about internet risks. Das K. & Das B. (2006)** the study examined the impact of technology especially internet on various social parameters of village economy. It observes the link between technology and occupational pattern of women, the level of female education, and identifies the factors that influence women employment. Vinitha Johnson **(2010)** showed that women have their own anxieties, roles and beliefs rooted in traditional norms as well as by illiteracy and economic conditions. **Dr. S Grover (2010)** found that the Internet addiction usually manifests itself in the late 20s or early .the study revealed that that there is a need to use the Internet every day, Internet use is helping the users to overcome bad moods and the physical activity is going down since one has started using the Internet. **Thanuskodi S. (2013)** explored that the access to internet is similar for both genders probably because both genders have high exposure to the technology through their educational experience. As such educational achievement to certain amount enables both men and women to recognize their capabilities and reach the full potentials. **Bellary R. N. (2014)** found that the internet usage by the faculty was for the purpose of academic administration in the college campus. The maximum use was for research activity. **Priya N et al (2018)** in their article observed that most of the internet usage was for the purpose of social networking (Facebook, Whatsapp, e-mails, etc). The availability of high speed free Wi-Fi internet on mobile phones as well as more dependence on virtual friendship than actual may be the reason for spending extra time on social network websites.

3. RESEARCH GAP

Much of the existing literature is on the digital divide confines its scope to a binary classification of use of technology between men and women and finding the gender divide or internet use by a particular profession (men or women) or internet use among students. To remedy this limitation and an attempt to add to the literature, in this paper, the researcher looks at the differences in women's online skills. There is hardly any study which has focussed specifically on women internet usage pattern in non-metro region and by segmenting the women into working, non working and students. Here, the researcher intends to bridge the gap by studying the internet usage pattern by women especially by dividing them into three groups – working women, non-working women and students i.e. **"Second level digital divide".**

3.1 Objectives of the study

1. To evaluate the extent of internet usage among women from three segments – working women, non-working women, students.
2. To evaluate the purpose for using the Internet among women from three segments – working women, non-working women, students.

3.2 Research design

A well structured questionnaire was distributed among women. The questionnaire contained three parts: 1. Socio-demographic information, 2. Details regarding patterns of internet use and the 3. Details on the purpose of internet used using likert scale. Cluster sampling was used for the present research. The population of Shivamogga city was divided into three groups working, non-working and students. And from each group Women who are within 18 - 60 years of age were only contacted for the survey. The total sample size taken was 180. (I.e. student-60, working- 60, non-working-60)

Scope and Limitations: The research is confined to women segment of Shivamogga city with age limit of 18-60 years only. The respondent's responses' may vary over time.

4. DATA ANALYSIS AND DISCUSSION

Table-1: Showing the demography of women

		Student	Non-working	Working
Age	18 - 28 Years	100%	15%	10%
	29 - 39 Years		35%	37%
	40 - 50 Years		37%	38%
	51 - 60 Years		13%	15%
Marital status	Married	6%	82%	78%
	Unmarried	94%	18%	22%
Qualification	SSLC	0%	7%	0%
	PUC	8%	17%	0%
	Diploma	13%	10%	17%
	Graduation	37%	52%	43%
	PG	42%	15%	40%
Annual household Income	< or = 1,00,000/-	5%	2%	3%
	1,00,001/-5,00,000/-	52%	35%	20%
	5,00,001/- 10,00,000/-	42%	43%	53%
	10,00,001/- 15,00,000/-	2%	15%	15%
	15,00,001/- and above	0%	5%	8%

4.1 Internet has a major role to play in my day to day activities

H_0-There is no significant difference between the segments of women about the opinion regarding the importance of internet in their day to day life.

H_1-There is a significant difference between the segments of women about the opinion regarding the importance of internet in their day to day life.

ANOVA

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Between Groups	119.2333	2	59.61667	148.6916	0.02635	3.047012
Within Groups	70.96667	177	0.400942			
Total	190.2	179				

Analysis: As per the above table the null hypothesis is rejected and alternative hypothesis is accepted as the p value is lesser than 0.05. This means that there is a difference in the opinion of women from the three segments about how the internet is playing a role in their life.

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4.2. Expertise level in using internet

H_0-There is no significant difference between the segments of women on the expertise level in using internet

H_1-There is a significant difference between the segments of women on expertise level in using internet

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Between Groups	22.47778	2	11.23889	18.2365	0.0523	3.047012
Within Groups	77.3	177	0.436723			
Total	99.77778	179				

Analysis: Hence the null hypothesis is rejected and alternative hypothesis is accepted as the p value is lesser than 0.05. This means that there is a difference in the expertise level of women from the three segments.

4.3. Purpose of using the internet and its frequency: learning and gathering information.

H_0-There is no significant difference between the segments of women and their usage of the internet for learning and gathering information.

H_1-There is a significant difference between the segments of women and their usage of the internet for learning and gathering information.

ANOVA

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Between Groups	0.711111	2	0.355556	9.076923	0.000177	3.047012
Within Groups	6.933333	177	0.039171			
Total	7.644444	179				

Analysis: Hence the null hypothesis is rejected and alternative hypothesis is accepted as the p value is lesser than 0.05. This means that there is a difference in the three segments about the frequency of usage of internet for learning and gathering information.

4.4. Purpose of using the internet and its frequency: E-mails

H_0 - There is no significant difference between the segments of women and their usage of the internet for E-mails

H_1-There is a significant difference between segments of women and their usage of the internet for E-mails

ANOVA

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Between Groups	6.744444	2	3.372222	16.28604	0.0523	3.047012
Within Groups	36.65	177	0.207062			
Total	43.39444	179				

Analysis: Hence the null hypothesis is rejected and alternative hypothesis is accepted as the p value is equal to 0.05. This means that there is a difference in the three segments about the frequency of usage of internet for E-mails.

4.5. Purpose of using the internet and its frequency: Social networking

H_0 - There is no significant difference between the segments of women and their usage of the internet for Social networking.

H_1 - There is a significant difference between status of women and their usage of the internet for Social networking.

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Between Groups	0.711111	2	0.355556	9.076923	0.000177	3.047012
Within Groups	6.933333	177	0.039171			
Total	7.644444	179				

Analysis: Hence the null hypothesis is rejected and alternative hypothesis is accepted as the p value is lesser than 0.05.This means that there is a difference in the three segments about the frequency of usage of internet for Social networking.

4.6. Purpose of using the internet and its frequency: Banking transactions

H_0 - There is no significant difference between the segments of women and their usage of the internet for banking transactions.

H_1 - There is a significant difference between segments of women and their usage of the internet for banking transactions.

ANOVA

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Between Groups	6.744444	2	3.372222	163.286	0	32.04701
Within Groups	36.65	177	0.207062			
Total	43.39444	179				

Analysis: Hence the null hypothesis is rejected and alternative hypothesis is accepted as the p value is lesser than 0.05. This means that there is a difference in the three segments about the frequency of usage of internet for banking transactions.

4.7 Purpose of using the internet and its frequency: Online Shopping

H_0 - There is no significant difference between the status of women and their usage of the internet for online shopping

H_1 - There is a significant difference between status of women and their usage of internet for online shopping.

ANOVA

Source of Variation	*SS*	*df*	*MS*	*F*	*P-value*	*F crit*
Between Groups	12.13333	2	6.066667	12.96599	0.0125	3.047012
Within Groups	82.81667	177	0.467891			
Total	94.95	179				

Analysis: Hence the null hypothesis is rejected and alternative hypothesis is accepted as the p value is lesser than 0.05. This means that there is a difference in the three segments about the frequency of usage of internet for online shopping.

5. FINDINGS

The study clearly shows that women cannot be treated as one segment. The researcher has stated three broad segments. The analysis using annova has proved that there is a significant difference in usage of internet between the three segments. This paper demonstrates that a second-level digital divide exists relative to specific reasons the internet is used. By offering people a low priced network and low cost connected machine is definitely making people use internet. As internet users are increasing year on year, hence it's also essential to find how effectively it's being utilised by women.

5.1 Strategies for Internet service providers to target women

Women segment cannot be treated as one; she is different in terms of demography. **Internet means entertainment and social networking- this saga must be changed** and modified by creating more awareness programs by internet service providers on how best can internet be used to avail other benefits like e - banking, online shopping, entrepreneurship development etc. Local language content also needs to be increased in the internet which can boost the usage.

6. CONCLUSION

Like education in general, it is not enough to give people a book; we also have to teach them how to read in order to make it constructive. **Similarly, it is not enough to wire all hamlets and declare that everyone has equal access to the Internet**. Women may have internet access, but they may lack awareness in using the internet or the other advantages of using the internet. Hence the present study focuses on understanding the demography of women of three segments and knowing the purpose of internet usage. Further studies can focus on understanding the second level divide in other cities and unearth the real reason for internet usage.

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VOLATILITY IN THE STOCK MARKET INVESTMENTS

E. M. Naresh Babu[1] and Kshitiz Sharma[2]
Associate Professor[1] and Associate Professor[2], ABBS School of Management, Bengaluru

ABSTRACT
In economically developed countries, the investment is considered as one of the most progressing activities. Though the investors will have wide variety of opportunities, majority of the investors will be preferring stock markets as the stock market gives quick returns and abnormal returns. As the stock market returns are considered to be two persons zero sum game, if one gets profit, automatically someone gets losses. Even then the investors treat the stock market as the best option among the remaining options. But the stock market will be influenced by many factors, like budget policies, macro-economic events, non economic events, security market events, disasters related issues and international events. The present study focuses on Budget events, macro-economic events and non economic events influence on the Indian Stock Markets.

Keywords: Volatility, Abnormal returns, SENSEX, Macro-economic events, Non-economic events.

INTRODUCTION
India is considered as one of the most remarkable countries in the world for many aspects and achievements. In India, we have been witnessing new patterns in all the aspects since few decades, and economic activities are also getting newer facets. In these rapid technological changes, the investor protection has become a million dollar question. Not only the protection, but also the awareness level of investor towards various risk elements has become the need for the hour. Capital formation through savings and investments is a necessary precondition for economic development of a country. The capital markets play an important role in the capital formation process. The functioning of capital markets has become efficient and transparent. The securities market has undergone a structural transformation with the introduction of computerized online trading and settlement procedures. The market has undergone a functional transformation with the introduction of derivative trading. The Derivative trading is considered as one of the best investment strategies to hedge the risk prevailing in the market for both the securities and commodities.

Financial markets exhibit dramatic movements, and stock prices may appear too volatile to be justified by changes in fundamentals. Such observable facts have been under scrutiny over the years and are still being studied vigorously(LeRoyand Porter, 1981; Shiller, 1981; Zhong et al., 2003)

SENSEX
'SENSEX' is considered as economic barometer of India. The term SENSEX was coined by Deepak Mohoni, a stock market analyst. It is a portmanteau of the words Sensitive and Index. The initials S&P are derived from Standard & Poor's Financial Services LLC , an American financial services company which also rates and analyses stock market indices such as the U.S based S&P 500, the Canadian S&P/TSX, and the Australian S&P/ASX200

The S&P BSE SENSEX (S&P Bombay Stock Exchange Sensitive Index), also called the BSE 30 or simply the SENSEX, is a free-float market-weighted stock market index of 30 well-established and financially sound companies listed on Bombay Stock Exchange. The 30 component companies which are some of the largest and most actively traded stocks, are representative of various industrial sectors of the Indian economy. Published since 1 January 1986, the S&P BSE SENSEX is regarded as the pulse of the domestic stock markets in India. The base value of the S&P BSE SENSEX is taken as 100 on 1 April 1979 and its base year as 1978–79. On 25 July 2001 BSE launched DOLLEX-30, a dollar-linked version of S&P BSE SENSEX.

VOLATILITY
The stock markets are often compared to chameleon, there are different factors which influence the performance of stock markets, be it in any country. The researchers considered different aspects which influence the stock market indices. The factors such as macro-economic aspects and micro economic aspects will show their impact on various stock price movements.

REVIEW OF LITERATURE
The importance of the rate of return in stock investments has been observed in the research ***"Investments - Analysis and Management".*** No investor will be able to predict the exact rate of return as the world is uncertain. But the investors can expect the possible rate of return with the help of formulation of probability

distribution. If the investors observe the firms' financial position carefully, they can avoid the risk of investment. (**Jack Clark Francis, 1986).**

The tips for buying and selling the stocks have been discussed in the research ***"How to earn more from shares",*** which advises when to buy the shares, when to hold and also when to sell shares. Investors can buy shares of a growing company of a growing industry. Diversification of investment will yield good returns, they have to select the growth stocks which has diversified range of products also. The investors are advised to sell the shares when they feel the company reached a peak stage. **(Nabhi Kumar Jain, 1992)**.

The stock markets of India from 1993 to 2003 and has identified that the volatility found in India has been identical to that of volatility in the developed countries. 'The day of the week effect' or the 'week end effect' and the 'January effect' are not present while the return and the volatility do show intra-week and intra-year seasonality. Wednesday is rather interesting day for the investment as it has been found potentially good for the good return possibility with less volatility. March is perceived significant as closing month for a financial year and many likes to invest at the eleventh hour but it comes with market volatility. The investors should keep away from the market in the month of March by booking profits in the February itself. December is a festive time for investment, has given high positive returns with high volatility. **(Harvinder Kaur, 2004)**

It can be observed that there exist calendar effects in the returns of Stock markets. The test with bootstrap methods were applied into the stock indices of Denmark, France, Germany, Hong Kong, Italy, Japan, Norway, Sweden, the United Kingdom, and the United States. It can be concluded that the calendar effects are more significant for returns in majority of the stock markets, but end-of-the-year effects are predominant. (**Peter Reinhard Hansen, Asger Lunde** and **James N. Nason, 2005).**

The policy initiatives undertaken in the field of industry, trade, exchange rate, foreign investment and financial sector have influenced the stock prices a lot and became causes for the Volatility. The results of the study revealed that BSE and NSE exhibit Volatility Clustering. (**Prashant Joshi** and **Kiran Pandya, 2006).**

After the Economic Reforms for a period of 14 years, i.e. from 1995 to 2009, it is observed that only a few cases caused the volatility in the Indian stock markets. Out of 126 events in the fourteen year period, those 126 can be divided into six categories and observed the significance of volatility with those events. The study of volatility before and after 9 days of the event and concluded that most of the events cannot be held responsible for the volatility. But the Union Budget is considered as the most influential factor of Stock Market performance. **(Debashis Kundu, 2009).**

Volatility of SENSEX and NIFTY can be observed in interday and intraday. Many factors are responsible for bull phases and bear phases of Indian Stock Markets. In spite of many factors, the factors such as FII inflows, GDP growth, exports, Reforms process, Technological aspects as reasons for bull phase and factors such as Scams, Natural calamities, FII withdrawals, Bomb blasting, Budgets, Wars, devaluation of rupee with dollar, inflation and hikes in oil prices as reasons for bear phases. It is also concluded that the volatility is less in bull phase when compared to bear phase. (**Punithavathy Pandiyan** and **Queensly Jeyanthi, 2009).**

It is found that GARCH model is an appropriate model to mimic the conditionality of second moment, persistency of conditional volatility is high and very close to unity, implying that current information can be used to predict future volatility, unexpected news doesn't affect volatility significantly but the forecastibility of volume activity is high. (**Halil Kiymaz** and **Eric Girard, 2009).**

The Indian Union Budget is considered as the most-watched event not only by the economists but also by the common man. It is the event which is considered as a key issue in economic policy making in India. Also there are some issues like taxation, expenditure and fiscal deficit are the other important macro-economic aspects. It is observed that, maximum impact of budgets will be on short run in terms of return and extending impact on medium term and zero impact on long run returns. On the flip side, in terms of Volatility, the long run after budgets is leading to more volatility then the medium and short run periods. (**Pranav Saraswat** and **Jatin Banga, 2010).**

There exists a strong presence of seasonality effect in stock returns in India for the period of 1991 to 2010. The stock market has given positive returns in eight months in a calendar year, and negative returns in the remaining four months, it also supports tax-loss selling hypothesis which supports seasonal effects on Indian stock markets. **(Sarbapriya Ray, 2012).**

The research to find out whether the FIIs will impact the SENSEX for the period 2001 to 2011 is quite informative as it reveals the importance of FIIs on SENSEX. It has been found a positive correlation for the

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movement of SENSEX and FII flow into the country. And it is also evident from top twenty five crashes at BSE SENSEX as FIIs were the net sellers in all the leading market crashes. **(Jatinder Loomba, 2012).**

The volatility in Indian stock market exhibits the characteristics with respect to the stylized features like autocorrelation, volatility clustering, asymmetry and persistence in its daily return. 'It is due to the derivatives, the daily volatility during post derivative period is low in comparison to pre-derivative and whole period.' **(P.Gahan, J.K. Mantri, J.K. Parida** and **P.K. Sanyal, 2012).**

The aspect of Volatility in the Jordon's Amman Stock Exchange(ASE) using monthly data between 1991 and 2010 reveals some interesting facts which influenced the ASE. The ARCH model has shown strong linkages between the stock returns and macro economic factors. This model is also considered for examining the relationships between stock market returns volatility and happenings in the macro economic factors. The real money supply, rate of inflation, real exchanges rate, and the change in nominal interest rates all have a negative impact on the ASE returns volatility. **(Ahmed Diab Al-Raimony** and **Hasan Mohammed El-Nader, 2012).**

In the causality in the NSE for the period 1995 to 2005 has been observed that one-way causality running from stock prices to volume which may be due to feedback trading by investors. Before 2001, the causality of (past) volume on (present) price level is also suspected; which is against the notion of market efficiency. During the period of post July 2001, the study does not find the predictability of present price level based on past volume. Market reform measures, such as putting an end to the *badala* system, introduction of the rolling settlement and trading in the well designed derivative products, have certainly improved the market efficiency. **(Dr K. Badhani** and **Dr. Janki Suyal, 2005).**

The study of influence of Union Budgets of India in the period 1996 to 2009 has revealed that the budgets have more impact in the short term period, with some impact extending into the medium-term and no significant impact at all on long-term average returns. In terms of Volatility, the long term period after the budget is more volatile than the medium term and short terms, as compared to long term before the budget announcement. (**Gurucharan Singh** and **Salony Kansal, 2010).**

The study of 29 companies from the NSE with their closing prices from the period 1996-97 to 2006-07 has been done to analyze the returns and standard deviation. The results of the study revealed that 2000-01 is considered to be more stable than preceding period. The return of most of the securities was negative during 2000-01 followed by 2002-03, 2006-07 and 1998-99. Years 1999-2000 has been highly volatile years for 20 securities followed by 1998-99, 2000-01 and 1997-98 for 14, 14, 12 securities respectively. **(Dr Raj Kumar** and **Gupta. H, 2009).**

SENSEX has influence of seasonality and efficiency in the period 1991 to 2005. The findings of the study confirm the existence of seasonality in the stock returns in India. The results are also consistent with the 'tax-loss selling hypothesis'. The results also implied that the stock market in India is inefficient, and hence investors can time their share investments to improve returns. **(Lazar. D, Julia Priya. A** and **Dr Joseph Jeyapaul, (2006).**

We can observe the traces of day of the week effect in risk and return in the Indian capital market in the period 1991 to 2000. Mean and the conditional variance can be used to examine the robustness of the day of the week effect in return and in Volatility within a fortnight. This day of week effects and variation in fortnight suggests that stock exchange regulations, the interaction between banking sector and Indian capital market leads to inter-exchange arbitrage opportunities and also seasonality in Volatility. **(Kaushik Bhattacharya, Nityananda Sarkar** and **Debabrata Mukhopadhayay, (2003).**

RESEARCH METHODOLOGY

The methodology followed in the present study is Descriptive. The analysis is divided into different categories and three sections. The sections are:

- Impact of budget on SENSEX
- Impact of Macro-economic events on SENSEX
- Impact of Non-economic events on SENSEX

OBJECTIVES OF THE STUDY

1. To determine the reasons for the volatility in the Indian Stock Markets after the liberalization period i.e. 1991 to 2010.
2. To identify the impact of Political issues on the SENSEX.
3. To study the impact of man-made and natural disasters on SENSEX.

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HYPOTHESES

H1: There is no Volatility in the SENSEX, i.e. there will not be any change in the variances before and after the Budget policy announcements.

H2: There is no Volatility in the SENSEX i.e. there will not be any change in the variances before and after the announcement of Macro-Economic Events

H3: There is no Volatility in the SENSEX i.e. there will not be any change in the variances before and after the Non-Economic Event happenings

DATA COLLECTION

The events have been chosen on the basis of their effect on the market as a whole and not on any particular industry or company. The events have been regrouped into three broad types – budgets, macro-economic policy events, non-economic events. The events have mostly sourced from Manorama, Penguin, Statesman year book , India today, and Business Line etc. The values have been taken from official website of BSE (www.bseindia.com).

ANALYTICAL TOOLS

The analysis primarily focuses on variances observed in the SENSEX prior and after announcement of various policies and happenings of selected events. Hence the Mean, Standard Deviation and Variance are the major analytical measures for the present study. It observes variances in two forms i.e. short run period and long run period. The selected events are noted and the SENSEX values are tabulated to find out the variances before and after various events happenings in both the short run and long run for drawing appropriate inferences.

The data collected is secondary data for the present study. From 1991 to 2010, the total events which can cause volatility in the stock markets have been categorized under different headings and their impact has been calculated.

The data has been analyzed in two formats. In the first format, the impact of every event is analyzed with 3, 6 and 9 days before and after the event. In second format, the impact of every event is analyzed with 5, 10 and 15 days before and after the event.

Total number of events taken for the study is 155.

The study is analyzed with **F-static test**.

$F = S(Xi)^2 / S(Yi)^2$,

(Where $S(Xi)^2 = a(RXi\text{-}RXi)^2/n_1\text{-}1$ and $S(Yi)^2 = a(RYi\text{-}RYi)^2/n_2\text{-}1$

Here, Xi and Yi are the two sample time periods, S(Xi)2 and S(Yi)2 being the sample return variances, and n1 and n2 being their respective numbers of observations.

In all the cases, variance of return of the succeeding period (say, X3) has been compared with the preceding period (say, X2).

The hypotheses in all the tests assume that there will not be change in variance, i.e., the variances are equal before and after the events of the study. The alternative hypotheses

H1 want to prove that variance during the succeeding period is more than the preceding period.

Hence the comparisons are: S2X1 < S2X2, S2X2 < S2X3,S2X3 < S2Y1, S2Y1 < S2Y2 and S2Y2 <

S2Y3.

DATA ANALYSIS

Budget dates and Volatility(25 instances)

H1 : There is no Volatility in the SENSEX, i.e. there will not be any change in the variances before and after the Budget policy announcements

H1a: There will be Change in the Variances before and after Budget policy announcement.

Format 1: 5-10-15 days (Long run period)

At 5% Significance

In the study period 1991-2010, we have 25 Union Budgets among those, 5 were interim budgets. From the above table and the analysis, it can be inferred that out of 25 budgets, 8 instances caused significant Volatility. The immediate Volatility has been caused in 4 instances out of total 25.

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H1 has been rejected in 8 instances in this case.

At 1% Significance
In the study period 1991-2010, we have 25 Union Budgets among those, 5 were interim budgets. From the above analysis, it can be inferred that out of 25 budgets, in only 1 instance we can observe the significant Volatility.

H1 has been rejected in 1 instance in this case.

Format 2: 3-6-9 days (Short run period)

At 5% Significance
In the study period 1991-2010, we have 25 Union Budgets among those, 5 were interim budgets. From the above table and the analysis, it can be inferred that out of 25 budgets, 6 instances caused significant Volatility. The immediate Volatility has been caused in 3 instances out of total 25 instances.

H1 has been rejected in 6 instances in this case.

At 1 % Significance
In the study period 1991-2010, we have 25 Union Budgets among those, 5 were interim budgets. From the above analysis, it can be inferred that out of 25 budgets, in only 1 instance we can observe the significant Volatility, which is immediate Volatility.

H1 has been rejected in 1 instance in this case.

Macro Economic Aspects and Volatility (100 incidents)
H2 : There is no Volatility in the SENSEX i.e. there will not be any change in the variances before and after the announcement of Macro-Economic Events

H2a: There will be change in the Variances in the SENSEX before and after Macro-Economic Events announcements.

Format 1: 5-10-15 days

At 5% Significance
In the total period of study, we have identified that a total of 100 incidents could impact the economy, and in 25 instances the macro-economic aspects have influenced the SENSEX, among those 4 were immediate Volatilities and in the remaining instances the Volatility is not immediate.

H2 is rejected in 25 instances in this aspect.

At 1 % Significance
In the study period 1991-2010, a total of 100 incidents were identified, which could probably influence the economy, and it can be inferred that in 4 instances, the SENSEX has been influenced by macro-economic events and among those, 2 were immediate Volatilities, i.e. SENSEX has been influenced sharply with the announcement of macro-economic policy.

H2 is rejected in 4 instances in this aspect.

Format 2: 3-6-9 days

At 5% Significance
In the total period of study, we have identified that a total of 100 incidents could impact the economy, and in 19 instances the macro-economic aspects have influenced the SENSEX, among those 4 were immediate Volatilities and in the remaining instances, the Volatility is not immediate.

H2 is rejected in 19 instances in this aspect.

At 1 % Significance
In the study period 1991-2010, a total of 100 incidents were identified, which could probably influence the economy, and it can be inferred that in 8 instances, the SENSEX has been influenced by macro-economic events and among those, 3 were immediate Volatilities, i.e. SENSEX has been influenced sharply with the announcement of macro-economic policy.

H2 is rejected in 8 instances in this aspect.

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Non economic events and Volatility (30 incidents)
H3: There is no Volatility in the SENSEX i.e. there will not be any change in the variances before and after the Non-Economic Event happenings

H3a: There will be change in the Variances before and after the Non-Economic Events Happenings

Format 1: 5-10-15 days

At 5% Significance
We have identified a total of 30 non economic events which have the tendency to impact the SENSEX. Among the identified non economic events, 8 incidents are found to impact the SENSEX and 3 have shown the immediate impact in the form of immediate Volatility.

H3 is rejected in 8 instances in this aspect.

At 1 % Significance
With the above table, it could be inferred that a total of 30 non economic events have been identified and among those events, only one incident has shown the impact on SENSEX.

H3 is rejected in 1 instance in this aspect.

Format 2: 3-6-9 days

At 5% Significance
We have identified a total of 30 non economic events which have the tendency to impact the SENSEX. Among the identified non economic events, 5 incidents are found to impact the SENSEX and 2 have shown the immediate impact in the form of immediate Volatility and the remaining three are incidents which have caused the Volatility but not immediate effect.

H3 is rejected in 5 instances in this aspect.

At 1 % Significance
In this significance level, no incident has caused the Volatility in the SENSEX.

FINDINGS

Volatility in the stock market has important bearing on earnings of individuals' investors and the efficiency of stock market in general for channelizing resources for its productive uses.

Budget Aspects: In long run Volatility, Among the 25 budgets observed, in 8 instances the budget policies have caused significant Volatility in the SENSEX, in one instance the SENSEX has suffered immediate Volatility. In short run Volatility, among the 25 budgets observed, in 6 instances the budget policies have caused significant Volatility in the SENSEX, the immediate Volatility has been seen in 2 instances. From the present analysis, it can be inferred that the SENSEX is influenced to the more extent in the long run when compared to the short run with the announcement of Budget policies. From the analysis, it is also could be observed that the investors, in the month of February when the budget is placed, a lot of speculations go on and investors 'buy on rumors.' This leads to excessively net long positions in certain sectors of the market. In March, after the budget is presented, investors 'sell on news' in case of a 'good' as well as a 'bad' budget for them.

Macro Economic Aspects: In long run Volatility, among the identified 100 macro-economic events, 25 instances have influenced the SENSEX, in 4 instances the SENSEX has suffered immediate Volatility. In short run Volatility, among the identified 100 macro-economic events, 19 instances have influenced SENSEX, among those events 4 are immediate Volatilities. With the observation of both short run and long run Volatilities, it could be inferred that the short run Volatility is more in SENSEX when compared to the long run Volatility. RBI policies will be influencing SENSEX in many issues, whenever RBI adjusts the Repo Rate, Cash Reserve Ratio, Reverse Repo Rate the SENSEX has suffered the immediate Volatility.

Non-Economic Aspects: In long run, among 30 identified non-economic events, it is found that 8 instances have caused the significant Volatility in the SENSEX, and 3 are found to be immediate Volatilities. In short run, among the 30 identified non-economic events, it is found that 5 instances have caused the significant Volatility in the SENSEX, and 2 instances have caused the immediate Volatility. It can be inferred that, the SENSEX is being influenced more in the long run when compared to the short run.

LIMITATIONS OF THE STUDY

Only the SENSEX i.e. 30 scrips present in the listed companies were considered in the study and not all the other companies. Hence the results are drawn from SENSEX, i.e. only 30 companies.In the study the total

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events have been categorized under 3 broad headings like budget events, macro-economic events, non-economic events. Some other factors such as personal factors and psychological factors of investors are not considered in the present study that also causes the volatility in the SENSEX.

CONCLUSION

The present study highlighted different studies on Volatilities in the stock markets in India and some parts of the world. The studies addressed that there are many aspects which have to be analyzed by the investors while investors before investments.

The volatility in the Indian stock market exhibits characteristics similar to those found earlier in many of the major developed and emerging stock markets. The return and volatility on various weekdays have somewhat changed after the introduction of rolling settlements. Among the total incidents observed, the Budget and the Macro-Economic events are considered to be most influential aspects of the SENSEX. The budget has greater impact on return than Volatility in short term period but in long term period the budget has greater impact on the Volatility than return. With regard to return, an investor has the chance to earn super-profits by investing during the short term period i.e. within 15 days. The investors are advised to take extra care at the time of Budget period and Macro-Economic events so that they cannot become victims of bubbles in the stock market. The present study also states that there exists a relation between Indian stock Market and International events. The Indian Stock Market is efficient in Weak form and hence the investors should take decisions based on the new pieces of information arriving in the market and they are advised not to take decisions based on the historic information as the stocks' prices in the Indian Stock Market move randomly.

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ANNEXURE

Annexure-1: Budget Policy Variance- Long term impact

Format 1 :: 5-10-15 days

Table 5.1

Sl. No	Budget date	X_2 on X_1	X_3 on X_2	Y_1 on X_3	Y_2 on Y_1	Y_3 on Y_2
1	4-Mar-1991(interim)	48.700**	0.081	13.131*	0.261	0.219
2	24-Jul-1991	0.152	6.474*	1.105	0.495	0.208
3	29-Feb-1992	0.651	0.75	9.111*	0.075	6.733*
4	27-Feb-1993	0.015	0.199	10.437*	1.058	0.187
5	28-Feb-1994	0.291	2.416	0.2	1.815	0.283
6	15-Mar-1995	0.132	3.266	0.404	1.566	0.338
7	28-Feb-1996(interim)	0.224	0.559	2.188	0.958	0.557
8	22-Jul-1996	0.865	1.479	0.842	1.008	0.579
9	28-Feb-1997	2.109	1.732	2.681	0.269	1.434
10	1-Jun-1998	0.163	0.962	2.741	4.041	1.883
11	25-Mar-1998(interim)	0.223	1.62	0.662	0.756	2.82
12	27-Feb-1999	0.167	1.499	6.391*	0.779	0.675
13	29-Feb-2000	3.355	1.942	0.78	0.434	1.095
14	28-Feb-2001	1.622	0.601	3.847	4.328	0.205
15	28-Feb-2002	2.272	0.944	2.661	0.423	0.843
16	28-Feb-2003	0.976	0.657	0.305	4.715	3.781
17	3-Feb-2004(interim)	2.272	1.961	0.225	0.171	8.440*
18	8-Jul-2004	0.825	0.883	1.646	0.258	1.291
19	28-Feb-2005	0.457	0.962	2.47	0.391	1.334
20	28-Feb-2006	0.895	0.311	2.98	2.323	0.194
21	28-Feb-2007	1.165	0.615	5.228	1.1	0.191
22	29-Feb-2008	0.219	0.779	3.056	2.318	0.441
23	16-Feb-2009(interim)	1.163	0.566	0.643	1.53	1.609
24	6-Jul-2009	0.625	0.759	1.111	0.942	1.238
25	26-Feb-2010	0.553	0.189	3.819	0.09	8.856*
	Table value with df 4, 4 at 5% level of significance = 6.388					
	Table value with df 4,4 at 1% level of significance = 15.97					
	*Significant at 5% level					
	**significant at 1% level					

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Annexure-2: Budget Policy Variance – Short term impact

Format 2 :: 3-6-9 days

Table 5.2

Sl. No	Budget date	X_2 on X_1	X_3 on X_2	Y_1 on X_3	Y_2 on Y_1	Y_3 on Y_2
1	4-Mar-1991(interim)	0.05	0.952	**25.764***	0.006	**46.231***
2	24-Jul-1991	5.933	0.689	0.377	0.684	2.846
3	29-Feb-1992	0.136	3.566	2.86	1.411	0.05
4	27-Feb-1993	0.121	7.496	11.595	0.235	0.947
5	28-Feb-1994	2.682	0.48	0.102	26.211	0.07
6	15-Mar-1995	0.839	**26.086***	0.13	0.66	2.987
7	28-Feb-1996(interim)	0.581	0.69	3.825	0.315	3.201
8	22-Jul-1996	1.32	0.448	1.639	0.383	2.961
9	28-Feb-1997	0.215	2.084	6.604	0.268	0.607
10	1-Jun-1998	0.273	2.08	2.916	3.644	1.261
11	25-Mar-1998(interim)	0.093	16.055	0.217	1.212	0.768
12	27-Feb-1999	2.086	1.01	9.756	0.048	5.698
13	29-Feb-2000	2.789	0.941	1.044	0.356	0.638
14	28-Feb-2001	0.135	4.236	2.244	1.541	3.745
15	28-Feb-2002	0.749	2.215	1.998	0.578	0.841
16	28-Feb-2003	0.062	16.211	0.205	0.168	**51.958***
17	3-Feb-2004(interim)	1.96	0.011	15.422	0.699	0.387
18	8-Jul-2004	2.614	0.762	1.811	0.636	0.211
19	28-Feb-2005	3.501	0.001	**1708.899****	0.053	3.249
20	28-Feb-2006	0.057	7.426	3.187	2.403	0.207
21	28-Feb-2007	0.062	14.446	3.587	0.715	0.174
22	29-Feb-2008	1.976	0.056	**45.540***	0.551	2.495
23	16-Feb-2009(interim)	1.103	2.014	1.057	0.826	1.512
24	6-Jul-2009	15.842	0.113	5.694	1.952	0.453
25	26-Feb-2010	0.287	0.175	**21.124***	0.166	0.206
	Table value with df 2,2 at 5% level of significance = 19.00					
	Table value with df 2,2 at 1% level of significance = 99.00					
	*Significant at 5% level					
	**significant at 1% level					

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CONSUMER'S PREFERENCES AND PURCHASE BEHAVIOUR TOWARDS MOBILE SHOPPING APPLICATIONS

Dinesh Kumar S B and Tamil Malar
GIBS B-School, Thamapuram, Anekal, Bangalore

ABSTRACT

Online marketing, e-marketing, e-commerce and digital marketing are the trends, growing and gaining importance in the modern business world. Company allies' website based online purchase platforms available, for easier way to shop. Similar to middle men or channel members, Amazon India, Flipkart, Make My Trip, Clear trip etc. work like channel members on the technology platform. With the evolution of online marketing, a paradigm shift is seen from web-portal buying to mobile app-based buying. Mobile app-based buying, in fact, is growing significantly every day and every second on a high scale. This research paper probes into the profile of the online buyers, factors influencing the online buyers and also the factors for which the off-line buyers not willing to go for online purchases.

Keywords: Online and off-line purchase, mobile applications, profile factors, hypothesis.

INTRODUCTION

Online shopping is a form of e-commerce which allows consumers directly to buy goods or services from a seller on the internet platform using a web browser. Consumers find a product of interest by visiting the website of the retailer directly or by searching among alternative vendors using an online shopping search engine, which directly displays the same product's availability and pricing at different e-retailers. As of 2016, customers can shop online using a range of different computers and devices, including desktop computers, laptops, tablet computers and smart phones.

An online shop evokes the physical analogy of buying products or services at a regular "bricks-andmortar" retailer or shopping center; the process is called business-to-consumer (B2C) online shopping. When an online store is set up to enable businesses to buy from other businesses, the process is called business-to-business (B2B) online shopping. A typical online store enables the customer to browse the firm's range of products and services, view photos or images of the products along with information about the product specifications, features and prices.

Online stores typically enable shoppers to use "search" features to find specific models, brands or items. Online customers must have access to the Internet and a valid method of payment in order to complete the transaction such as a credit card, interact-enabled debit card, or a service such as Paytm. For physical products (e.g. books or clothes), the E-retailer ships the products to the customer; for digital products, such as digital audio files of songs or software, the e-retailer typically sends the file to the customer over the Internet. The largest of these online retailing corporations are Ali-baba, Amazon and eBay in the world. Amazon India and Flipkart leading the Indian market.

DIGITALIZATION AND CONSUMER BUYING BEHAVIOURS AND TRENDS

The marketing around the digital environment, customers' buying behaviour may not be influenced and controlled by the brand and firm when they make a buying decision that might concern the interactions with search engine, recommendations, online reviews and other information. With the quickly separate of the digital devices environment, people are more likely to use their mobile phones, computers, tablets and other digital devices to gather information. In other words, the digital environment has a growing effect on consumer's mind and buying behavior. In an online shopping environment, interactive decision may have an influence and aid customer decision making. Each customer is becoming more interactive and through online reviews; customers can influence other potential buyers' behaviours.

Subsequently, risk and trust are two important factors affecting people's' behavior in digital environments. Customers usually switch between e-channels because they are mainly influenced by the comparison with offline shopping, involving a matter of security, financial and performance-risks. In other words, a customer shopping online may be at more risk than a customer shopping in a retail store. There are two factors which may influence people in their buying decision, first, people cannot examine whether the products satisfy their needs and wants before they receive it. Secondly, customer may concern after-sale services from a retail store. Based on those factors customer perceives risk and may be a significant reason influencing the online purchasing behaviour.

Online retailers had placed much emphasis on customers trust aspect; trust is another way which drives the customer's behaviour in digital environment which depends on customer's attitude and expectation. Indeed, the company's products design or ideas cannot meet customer's expectations. Customer's purchase intention is based on rational expectations and additionally impacts on emotional trust. Moreover, those expectations can also be established on the product information and revision from others.

A mobile application, most commonly referred to as an app, is a type of application software designed to run on a mobile device such as a smart phone or tablet computer. Mobile applications frequently serve to provide users with similar services which can be accessed on a Computer with Internet Access. Apps are generally small individual software units with limited function. This use of software has been popularized by Apple Inc. And its App Store which sells thousands of applications for the iPhone, iPad and iPod Touch and also by Android what they call as Play Store for those smart phones which use Android as its Operating System.

A mobile application can also be known as an app, web app, online app, iPhone app or smart phone app. Mobile apps are designed with consideration for the demands and constraints of the devices and also to take advantage of any specialized capabilities they have. A gaming app, for example, might take advantage of the iPhone ‘accelerometer. Mobile apps are sometimes categorized according to whether they are web-based or native apps which are created specifically for a given platform. A third category, hybrid apps, combines elements of both native and web apps. As the technologies mature, it is expected that mobile application development efforts will focus on the creation of browser-based, device agnostic web applications.

Online Shopping is increasing every day. Most people have started selling their products through online. In order to sell the products, a seller should have a good marketplace or his/her own website. So, E-commerce website plays a major role now-a-days. Mind Spark Technologies develop Ecommerce websites for their customers who are highly responsive on all the devices and give a user-friendly shopping experience for the visitors.

Online shopping website should be a mobile responsive website because the use of smart phones for online shopping is very popular among the online shoppers. If people want to buy products online, they use their mobile phones to check for pricing, reviews and description of that particular product and order it. Many records visualize that the orders placed in E-commerce websites through mobile phones are greater when compared with normal desktop website sales. So, it is mandatory for the business person to have the mobile site in order to increase the sales rate.

If the mobile view is not perfect and also not user-friendly, then the visitor may switch to another website. Most of the popular E-commerce websites have their own mobile application which can be downloaded from the play store / Apple Store by the customer and can be installed on their mobile phone. Most of them are free and few Apps can be downloaded for a price. At the time of purchase, they use the app to login into their Google account/Apple ID and purchase a product. All their card details, shipping address and order history is stored already at the time of installing and using the App for the first time, hence there is no need to enter those details for every purchase.

In this technological world, people would like to have everything at their finger-tips. Nowadays most of the technologies are supported by mobile phones. For example, if a person wants to travel, they use a mobile App to book their tickets and also it is used in various aspects like tracing geographical locations, gaming, online education etc. Many online business people believe that smart phones play a major part in their business and they started developing their online store by concentrating on the mobile site as well as a designated mobile app. As the use of smart phones for various purposes increases among people, the responsive website or mobile site and mobile apps development becomes mandatory requirement for those having Ecommerce websites.

LITERATURE REVIEW

There are many research works carried out by different scholars across the world, but we could trace four research papers more relevant to our study reviewed briefly as follows:

a) The study of Adrian Ho lzer and Jan Ondrus1 has been concentrated on trends in mobile application development. The study mainly analysed on how the Google and Apple software companies are imposing their rules and regulations on the existing mobile application developers and creating conflicts among the business houses, because the introduction of mobile phones attracted researchers’ interest, hence the mobile applications development has gained the major position among the mobile network service providers, software developers and application developers. There has been a paradigm shift from web-portal to mobile applications.

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b) Li Ma, Lei Gu and Jin Wang3 conducted a research on development of mobile applications with special reference to video player and audio player. The study stated that the introduction of Smart phones has changed the definition of mobile as because previously mobile was considered as the tool for communication but in the present scenario smart phone has become the essential tool for communication and also to lead life. The people are addicted to their smart phones in such a way that they want everything to happen in one click.

   This study analyzed the framework of android application where they have found that android applications are supported by various other core applications which include clients, SMS program, Calendar, Map, Browser, Contacts etc. most. The study discloses that the development of mobile applications and improvement of the quality of audios and videos will attract users to do shopping online through their mobile phones.

c) Tung-Lai-Hu, Yi-Hsuan Ho, Kai-Yun Kao and Wen- Chueh Hsieh4 have done research on nine shopping websites mobile applications to analyze the web interaction, online shopping, and consumer behavior and website app loyalty. This study was based on a sample size of 269 respondents of Taiwan and discloses that online shopping was a new concept and acceptance and adoption rates are too low compared to that of off-line shopping. Further it was observed that the quantum of online shopping fluctuates significantly from period to period.

d) Amit Saha2 has studied on different businesses based at Guwahati to find whether introduction of E-store has had a negative impact in their turnover and also to know their business tactics applied to cope-up the competition. It was observed that the concept e-store has reduced their turnover and the retailers were compelled to offer discounts, maintaining up-to-date stock keeping giving more choice and introduction of customer-oriented strategies. The author broadened the definition of retailing as ‘the retailing means going to shopping center, going online, going mobile’.

RESEARCH METHODOLOGY

This is an analytical study which is aimed to identify the preference of customers towards mobile applications over web pages. The data collected for this study is of primary and secondary nature where primary data is collected through a structured questionnaire and secondary data is obtained from various websites and research works published in various management journals.

The research frame work of the paper is described as follows

1) **Objectives of the Research:** The objectives of the research are as follows:
   a) To understand the profile of the online shopping customers.
   b) To identify the factors influencing online shopping buyers.
   c) To trace out the reason why off-line customers do not show interest for online platforms to do purchases.
2) **Questionnaire:** It is prepared and administered after pilot study and conforming the reliability (Cronbach alpha=0.693) and validity (95.125%) of the instrument.
3) **Sampling unit, Sample size, Sample tool, Data collection:** The sampling unit is an individual. The effective sample is 259. Random sampling tool was used in selecting the respondents and moved for the collection of data. Data was collected from 305 respondents and after the scrutiny, 259 responses were kept for the further analysis.
4) **Classification and Tabulation:** The data (of respondents) collected is classified based on profile factors such as gender, age in years, occupation, smart phone users, shopping habit and modes of online shopping.
5) **Statistical tools:** To analyze the data, appropriate statistical tools are applied such as chi-square test to validate whether profile factors are significant on the subject variable and average scores to trace a dominant group or variable.
6) **Assumptions:** The following are assumed
   a) It is assumed that in both the genders the use of smart phone and online purchases is present.
   b) Age is grouped into three groups namely; 12-18 yrs, 1930 yrs and 31-40 yrs assuming boys from 12 yrs of age show more interest for online purchases and also above 40 yrs age individuals show least interest for online transactions.

c) Occupations are assumed in four types namely, students (high school to college goers), employees (clerks in private and Govt departments), professionals (executives, officers and managers from both private and government enterprises) and business (retailers, wholesalers and stock brokers and real estate business people).

d) In the case opinions, a 5-point scale is assumed, for example, the use of internet is measured as very often by 5 points followed by often by 4, some times by 3, rarely by 2 and very rarely by1 to compute the overall scores and average sores.

e) 5% level of significance is assumed in the case of test of hypotheses.

f) It is assumed that occupation is the most influencing factor to purchase; online or off-line because without earnings there cannot be purchase decisions.

7) **Research hypotheses:** The following hypotheses are framed to dig out any hidden insights of the research

a) Use of smart phone is independent of occupation.

b) Shopping habit is independent of use of smart phone.

c) Mode of purchase of groceries is independent of use of occupation.

d) Mode of purchase of garments is independent of use of occupation.

e) Mode of purchase of electronic gadgets is independent of use of occupation.

f) Mode of purchase of computers is independent of use of occupation.

g) Mode of purchase of event tickets is independent of use of occupation.

8) **Limitations of the research:** The following are the limitations of the research paper:

a) Sample size is not exhaustive to represent the population.

b) This research focuses on youth segment and hence the findings cannot be generalized to the population of the nation.

RESEARCH RESULTS
The following are the research results

1. The profile of the respondents is presented in table 1.

The following are the observations

a) There is no significant relationship the variables - use of smart phone by the respondents and the occupation of the respondents.

There is no significant relationship the variables - Shopping habit and of use of smart phone by the respondents. There is no significant relationship the variables - Mode of purchase of groceries and occupation of the respondents.

There is no significant relationship the variables - Mode of purchase of garments and occupation of the respondents.

There is no significant relationship the variables - Mode of purchase of electronic gadgets and occupation of the respondents.

There is no significant relationship the variables - Mode of purchase of computers and occupation of the respondents.

There is no significant relationship the variables - Mode of purchase of event tickets and occupation of the respondents.

		Respondents Occupation			
Use	**Student**	**Employee**	**Professional**	**Business**	**Total**
Very often (5)	17	26	17	9	69
Often (4)	14	17	23	6	60
Sometimes (3)	16	19	24	12	71
Rarely (2)	4	6	3	4	17

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Very rarely (1)	8	19	12	3	42
TOTAL	59	87	79	34	229
TOTAL SCORE	205	286	267	116	874
AVG SCORE	3.47	3.29	3.38	3.41	3.82
Source: Computed based on surveyed data					

1. Of the 161 respondents with online shopping habit, 81% of them have shown interest on mobile apps and 55% on web portal implying that majority of the online shoppers do prefer mobile apps for their online shopping.
2. The usage of internet is classified with respect to occupation of the sample-respondents and presented in table 2 and depicted in figure 1 as follows:
3. As per the table the average score is more for employees and professionals followed by students and business people. This implies that the usage of internet is high among employees and professionals.
4. The research results after the test of hypotheses are presented in table 3.

Table-1: Profile of the respondents Table 2

S. N.	Characteristic	Sub-Characteristic	Number	Percentage
1	GENDER	MALE	143	55.2
		FEMALE	116	44.8
		TOTAL	**259**	**100**
2	AGE	12-18 YRS	107	41.3
		19-30 YRS	86	33.2
		31-40 YRS	66	25.5
		TOTAL	**259**	**100**
3	OCCUPATION	STUDENT	82	31.7
		EMPLOYEE	63	24.3
		PROFESSIONAL	79	30.5
		BUSINESS	35	13.5
		TOTAL	**259**	**100**
4	SMART PHONE USERS	YES	160	61.8
		NO	99	38.2
		TOTAL	**259**	**100**
5	SHOPPING HABBIT	ONLINE	161	62.2
		SHOPPERS	98	37.8
		TOTAL	**259**	**100**
6	MODES OF ONLINE SHOPPING	WEBSITES	89	55.3
		MOBILE APPS	131	81.4
		TOTAL	**161**	***100**
Source: Compiled based survey *Note: Total exceed 100 because of both options chosen				

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Table-3: Statistical results

S. N.	Hypothesis	Test statistic	Critical value	Result
1	Use of smart phone is independent of occupation	$\chi2 = 0.70996$	7.82	Ho is Accepted
2	Shopping habit is independent of use of smart phone.	$\chi2 = 0.01907$	3.841	Ho is Accepted
3	Mode of purchase of groceries is independent of occupation.	$\chi2 = 0.94485$	11.23	Ho is Accepted
4	Mode of purchase of garments is independent of occupation.	$\chi2 = 0.99728$	10.14	Ho is Accepted
5	Mode of purchase of electronic gadgets is independent of occupation.	$\chi2 = 0.99728$	12.89	Ho is Accepted
6	Mode of purchase of computers is independent of occupation.	$\chi2 = 0.339997$	18.39	Ho is Accepted
7	Mode of purchase of event tickets is independent of occupation	$\chi2 = 0.37705$	17.39	Ho is Accepted
Source: Computed for the survey-based data				

The observations of test of hypotheses are as follows:

i. Use of smart phone is independent of occupation. This implies that in all four identified occupations, there is presence of use of smart phones.

ii. Shopping habit (On-line Vs off-line) is independent of use of smart phone. In other words, it is understood that the respondents do not use smart phones also for online shopping.

iii. Mode of purchase of groceries, garments, electronic gadgets, computers and event tickets (Web-Portal, Mobile Apps and Retail Store) is independent of occupation. This implies that groceries, garments, electronic gadgets, computers and event tickets are bought by all the four groups of occupants.

4. The opinions on certain statements such as

a) Mobile application saves time.

b) Online shopping is suppressing retail traders' volumes.

c) Online shopping is risky to understand their intentions and expectations as far as online purchases presented in table 4.

As per the table 4, it understood that all the respondents put together scored 3.74 in 5-point scale for the statement that mobile apps save time in online shopping. Further respondents are of the opinion that online shopping eats away the off-line trade volumes (with a score of 3.17) and respondents have felt that online shopping is risky (with average score of 3.30) in terms of credit card risk, privacy risk and identity theft involved both in mobile applications and websites hence the respondents are looking for better safety features. Implications and Strategies

The following are the implications and strategies to enhance online shopping

a) Marketing communication (creative content) strategy can be designed targeting all the four groups of occupants and be channelled through the use of popular media to maximize the reach and frequency so as to transform and motivate the public towards online shopping.

b) The credit card risk, privacy risk and identity theft are involved both in mobile applications and websites, hence the respondents are looking for better safety features. The marketers are to look forward to making their payment gate more secured and safe and no scope for stealing the pass words/pin number etc. The application developers must take various and serious measures like biometric scanners, security alerts etc. to overcome risks involved in mobile application working.

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c) What is displayed on the website may not be delivered. Change in quality and durability of the product is the major risk involved in shopping online, hence the online sellers must provide quality product to overcome the risk.

d) The purchase of products namely groceries, garments, electronic gadgets, computers and event tickets (Web Portal, Mobile Apps and Retail Store) is not influenced by the occupation of the buyer. Therefore, o different targeting strategies are required.

Table-4: Opinions of the respondents

S. N.	Opinion	Scale	Respondents	Total Score	Average Score
1	Mobile application saves time	Strongly Agree (5)	94	968	3.74
		Agree (4)	42		
		Indifferent (3)	100		
		Disagree (2)	7		
		Strongly Disagree (1)	16		
		TOTAL	**259**		
2	Online shopping is suppressing retail traders' volumes	Strongly Agree (5)	66	822	3.17
		Agree (4)	38		
		Indifferent (3)	74		
		Disagree (2)	37		
		Strongly Disagree (1)	44		
		TOTAL	**259**		
3	Online shopping is risky	Strongly Agree (5)	62	855	3.30
		Agree (4)	53		
		Indifferent (3)	77		
		Disagree (2)	35		
		Strongly Disagree (1)	32		
		TOTAL	**259**		

Source: Computed based on surveyed data

CONCLUSION

Online marketing has been gaining importance and a gradual growth in volume has been visualized. The retailers also are able to look forward to introducing online platforms as they are experiencing declining volume on off-line trades. The buyers' expectations are; payment system should be fully secured, quality of the product should not vary from the display, delivery condition should be very good.

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DISRUPTIONS IN HUMAN RESOURCE AIDED BY ARTIFICIAL INTELLIGENCE

Darnish Manjunath and Dilip CV
Student, REVA University, Bangalore

ABSTRACT

Businesses are ever changing with modern times and a few quick changes are welcome in any organisation but with the fear of irreversible changes many companies take their time to implement. This in turn might cost them their ranking. In our paper we will be speaking about how Disruptions with Artificial Intelligence that can be implemented without much ill affects but will actually help in getting the company an upper hand.

In our fast moving and constantly changing world, new technologies are being discovered and implemented every day. Among them, Artificial Intelligence is said to be the defining technology of the 21st century. This technology is changing and is being predicted to change all modern industries and businesses forever. Artificial Intelligence is no longer a concept in the near future but is already here in certain capacities.

The purpose of this paper is to show how Artificial Intelligence disrupts business , when blended along with the existing workforce, will have a beneficial impact on Human Resource Departments.

Artificial Intelligence will revolutionise and increase the success of current Human Resource practices, reduce administrative burden and assist in the decision making process, finishing tasks in shorter periods of time and at lower costs.

Keywords: Business Disruptions, Artificial Intelligence, Human Resource Management, Reduction of administrative burden, Recruitment, Job replacement, Benefits of Artificial Intelligence, Challenges of Artificial Intelligence

INTRODUCTION

Business disruptions don’t have to be compulsorily bad in the eye of a company but there are many advantages to it. The main being reduced work load which helps the company save time and essentially money in the long run.

Business disruption is basically an innovation that creates a new network and value network , displacing established market leading firms , products and services. All this can be aided with Artificial Intelligence. AI isn’t a myth but a reality in todays world.

Artificial Intelligence has had a massive impact on our modern world and it is estimated that the market for this technology will only keep growing. From $8 billion in 2016 to $47 billion by 2020. Artificial Intelligence will impact all spheres of our lives as well as that of organisations. Artificial Intelligence is currently being used in marketing, finance, accounting, healthcare, transportation and education, thereby increasing an organisation’s productivity and effectiveness.

Although Artificial Intelligence has not yet been implemented in Human Resource Departments on a large scale, with increasing popularity, more international companies are implementing it.

BENEFITS OF ARTIFICIAL INTELLIGENCE

Reduction of time and cost

Artificial intelligence has been and is changing the shape of the existing workplaces by drastically reducing time and cost factors incurred by an organisations Human Resource Department and has been shown to boost the company’s revenue by 26 percentage. Artificial Intelligence can not only process data of repetitive tasks like scheduling interviews and screening of resumes much faster than a human being but can also find potential candidates that were overlooked by humans during the selection process.

Goldman Sachs has been one of those companies to have been successful in the use of Artificial Intelligence in the workplace, claiming this move will provide more time for the employees to focus on other task as well as spend time with clients.

Interview and recruitment

Artificial Intelligence uses various complex algorithms called chat-bots which are programme based on the company’s expectations of an ideal candidate, these bots look to ensure that the right employees are hired, as well as the current employees are retained and their needs are met.

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With the correct balance of Artificial Intelligence along with human resource professionals an organisation can reduce the average screening time of interviews by leaps and bounds and enable them to make better solutions of the potential and interested employees, rather than if just a human resource professional would do by themselves.

During the initial interview process of employees a manager may be susceptible to various unconscious biases and can gravitate towards candidates similar to the interviewer and so on; Artificial Intelligence will help eliminate these biases and ensure a more diversity in the organisation and a transparent selection process.

Artificial intelligence is also being used to help in the identification of soft skills of potential talent. This is done through the assessment of specific signs and patterns that may be displayed by the candidate during the screening process. However these are not absolute solutions as identification of soft skills require a human touch to it as well.

Mya is an example of an Artificial Intelligence chat-bot being used in the recruitment process. Mya has been made and developed by a company called FirstJob. Mya communicates and relates with potential talent shortlisting them according the organisation’s expectations, thereby reducing the time of the recruitment process by 75% as compared to the time taken by human counterparts.

Artificial Intelligence can also be paired along with Augmented Reality which can allow potential candidates or trainees to experience and get a feel of the organisation, the interview process and so on even, before they are formally in the organisation.

CHALLENGES TO IMPLEMENTATION

Job replacement

One of the biggest challenges of the employment of Artificial intelligence to the field of Human resource Management is that it will end up replacing some of the jobs held by humans. These jobs that will be replaced are lower skilled and repetitive jobs that don’t require a strong emotional capability. While many people fear this shift of jobs, Artificial Intelligence will also create newer jobs and will probably not be able to replace jobs that are on a creative level requiring more intuition. Similarly with the advent of the Industrial Revolution where jobs were replaced by much more efficient machines, human beings still found jobs that this new discovery had uncovered.

Expensive to implement

However to implement Artificial Intelligence in the Human Resource department is not as easy as it sounds and can prove to be an expensive process; therefore only a few companies have the luxury of being able to use it effectively. It is estimated that presently only 40% of international organisations are using Artificial Intelligence to aid in the recruitment process.

Fear and lack of awareness

It is noticed that people tend to be more forgiving of a human being when a mistake is made but are harsh towards a machine that does the same. People need to learn to trust Artificial Intelligence so as to allow it a chance to be effectively integrated into the Human Resource Department of the organisation. Another worrying point for people in the case of Artificial Intelligence is that security issues could occur which could harm an organisation or an individual’s privacy. For example, news of Google and Facebook allegedly shutting down their Artificial Intelligence programmes after they started to develop their own languages that even the experts were not able to decipher even with the help of technology, have only made people more scared of the possibilities of Artificial Intelligence becoming self-aware and posing a threat to humans. Although this may seem as a bad example as any, the forward benefits are many.

Human judgement

Without both humans and artificial intelligence working in unison at the recruitment process there is a possibility of missing the unique features a particular individual proposes that would make him/her ideal for the job. Therefore Artificial Intelligence should be used to reduce the number of applications for recruitment to only the ones that fall under the pre-determined criteria of the organisation; Artificial Intelligence cannot completely replace human touch in the screening process.

Requires Data and Past Experiences

As Artificial Intelligence learns through previous experiences and from various sources of data, it will entail a lot of data collection which is a long process in order to get the desired results.

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CONCLUSION

Since the beginning of time human societies have been encountering changes in all the technologies that were in use. Just like the new upcoming technologies and the ones that were introduced before, so also should we embrace this upcoming field, to help increase the productivity and profitability of organisations. With the introduction of every technology, it opens up an avenue of both pros and cons.

Since Artificial Intelligence is increasing in popularity it is an organisation's responsibility to embrace the changes and look towards what the future of Artificial Intelligence may bring. In conclusion, although Artificial Intelligence will aid in disruptions in a business but it will not replace all the jobs being held by us humans; and only when it is blended along with the existing human tasks can the Human Resource Department operate at its optimum efficiency.

We must remember Artificial Intelligence is not a matter of human versus machines; it is humans and machines overcoming difficulties and challenges that an organisation encounters.

Business Disruptions don't usually have to be a bad effect on a company but when used in an innovative way it can change the way the Human Resources team functions saving time and money in the long run.

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DECIPHERING INVESTMENT HABITS USING ASSOCIATION RULES

Prof. Shruthi Prabhakar[1], Dr. Deepak. R[2], and Dr. B. Bakkappa[3]
Research Scholar[1] and Professor[3], Institute of Management Studies, Davengere University, Davengere
Associate Professor[2], Department of Management Studies, Dayananda Sagar College of Engineering, Bangalore

ABSTRACT
With the passage of time investors today are considered to be more confident and less reliant on their spouses, family, friends and peers in decisions pertaining to their investment option. Investment behavior of working women with respect to risk bearing capacity, empowerment to take investment decisions and monitoring of their investments. Traditionally, we observe that women investors are found to be more conservative in choosing their investment avenues which often are significantly less risky when compared to their male counterparts. It was found that working women have started doing investments slowly. It is known through the studies that the percentage of working women who take their own financial decisions for making investments was low as they rely on their husbands or parents to make investment decisions. Irrespective of the returns they earn through various investment avenues, women investors are often found to prefer more risk averse choices and found to be less deviant in nature. Thus, the factors responsible for them in making investment decisions may not be generalized which is often observed in the literature studies. Thus, the study was conducted to examine the various choices using an unsupervised learning method called association rules. This is a descriptive, not predictive, method often used to discover interesting relationships hidden in the datasets, which might help to understand the investment decisions of employed women investors in Bangalore city. The study was conducted using primary data collected from structured questionnaire. The respondents were employed women investors. In this study, responses of 54 respondents were considered and the data was analyzed using frequencies, percentages, and association rules techniques. The research confirms that, employed women investors are more independent and tend to make investments still in traditional investment avenues.

Keywords: Association Rules, Unsupervised learning, Investments

I. INTRODUCTION

With the passage of time, progress in technology, man thinks himself to be the master of things trying to modify it on a large scale and control it remotely. It is rare to find a person who has enough money to fulfil every need or wish. As we all know the basic rule of economy that resources are scare and wants are unlimited. Many times the existing financial ability proves inadequate to live up to the expectation. At this point, we realize the importance of financial awareness for day to day life (Kahneman, 1979). The need for creating awareness in society regarding investment has become crucial task (Ackert, Firm Image and Individual Investor Decisions. , 2006) for all round development (Maheshwari, 2003) (N S. J., 1974).

For most of the life, we will be earning and spending money. Rarely, though, will our current money income exactly balance with your consumption desires. Sometimes, we may have more money than we wish to spend; at other times, may want to purchase more than we can afford based on our current income (Ferber, 1974) (Zoghlami, 2009). These imbalances will lead either to borrow or to save to maximize the long-run benefits from income. When current income exceeds current consumption desires, people tend to save the excess. They can do any of several things with these savings (Chadha, 1995). One possibility is to put the money under a mattress or bury it in the backyard until some future time when consumption desires exceed current income. When they retrieve their savings from the mattress or backyard, they have the same amount they have saved (Friend, 1978). Another possibility is that they can give up the immediate possession of these savings for a future larger amount of money that will be available for future consumption (Barber B. M., 2005)4. This trade-off of present consumption for a higher level of future consumption is the reason for saving. What a person does with the savings to make them increase over time is investment.

Those who give up immediate control of savings (that is, defer consumption) expect to receive in the future a greater amount than they gave up. Conversely, those who consume more than their current income (that is, borrow) must be willing to pay back in the future more than they borrowed (Baker, 1977) (Jayabal., 2008). Investments are built upon a common set of financial principles, such as the present value, the future value, the cost of capital) (Mayya, 2006).

[4] An investment is the current commitment of rupees for a period of time in order to derive future payments that will compensate the investor for, the time the funds are committed, the expected rate of inflation, and the uncertainty of the future payments (Krishnan, “Investment decision-making – a behavioral approach”., 2010).

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And very often investment and financing analysis for decision making use the same tools, but the interpretation of the results from this analysis for the investor and for the financier would be different.

The rate of exchange between future consumption (future rupees) and current consumption (current rupees) is the pure rate of interest. Both people’s willingness to pay this difference for borrowed funds and their desire to receive a surplus on their savings (i.e., some rate of return) give rise to an interest rate referred to as the pure time value of money. This interest rate is established in the capital market by a comparison of the supply of excess income available (savings) to be invested and the demand for excess consumption (borrowing) at a given time (Heena, 2012, May-June).

Securities and Exchange Board of India (SEBI) and NCEAR (2000) survey on Indian investors reiterates these characteristics to play a vital role in choice of choosing investment portfolios. Irrespective of innumerable investment choices available to investors such as Bullions, bank deposits, life insurance, mutual funds, public provident funds, shares, debentures etc., the primary objectives of investments vis-à-vis capital appreciation, lesser risk, liquidity, stability and hedge against inflation still play a key role in investment decisions.

Major element of any investment is time and risk (Aggarwal, 2007) (Duright, Personal Investing: Advice Theory and Evidence, (1997)) (Prema Chandra, 2002). It purely depends upon individual capacity to give importance to either of the two elements, on the basis of one’s need. There are plenty of areas where money can be invested like- government bonds, equities, gold, real estate, stocks, fixed deposits, etc (Banerjee, (2006)). Investment awareness is a part of financial literacy. Financial literacy or awareness means the set of skills and knowledge that allows an individual to make informed and effective decisions through their understanding of finance. Investment and financial literacy is important to help individuals meet their life goals and objectives. A proper planning and analysis should be done in order to reach to a perfect decision of investment/ or portfolio management. One’s skill improves with the timely investments (Ferber, 1974) (Bansal, 1996).

The Apex Financial Institution in our country SEBI i.e. Securities and Exchange Board of India is also contributing in the programme of financial awareness among the common citizens (Dr R. Sellappan, 2013). It has published a series of books in collaboration with NSE and such initiation by SEBI, aims to provide financial education to the common individual.

According to the economic survey of Karnataka for the period 2015-16, the Labor Force Participation Rate (LFPR) for persons aged 15 years and above is 57.8% (55.6% for India). Further categorization of the population shows that, LFPR is highest for 30 years and above category and is lowest for the age group between 15-17 years (who are assumed to be pursuing their education). But categorizing the population based upon the gender parameter, gives a different insight altogether. This LFPR rate is 81.7% for males in rural Karnataka which is fourth highest among the other states of India but is only 28.0% for urban female (LFPR is 19.7% for the country). The worker population ratio for urban male and urban female is 74.4% and 27.1% which is still higher than all India average of 71.4% and 17.5% respectively. According to recent article in Times of India5, employed women are just one-third of the total labor force in Karnataka. Of the 23.85 lakh employed citizens in the state, only 7.72 lakh are employed women (roughly 32 percent of the labor force). Among the districts, Bengaluru tops the list with 3.16 lakh women in the workforce (roughly 41% of the women labor force). Considering the preference of the employed women in the public and the private sectors in Bengaluru, around 82 percent of them are placed in private sector and remaining 18 percent in the government services. The National council of Applied Economic Research (NCEA) in the urban saving survey, observed that, irrespective of the demographics of the citizens of the country, saving for future was considered very important and making provisions for the future was the utmost priority for saving in the elderly citizens. Male citizens were observed to invest in riskier investment avenues compared to women investors and people with less education preferred to choose risk-free investment avenues.

II. LITERATURE REVIEW

In each life cycle stage, every individual desires his hard earned money to be invested in most secure and liquid avenue. However, the decision varies for every individual depending on their risk taking ability and the purpose for which such investment is to be done. Purpose of investment can be related with saving objective. Each individual investor selects the investment option for certain time period looking at their personal financial goals. Investment behavior of an individual investor reveals how he/she wants to allocate the surplus financial resources to various instruments for investment available.

[5]https://timesofindia.indiatimes.com/city/bengaluru/women-are-only-one-third-of-labour-force-in-karnataka/articleshow/57527780.cms

Studies find that, women have less risk taking capability and hence choose not to venture into riskier investment avenues (Bruce, 1994) (Jianakoplos, 1998). Individual investors are today considered independent and confident and have significant amount of income at their disposable for making investment decisions while women tend to invest more conservatively than men (Sunden, 1998).

Investors today are considered independent and confident and have significant amount of income at their disposable for making investment decisions while men hold more of fixed-income alternatives and less of risky assets than men (Hinz, 1997).

A majority of investors never want to invest irrespective of associated higher than normal expected returns in the riskier investments such as stocks (Kover, 1999). Even if, women investors choose to invest in stocks, the portfolio revisions done is significantly lower (Barber B. M., 2001). In the United States found that women take less investment risk. (Jianakoplos, 1998) Report results that lend further support to the hypothesis that a far lower percentage of women than men are willing to take any financial risk at all.

(Bajtelsmit V. L., 1996) Found gender is the third most important factor in determining the risk attitude. (Lewellen, 1997) Said that after age and income, gender was the third most important determinant of investor style. (Hinz, 1997) In a study the Federal Governments Thrift Savings Plan, conclude that women are less likely to hold risky assets and more inclined to use fixed-income alternatives (65 percent women versus 52 percent to men) rather than toward equities (28 percent women versus 45 percent to men).

(Kover, 1999) Found that fewer than half of women were unwilling to take more risk in return for higher expected return. The research on investment has focused attention on number of factors that highlights investors' perception about different investment avenues (Ranganathan K. , 2006) and it was found that mutual funds were not that much known during its introduction and growth stages to investors, still investor rely upon Gold , bank fixed deposits and post office deposits, Share market and Real Estate as means of investment knowledge was to very minimum (Devi, 1982). Individual investors are today considered independent and confident and have significant amount of income at their disposable for making investment decisions while women tend to invest more conservatively than men (Sunden and Surette, 1998) and hold more of fixed-income alternatives and less of risky assets than men (Hinz et.al, 1997). So, majority of them never want to invest irrespective of associated higher than normal expected returns in the riskier investments such as stocks (Kover, 1999). Even if, women choose to invest in stocks, the portfolio revisions done is significantly lower (Barber and Odean, 2001).

The rapid growth of the voluminous literature on not just a investing in a particular type or two but rather on portfolio selection is indicative of widespread interest both amongst academic and business communities (Baker, 1977). Nevins (2004) proposed a goals-based approach that may help reducing the friction between the practitioner's perspective, which is based on traditional investment principles and the investor's perspective, which is determined by goals and psychological makeup. It also recommended a disciplined process that is customized to each investor. According to this author, this approach that heeds the lessons of behavioral finance, contributes to understand the investor's aspirations and preferences while suppressing the biases that can lead to failed strategies.

Brunel (2003) suggested a framework in which investment strategies are matched to buckets assigned to four fundamental goals: liquidity, income, capital preservation and growth. Byrnes et al. (1999) summarize 150 studies from the psychology literature examining differences in risk taking among men and women, demonstrating that women, on average, take less risk than men. Byrnes (1998) assumes that restrictive parental of females during childhood likely to explain their resistance in engaging in risky behavior. Additionally, Flynn et al. (1994) find that social-political factors such as power and status favor men, resulting in an increase in their willingness to undertake higher risk.

According to Barber and Odean (2001), the poor performance is a result of the high level of trading which can be explained by the behavioral bias of over-confidence individual investors, which leads to excessive trading. They conducted a study of over 78,000 investors in a brokerage firm. They concluded that individual investors who hold common stocks directly pay a tremendous penalty for active trading. They divided the investors into five groups according to the frequency of trading and they showed that the annual return for the group that traded most frequently was about 6% less, after transaction costs, than the return for the group that traded the least.

De Bondt and Thaler (1985, 1987) find that investors overreact to drastic or unexpected events or information. They find that portfolios of prior losers outperform that of prior winners in the long run. Since investors count on the representative heuristic, they become too optimistic about recent winners and too pessimistic about recent losers. Heena Kothari (2012) has carried out a study of the investment behaviour towards investment avenues in Indore city and perceptions of different age groups towards investment avenues. The study revealed that investors belonging to different age groups have different investment behaviour and selection of any investment avenue depends upon their age. R. Sellappan, S.Jamuna and T.N.R. Kavitha (2013) have carried out a study to identify the Investment attitudes of women towards different sources of securities using factor analysis approach. The study was done to know the impact of marital status and age factors on the investment attitude of women in the choice of the securities to invest. The study revealed that while age has no bearing on the investment attitude, marital status does influence the attitude of women towards different securities.

Yogesh patel and Charul Patel (2012) studied the investment perspective of salaried people in the private sector. They determined the factors affecting investment and behavioral pattern of salaried people working in the private sector. It was observed in the research that, youngsters tend to prefer the riskier options over the traditional investment avenues in the study.

III. PROBLEM STATEMENT

As observed from literature, demographic and lifestyle characteristics played a very key role in portfolio diversification decisions among the investors, which significantly changed in scope and size with the liberalized approach of the governments and regulators to create an investor-friendly environment for residents and foreign investors. It was also observed that, there exists significant differences in investment decisions among the different genders, which might be more psychological than thought (risk-avoiding psychology) and irrespective of the advice provided by family, peers and others, women investors are more cautious in their decisions. Many studies have attempted to provide explanations for gender differences in investments but, failed to do so as the researchers can only observe the outcomes of decisions rather than the decision making processes themselves. Though there may be innumerable characteristics, the study tries to examine investment pattern using association rules among women investors in metropolitan city of Bengaluru.

IV. OBJECTIVES OF THE STUDY

1. To examine the various investment avenues which would tend to be purchased together.
2. To illustrate the investment habits of the women respondents based on which products they tend to buy.
3. To suggest various measures which can be taken by the companies in designing the products specifically meant for employed women investors based on the findings obtained.

V. DATA COLLECTION AND DATA METHODOLOGY

5.1 Data Collection

This is a descriptive research involving the data collection from primary as well as secondary sources. In case of primary data collection, a well-structured questionnaire was prepared and data was collected from the investors using survey method.

5.2 Population

For the study, the population comprises of employed women investors of Bengaluru city. The employed women investors of the city were considered for collecting the responses.

5.3 Sample Size

Considering the 2015-16 data on labour statistics, Bengaluru has 3.16 lakh women in the workforce who are employed in both private and public sectors. Out of 100 questionnaires, only 54 filled forms were returned, representing a response rate of 54 percent which is optimal for this research.

5.4 Sampling Procedure

The sampling procedure followed in the study is non-probability convenient sampling method. The respondents were selected from the database available by using some key demographic variables such as educational qualification, occupation and residence. The choices made on investment avenues was assessed using association rules in R-software.

5.5 Data Methodology

In order to examine, among the various investment choices, which are those investment avenues which are most frequently invested and which avenues are frequently bought together, association rules method was followed. The context in which association rules algorithm is used would help in understanding the investment decisions from a business context point of view. Using association rules, patterns can be discovered from the data that allow the association rule algorithms to disclose rules of related investment products purchased. In Marketing, association rules are often used to discover patterns from the data that allow the association rule algorithms to

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disclose rules of related product purchases. Similarly based on those lines, in this study, association rules is used to find the related investment avenues.

Thus, in this study context, association rule learning is a method of finding association relationships that exist in frequently purchased items. Association rule is in the form of −> where, X and Y are two mutually exclusive sets (investment avenues). Association rules is created using the investment pattern dataset collected from questionnaire.

The strength of the association between two mutually exclusive subsets can be measured using 'support', 'confidence' and 'lift'.

Support between two sets (of investment avenues) is calculated using the joint probability of those events:

$$Support = P(X \cap Y) = \frac{n(X \cap Y)}{N}$$

Where $n(X \cap Y)$ is the number of times both X and Y is purchased together and N is the total number of transactions.

Confidence is the conditional probability of purchasing an investment product Y given the product X is purchased. It measures probability of event Y (investor investing in product Y) given he/she has purchased product X.

$$Confidence = P\left(\frac{Y}{X}\right) = \frac{P(X \cap Y)}{P(X)}$$

The third measure in association rule mining is lift, which is given by

$$lift = \frac{P(X \cap Y)}{P(X) * P(Y)}$$

For the problem, the threshold levels of support, confidence and lift were assumed to 0.25, 0. 5 and greater than 1respectively.

The study chooses Apriori method, which is the most fundamental algorithms for generating association rules. The support is used for pruning the itemsets and controlling the exponential growth of candidate itemsets. Shorter candidate item sets, which are known to be frequent item sets, are combined and pruned to generate longer frequent itemsets.

For the sake of convenience, the investment avenues were abbreviated as shown in the table below:

Table 1: Abbreviation of the various investment avenues

Avenues	Saving Deposit in Banks	Fixed Deposit in Banks	Government Securities/Money Market Securities	Corporate Bonds	PF/NSC/Insurance	Real Estate	Bullions/ antiques and Jewelry	Shares	Mutual Funds
Abbreviation	SD	FD	MM	CB	PF	RE	BU	SH	MF

5.6 Data Analysis and Interpretation

The analysis of the data was conducted in two broad categories namely

a) Analysis of Descriptive factors of the respondents

b) Analysis of factors which play major role in investment decisions

c) Analysis of Descriptive factors of the respondents

54 women investors were considered in the study. The individual demographic and family characteristics of the respondents was assessed and analyzed. As observed from Table-2, it can be noted that, among 54 respondents, majority of the respondents (67%) were single followed by 19%, 11% and 4% of the respondents being married, divorced and widowed respectively.

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Table-2: Marital Status of the respondents

Marital Status	No. of Respondents	Percentage
Married	10	19%
Single	36	67%
Divorced	6	11%
Widowed	2	4%
Total	54	100%

Majority of the respondents considered in the study reside in their own houses. As observed in Table-3, around 72 percentage of the respondents lived in their own houses and rest in rented houses.

Table-3: Residence type of the respondents

Residence Type	No. of Respondents	Percentage
Rented House	15	28%
Own House	39	72%
Total	54	100%

As observed in Table-4, considering the age of the respondents, majority of the respondents were within the age group of 21 to 50 years. It can be seen that, the respondents between the age group of 41-50 years were found to form the majority among the total respondents followed by 31 percentage of the respondents between the age group of 21-40 years. The employed women in the age group of more than 50 years formed 15 percentage of the total respondents in the study.

Table-4: Age group of the respondents

Age (in years)	No. of Respondents	Percentage
21-30	11	20%
31-40	6	11%
41-50	29	54%
51-60	5	9%
61-70	3	6%
71 and above	0	0%
Total	54	100%

Significant changes are observed in the lifestyle of the residents in metropolitan cities with majority of the families staying as nuclear families with only a small insignificant percentage as joint families. As observed in Table-5, it can be seen that, 70 percentage of the total respondent’s family type is nuclear family while the remaining 30 percentage are part of joint family.

Bengaluru being the IT capital of the country provides employment mainly to graduates who are more skilled technically and professionally. Thus, being atleast a graduate is necessary to be in a dignified job which provides opportunity to save a fraction of the income for investments.

Table-5: Family type of the respondents

Family Type	No. of Respondents	Percentage
Joint Family	16	30%
Nuclear Family	38	70%
Total	54	100%

As observed in Table 6, among the respondents, majority of the respondents were graduates and many were well qualified individuals with post-graduation and PhD’s. 17 percentage of the respondents were Chartered Accountants practicing in their own firms as observed in Table-7. Majority of the respondents are employed in private firms and only one-third of the respondents work in the government jobs.

Table-6: Educational background of the respondents

Educational Background	No. of Respondents	Percentage
Primary (until 10th)	1	2%
Secondary(PUC)	1	2%
Degree	26	48%
Post-Graduation	9	17%
Vocational	6	11%
Professional Education	7	13%
Ph.D.	4	7%
Total	54	100%

Table-7: Occupation of the respondents

Occupation	No. of Respondents	Percentage
Agriculturist	1	2%
Government Employee	9	17%
Private Firm Employee	30	56%
Own Business	1	2%
Consultant	4	7%
Profession	9	17%
Any others	0	0%
Total	54	100%

Table-8: Work experience of the respondents

Work Experience (in years)	No. of Respondents	Percentage
5 years and below	3	6%
6-10	21	39%
11-15	23	43%
16-20	3	6%
21 and above	4	7%
Total	54	100%

As observed in Table-9, it can be seen that more than 72 percentage of the respondents have income exceeding 6 lakhs per annum annually. Around 41% of the total respondents earned between 6-10 lakhs per annum followed by 28% of the respondents earning less 5 lakhs per annum. Considering the saving level of the respondents, it would be encouraging to observe that, atleast 80 percentage of the respondents save more than 20 percentage of their income which can be used for investment purposes. As observed in Table-11, it can be seen that 76% of the total respondents have 2 members in the family who are working.

VI. FINDINGS OF THE STUDY

Using the association rules, the data of 40 respondents choosing among 9 different investment avenues was considered.

The summary shows the most frequent items in the dataset includes avenues such as PF/NSC/Insurance, Bullions/ antiques and Jewelry, Fixed Deposit in Banks, Saving Deposit in Banks, Real Estate.

```
transactions as itemMatrix in sparse format with
 40 rows (elements/itemsets/transactions) and
 9 columns (items) and a density of 0.6083333

most  frequent  items:
   PF BU FD SD 38 36     RE (Other)
   35 29                 23    58

element (itemset/transaction) length distribution:
sizes
 3 4 5 6 7 8 9
 5 6 9 10 7 1 2

  Min. 1st Qu. Median   Mean 3rd Qu.   Max.

 3.000  4.000  5.500  5.475  6.250  9.000
```

Table-9: output obtained using apriori algorithm for frequent 1-itemsets

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The apriori () function from the arules package was used to implement the Apriori algorithm to create frequent itemsets. For the study, we considered the minimum support threshold to be 0.2 based on our discretion.

The first iteration of the Apriori algorithm computes the support of each investment avenue in the dataset and retains those product that satisfy the minimum support. The algorithm as shown in Table 10, identifies 9 frequent 1-itemsets which is similar to the number of investment avenues considered. The summary of the itemsets shows that the support of itemsets ranges from 0.2000 to 0.95.

Because the maximum support of the 1-itemsets in the dataset is 0.95, to enable the discovery of interesting rules, the minimum support threshold would be set around 0.50.

```
set of 9 itemsets

most frequent items:
   SD    FD    CB   PF   RE (Other)
    1   1     1    1    1     4

element (itemset/transaction) length distribution: sizes
1
9

    Min. 1st Qu. Median  Mean 3rd Qu.     Max.
     1    1      1       1     1    1

summary of quality measures:
         support                  count
         Min.    :0.2000          Min.  : 8.00
         1st Qu.:0.4500           1st Qu.:18.00
         Median  :0.5750          Median  :23.00
         Mean    :0.6083          Mean    :24.33
          3rd Qu.:0.8750           3rd Qu.:35.00
         Max.  :0.9500            Max.  :38.00
```

Table-10: summary of the frequent 1-itemsets

As observed in Table 11, inspect ( ) function was used to display the top 5 frequent 1-itemsets sorted by their support. Of all the transaction records, the frequent 1-itemsets were the nine 1-itemsets such as { PF/NSC/Insurance }, { Bullions/ antiques and Jewelry }, { Fixed Deposit in Banks }, { Saving Deposit in Banks }, and { Real Estate } all satisfy the minimum support. Therefore, they are called frequent 1-itemsets.

items	support	count
[1] {PF}	0.950	38
[2] {BU}	0.900	36
[3] {FD}	0.875	35
[4] {SD}	0.725	29
[5] {RE}	0.575	23

Table-11: Top 5 frequent 1-itemsets sorted by support

In the next iteration, the list of frequent 1-itemsets is joined onto itself to form all possible candidate 2-itemsets. As observed in Table 12, the top 10 most frequent 2-itemsets are displayed which are sorted by their support. Notice that, the rule with the highest lift is {FD} => {SD}.

	lhs rhs	support	confidence	lift	count
[1]	{BU} => {PF}	0.850	0.9444444	0.9941520	34
[2]	{PF} => {BU}	0.850	0.8947368	0.9941520	34
[3]	{FD} => {PF}	0.825	0.9428571	0.9924812	33
[4]	{PF} => {FD}	0.825	0.8684211	0.9924812	33
[5]	{FD} => {BU}	0.800	0.9142857	1.0158730	32
[6]	{BU} => {FD}	0.800	0.8888889	1.0158730	32
[7]	{SD} => {PF}	0.700	0.9655172	1.0163339	28
[8]	{PF} => {SD}	0.700	0.7368421	1.0163339	28
[9]	{SD} => {FD}	0.650	0.8965517	1.0246305	26
[10]	{FD} => {SD}	0.650	0.7428571	1.0246305	26

Table-12: Top 10 frequent 2-itemsets sorted by support

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As observed in Table 13, the top 10 most frequent 3-itemsets are displayed which are sorted by their support. Notice that, the rule with the highest lift is {FD,PF} => {SD}.

	lhs		rhs	support	confidence	lift	count
[1]	{FD,BU}	=>	{PF}	0.750	0.9375000	0.9868421	30
[2]	{FD,PF}	=>	{BU}	0.750	0.9090909	1.0101010	30
[3]	{PF,BU}	=>	{FD}	0.750	0.8823529	1.0084034	30
[4]	{SD,FD}	=>	{PF}	0.625	0.9615385	1.0121457	25
[5]	{SD,PF}	=>	{FD}	0.625	0.8928571	1.0204082	25
[6]	{FD,PF}	=>	{SD}	0.625	0.7575758	1.0449321	25
[7]	{SD,BU}	=>	{PF}	0.600	0.9600000	1.0105263	24
[8]	{SD,PF}	=>	{BU}	0.600	0.8571429	0.9523810	24
[9]	{PF,BU}	=>	{SD}	0.600	0.7058824	0.9736308	24
[10]	{SD,FD}	=>	{BU}	0.575	0.8846154	0.9829060	23

Table-13: Top 10 frequent 3-itemsets sorted by support

As observed in Table 14, the top 7 most frequent 4-itemsets are displayed which are sorted by their support. Notice that, the rule with the highest lift is {SD,PF,BU} => {FD}

	lhs		rhs	support	confidence	lift	count
[1]	{SD,FD,BU}	=>	{PF}	0.55	0.9565217	1.0068650	22
[2]	{SD,FD,PF}	=>	{BU}	0.55	0.8800000	0.9777778	22
[3]	{SD,PF,BU}	=>	{FD}	0.55	0.9166667	1.0476190	22
[4]	{FD,PF,BU}	=>	{SD}	0.55	0.7333333	1.0114943	22
[5]	{FD,CB,BU}	=>	{PF}	0.40	0.8888889	0.9356725	16
[6]	{FD,CB,PF}	=>	{BU}	0.40	0.9411765	1.0457516	16

Table-14: Top 10 frequent 4-itemsets sorted by support

VII. CONCLUSIONS

The study was conducted to examine the investing pattern of the employed women investors in Bangalore city. The study was mainly conducted on employed women investors considering that, they will have the independence to take decisive steps and actions in choosing investment avenues and would be less dependent on the spouses and family as was observed in literature. The results of the association rules clearly indicate that the respondents are found to be more independent but, yet invest more conservatively considering long-term investment horizon. The investments mainly revolve around banking avenues and are made mainly due to compulsion of the system to invest. After having savings deposit and having put some money into Provident fund due to employer-employee compulsion and keeping in view the tax benefits, fixed deposit is the only important investment conducted by the respondents.

VIII. SUGGESTIONS

The following suggestions can be made based on the findings and conclusions of the study as follows:

1. From the frequent item sets it is quite visible that, banking system can play a very important role in creating awareness about various investment products apart from risk-free instruments.

IX. SCOPE FOR FUTURE RESEARCH

One major limitation of this study was that, it concentrated mainly on Bangalore city. It is important that future research can be undertaken by collecting the responses on various metropolitan cities in the country like Mumbai, Calcutta and Chennai. The research can also be conducted across metropolitan cities of different emerging economies.

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CUSTOMERS' PREFERENCE ON APPLICATIONS OF ONLINE FOOD ORDERING COMPANIES WITH SPECIAL REFERENCE TO BANGALORE CITY

T. Vaishnavi and V Sai Siri
Student, Global Institute of Business Studies, Bangalore

ABSTRACT
Ordering food online is the one of the e-commerce business which generates decent revenue from major cities like Bangalore, Hyderabad, Delhi, Chennai and Mumbai etc. Working community and youngsters prefer this option of online food ordering and delivery the most. Lack of time for cooking, busy work schedule, different shift timings, laziness, and both parent working were some of the reasons for raise of this industry. Online Ordering application's like Swiggy, Food panda, Zomata, and Twin Owl were some of the famous applications available to the people which will deliver the food on time in reasonable prices at your door step. These service providers are huge in demand and the present players in the market are operating under cut-throat competition. To fulfil customer needs and to meet their expectation, online service providers offer number of features to the customers. This study is aimed at in identifying the features offered by the selected online food ordering application companies and the perception of customers about the features of the application & overall rating of the application by the customers. This study has also attempted to identify the impact of each feature in affecting the overall rating by customers. Descriptive analysis was carried out, with the sample of 619 respondents from Bangalore city. Survey money paid version has been used by the researcher to conduct this study. Swiggy was found to be the most preferred brand and delivery was found to be the most attractive feature.

Keywords: E-commerce, Food Ordering application, cut-throat, expectation and perception etc.

I. INTRODUCTION TO THE STUDY

Greater awareness about internet applications, deeper Internet penetration, increased disposable income, availability of more payment options; long working hour's deeper Internet penetration and erratic lifestyle are contributing to the success of online food ordering business. At the same time, with more and more people wanting healthy food, or food similar to home-cooked meals which are tastier it is becoming more competitive to the players in the industry. These companies were promoting their business through online presence via., digital menu card and online ordering interface, on social media websites, promotion through 'check in' apps, online review and ratings to generating revenue. Swiggy, Zomato, Food panda, and Tiny owl are four most popular online food ordering companies in India.

Food panda – Started in the year 2012, with a global presence having association with almost 40000 restaurants across globe. Food panda provides service through their own website and also through their app. Recent times have not been favourable to them, which forced them to go for mass layoffs. Discounts and advertisements were their attractive features other than the mandate service from an online food ordering app. Ola has acquired Food panda in December 2017 for an undisclosed amount.

Zomato – It is kind of Search page where you can locate your nearby restaurants and access their digital menu card. This app has also got the facility to see the restaurants' special menu of the day and make booking to spend a time in restaurant. This app also has got a facility to order a food from the selected restaurants for home delivery. Started in the year 2008 and operating in 24 countries presently is making decent revenue in India and across the globe. Services provided by Zomato are Restaurant Search & Discovery, Online Ordering, Table Reservations & Management, POS Systems, and Subscription Services.

Swiggy – This online ordering application works as an delivery agent with no minimum order of food and also one of the top rated app in India .It has introduced some strategies like surge pricing and cloud kitchen which are their USP's. A Start-up by IIM and IIT graduates with a planned business model Started operating only in Bangalore has now its presence across Delhi, Mumbai, Hyderabad, Chennai, Kolkata and Pune. Started with 6 deliver executives is now a family of Swiggy is now a family of 6000 delivery executives. Usually, Swiggy lists restaurants on their website which gives only 15-25% commission on orders. Swiggy differentiates itself from other competitors like Zomato and Food Panda by specializing in food delivery services rather than food ordering services. Minimum delivery time for Swiggy is just 37 minutes which is pretty high and they stand just next to Domino's who deliver in 30 minutes.

Tiny Owl – it is started in year 2014 with association of 4000 restaurants. It can be placed order through app and website also on COD basis and online payment. Tiny owl is struggling to stay in operation and to raise

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capital; scaled down operations to two cities from 11 cities in India. Tiny owl was not successful in their business because of their poor business model.

II. OBJECTIVES AND METHODS OF THE STUDY

This prospective study was carried out on people of Bangalore city to find the following objectives:

- To identify the features of online ordering mobile applications.
- To identify the most preferred online food ordering mobile application among all available applications.
- To find out the customer's stance towards the features provided by electronic food ordering applications.
- To determine the relationship between demographic factors of respondents and their stance on rating of the features of the applications.

II.1. RESEARCH DESIGN

A research design is the arrangement of conditions for collections and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. Descriptive Research Design was used by the researcher since it includes surveys and fact-finding enquiries of different kind. The major purpose of descriptive research is description of state of affairs, as it exists at present.

II.2. SAMPLE DESIGN

The researcher used interview schedule to gather data from the respondents. Non probability convenience sampling method was used. Researcher has used mail survey method of questionnaire administration to reach respondents for this study from Bangalore city using survey monkey paid version. Out of 1400 respondents approached 619 responses were received and used for analysis. The study was conducted during the months of March and April 2018. Data collected from respondents were carefully coded and edited for analysis process. Few responses which were not properly respondent were inserted using plug in technique using a average value of the variable from other respondents belonging to the same group.

II.3. STATISTICAL TOOLS USED

The collected data have been analyzed with the help of Simple Percentage analysis and Chi- Square Test. One way Anova and Weighted average has been used in the study to find out what degree two variables under the study were association and the cause and effect relationship between the study variables.

III. DATA ANALYSIS AND INTERPRETATION

Table-1: Showing Weighted Average Score of features of Mobile Applications

S.No	Factor	Weighted Average Score	Rank
1	Billing process and payment option	2283	4
2	Delivery service	2378	1
3	Ordering process	2347	2
4	Menu selection	2252	6
5	Food quality	2280	5
6	Presentation	2332	3

Interpretation: The weighted average score has been carried out in this study to know the respondent's overall stance with the ease of ordering food over app or through electronic medium. In the above table Delivery service has been ranked 1 with the highest score of 2378; Ordering process has been ranked second with the score of 2347; Presentation at third with the score of 2332; Billing Process and Payment Option has been ranked 4th with the score of 2283; Food quality has been ranked at 5th with the score of 2252 and Menu selection with score of 2280 is ranked 6th among the given features.

Table-2: Showing t-test for significant difference between gender and overall rating of mobile order Application.

Gender	N	Mean	Std. Deviation	Std.Error Mean	t-test for Equality of Means		
					t	df	Sig. p (2-tailed)
Single	353	3.8070	.76622	.10149	-.824	617	.412
Married	266	3.9302	.70357	.10729			

From the above table p value .412 indicates that, there is no difference in opinion of respondents towards overall rating of features of applications between genders.

Table-3: Showing Analysis of variance between demographical differences and overall rating of Mobile Application

Individual Differences	Sources of Variation	Sum of Squares	df	Mean Square	F Value	Sig. p
Age	Between Groups	1.067	4	.267	.479	.751
	Within Groups	52.973	614	.558		
	Total	54.040	618			
Occupation	Between Groups	5.064	3	1.688	3.309	**.023**
	Within Groups	48.976	615	.510		
	Total	54.040	618			
Salary	Between Groups	1.657	4	.414	.751	.560
	Within Groups	52.383	614	.551		
	Total	54.040	618			

From the above table, p value .751, .560 indicates that, there is no difference of opinion between respondents belonging to different age group and different salary range. Whereas, there is a significant difference at 5% level between respondents belonging to different occupation regarding their ratings towards the features of the mobile applications they use for food delivery which is denoted by the value F= 3.309, df- 615,3, p = 0.23.

Relationship between respondents' overall rating and mobile applications' features rating

A multiple regression model for evaluating relationship between respondents' overall rating and individual features' rating of mobile application was attempted keeping the variables Presentation, Billing, Food Quality, Ordering Process, Menu List, and Delivery Service as independent variable and overall rating as dependent variable.

The multiple Regression model is

$$OR = \beta0 + \beta1\ (B) + \beta2\ (D) + \beta3\ (O) + \beta4\ (M) + \beta5\ (F) + \beta6\ (P)$$

Where, OR is the Overall rating of respondents on mobile application, β0 is the constant and β1; β2 and β3 are regression coefficients to be estimated from the data. Regression Model Summary generated using SPSS is presented in Table 4 and results of ANOVA for Regression Analysis (Results from SPSS) is presented in Table: 5

Table-4: Sowing Regression model summary of contribution of individual factors towards overall rating

Model Summary									
					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.943[a]	.889	.882	.10581	.889	124.146	6	612	.000
a. Predictors: (Constant), Presentation, Billing, Food Quality, Ordering Process, Menu List, Delivery Service									

The multiple correlation coefficient R = 0.943 shows a substantial correlation between the predictor variables and the dependent variable. The value of R2= 0.889 indicate that about 88.9% of the variance in the overall rating is explained by the 6 independent variables. The values of regression coefficients, reveals the relative influence of the independent variables on the dependent variable. From the Table of coefficients, it is learnt that the variables Presentation, Billing, Food Quality, Ordering Process, Menu List, and Delivery Service has got the positive influence on the overall rating of the mobile applications.

Table 3.3.1 shows an analysis of variance among the independent variables. Table value of F= 124.146, df (612,6), P< 0.000) indicates that there is a difference in Presentation, Billing, Food Quality, Ordering Process, Menu List, Delivery Service towards the overall rating of mobile applications.

Table-5: Showing ANOVA for Regression Analysis

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.042	6	8.007	124.146	.000[b]
	Residual	5.998	612	.064		
	Total	54.040	618			
a. Dependent Variable: Rating						
b. Predictors: (Constant), Presentation, Billing, Food Quality, Ordering Process, Menu List, Delivery Service						

Table-6: Showing Coefficients values of features of applications with overall rating of Mobile Application

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.112	.148		-.757	.451
	Billing	.098	.047	.114	2.086	.040
	Delivery Service	.227	.054	.244	4.198	.000
	Ordering Process	.216	.047	.242	4.633	.000
	Menu List	.150	.053	.161	2.827	.006
	Food Quality	.160	.050	.175	3.176	.002
	Presentation	.194	.040	.225	4.812	.000
a. Dependent Variable: Overall Rating						

From Table 6 it can be inferred that 24.2% of variation in overall rating is caused by ordering process, 24.4% of variation in dependent variable is caused by Delivery Service, 17.5% of the variation in the overall rating of respondents towards mobile applications is caused by Food Quality, 22.5% by presentation, 16.1% by Menu availability and 11.4% by billing process. Thus, it can be concluded that independent variables are found to be causing valiant effect on dependent variable.

IV. DISCUSSION

1. Male respondents have given favorable stance for online food ordering than female respondents. Youngsters between 16-35 yrs have given most favorable response towards the online food ordering compared to other age group respondents. Average spending of most of the respondents was found to be Rs 250. Swiggy was the most rated app among the others.
2. Respondents prefer ordering online because this service is available at convenience and for saving time. Majority of the respondents feel that ordering food and paying online is secured. Almost all respondents prefer mobile application to order food online and very few uses laptop or computer to order. Almost all respondents prefer cash on delivery.
3. It was found that there is no difference of opinion among genders of the respondents towards overall rating of features of online food ordering applications.
4. There is no difference of opinion between respondents belonging to different age group and different salary range towards overall rating of features of application. Whereas, there is a significant difference at 5% level

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between respondents belonging to different occupation regarding their ratings towards the features of the mobile applications.

5. Deliver service, Ordering process and Presentation plays a major role determining the rating of the applications used for ordering food online.

LIMITATIONS

- The study is confine only to 619 respondents in and around Bangalore City.
- This study only estimates the perception/stance of customer towards the features of mobile applications and has not addressed the application wise analysis.
- This study deploys only limited statistical analysis.

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A STUDY ON EMPLOYEE OBSOLESCENCE AND TRAINING

Prof. Suhasini. R[1] and Dr. Suganthalakshmi[2]
Research Scholar[1], Bharathiar University, Coimbatore
Assistant Professor[2], Anna University, Coimbatore

Current, rapid technological progress has led to shorter learning cycle, similarly competencies in may domains have become obsolete faster than ever. Particularly for knowledge intensive organizations and departments (e.g.: consulting firms, research institutions, R&D departments), it is not primarily the age of experts (executives and highly qualified employees) that counts, but rather whether their individual competencies are up to date. The HRM literature describes a number of measures that are meant to guarantee the long-term performance and productivity of employees. Organizations employ these good practices to different digress and wit varied effectiveness. In fact some organizations seem able to keep their employees' abilities up to date, while others suffer from obsolescence problems (i.e. with respect to both the age of their employees as well as the obsolescence of their competencies).

Up to date knowledge and competencies play as essential role in the remedy f obsolescence. Older / existing employees possess experience, knowhow and seasoned judgment. But many become less enthusiastic as their careers drawto a close. Indeed they often feel threatened in an age of youth, technology, and redundancy. Age-discrimination protection measures, however have forced most employers to be more are of the issue. A few pointers will help to consider the situation how to help older employees stay valuable in your organization is a great place to begin.

1. Review your attitude towards the older employee
2. Explore a range of policies and practices
3. Consider adding to the older worker's responsibilities.
4. Try changing the employees' job completely.
5. Use the employee's experience and knowledge.
6. Set goals with the employee
7. Prevent obsolescence through training
8. Provide counseling

The older employee people are generally able to cope better with environmental demands and pressures than younger people. Moreover, older people are particularly

1. More independent in their thinking and actions.
2. More aware of others' feelings
3. More socially responsible
4. More adaptable
5. Better at sizing up the immediate situation and solving problems and
6. Able to manage stress better than young people.

PREVENTING OBSOLESCENCE THROUGH ADULT RETRAINING

Rapid technological changes, dramatic shifts in labor force distribution, and the increasing pressures of competition have made the dangers of skill obsolescence and eventual job loss a reality for many workers. Moreover, there is a likelihood that the need for retraining will continue to increase. In the past, employer-provided job specific training for new employees and continuing education for those who wished to advance in their jobs were often sufficient to keep abreast of technological changes. When automation resulted in massive labor market shifts, the solution to worker dislocation was often relocation. The rapid pace of technological advancement, the shrinking supply of entry-level workers, and the increasing complexity and abstractness of many jobs coupled with lower levels of general education among labour market entrants made it imperative that more attention be paid to the issue of preventing skill obsolescence among workers.

CHARACTERISTICS OF RETRAINING PROGRAMS

Retraining programs to prevent skill obsolescence can depend on the way in which a partnership is established and the way in which a program is organized. The following actions as being crucial to the success of retraining partnerships are:

1. Identification of differences between educational and corporate institutions in terms of their mission, goals, and climate so that respect for differences can be developed and supported.
2. Identification of mutual goals and objectives.
3. Clear demarcation of roles and responsibilities.
4. Multiple contacts among many levels of the organization so that knowledge of each other's plans and problems can be acquired.
5. Careful communication on both sides, including the development ad maintenance of information-sharing procedures.
6. Flexibility based on trust and knowledge of what can and cannot be accomplished in each organization
7. Rapid responses to concerns and complaints from all partners.
8. Development of a reward and recognition system for learners and for persons working on the programs.

Diverse as the many types of retraining program partnerships may be, it the important that they include a mix of general employability and job-specific skills to prepare program participants to adapt to future workplace changes that cannot as yet be predicted with certainty.

BENEFITS OF RETRAINING

Effective retraining programs, whether remedial or intended ot teach workers new skills, take time to plan and implement. Program providers who must initiate retraining programs after workers have been dislocated do not have time to engage in long-term planning, and unemployed persons are often unwilling to participate in lengthy retraining programs. Because they do not have such time constraints, ongoing retraining programs geared toward persons who are currently employed can be more carefully planned ad presented. By anticipating what skills their works will need in the future, employers can prepare their present employees to respond to changing demands imposed by technological advances and thereby avoid the disruption in operations and added expenses related to recruiting, hiring and training new employees. Retraining programs also benefit employees by increasing their basic skills, enhancing their employability, improving their job performance, and providing them with the skills needed to perform new jobs and adapt to new technologies.

ELEMENTS OF RETRAINING PROGRAM

1. A Counseling / Educational guidance component that provides adults with the information and skills required to develop an action plan for their own career and educational development.
2. An assessment system, as non-threatening as possible, that enables educational institutions and employers to determine where training and upgrading are needed.
3. A support system that provides such elements as tuition assistance, time off from work for leaning, a study site within the workplace, child care and recognition of the program participants' achievements.
4. A basic skill programs which may require another name so as to avoid any stigma that may be attached to employees' need for remediation.
5. A vocational skills program which should integrate learning with practical application in the workplace to the greatest extent possible.
6. General skills programs that includes communication and organizational skills of Management development programs.

Other elements were identified in a study of ways to persuade those in fields of declining opportunities to take advantage of retraining. It was found that workers have a limited perspective of the workplace, do not judge a job on the basis of its potential as a career path, and are averse to taking risks. Recommendations to overcome these barriers include the following:

- Take the program down to the personal level
- Confront specific problems and concerns

- Ensure a short time frame
- Talk in terms of options and opportunities.
- Create a central source of help and information.

RETRAINING PROVIDING AGENCIES

Business organizations, labor unions, and government can play a role in funding and / or providing retraining. Funding agencies can make their influence felt by selecting the training provider and shaping the content of training. Of course fund providers retain the most control over a program when they provide educational services. Employers who provide their own training can increase the incentive for employees to participate in retraining by making the instruction relevant to employees' work experiences.

PREVENTING EMPLOYEE OBSOLESCENCE THROUGH TRAINING

Training function is gaining widespread recognition as an important function, it is becoming more and more popular and many companies now-a-days give due importance to this function and commit sizeable budget toward the same this activity is carried out both as a need based activity and as an input factor to profitability and growth. Even though it is accepted as a useful and valuable service in management circle, the involvement of various levels of managers in this important function is somewhat superficial. This is primary so because o manager can quantify the contribution of the training function to the overall objectives of profitability and growth because of lack of general awareness. If we have to improve the value and importance of training function, it is necessary to set up an effective decision making apparatus which would involve the participation and commitment of not only the top management but also the senior managers of various departments. This is because training is primarily a service function to meet the requirements of various departments of an organization. For this the managers at the decision making levels should have necessary information at appropriate time. MIS management information system is primarily designed to provide the information needed by managers to take decisions and to affect controls. The main objective of a training function is to prevent the obsolescence of the employees in an organization by updating their knowledge and skill needed for efficient discharge of their functions. This objective can further be sub divided into following according to the groups of employees.

NEWLY RECRUITED EMPLOYEES

- TO familiarize the new employees with the organization, its policies, rules and procedures, their job etc. (induction programs)
- To impart the basic job knowledge and skill needed to perform the basic functions of the job (technicians and engineers in the apprenticeship programs, operatives trade programs, management and executive training programs, etc.)

EXISTING EMPLOYEES (OPERATORS / TRADESMEN)

- To refresh the knowledge and skill already acquired (periodic skill trade tests and programs for drivers, welders, inspectors, firemen, security guards, etc.)
- To update the knowledge and skill on the job done (refresher programs to familiarize with new developments in the field).
- To provide new or additional knowledge and skill needed by the employees when they; are put on new jobs due to promotions, transfers etc. (basic job training programs-retraining).

EXISTING EMPLOYEES (SUPERVISORS)

- To impart basic knowledge and skill needed to do supervisory duties (Basic programs for the employees promoted to supervisory jobs).
- To bring out desired behavioral or attitudinal changes (T-group programs, Sensitivity programs, Communication and Groups Discussion).
- To update the knowledge and skill (refresher programs to acquaint with new production / operations, methods, procedures, policies and rules etc.)

TECHNICIANS/ENGINEERS/SPECIALISTS

- To impart the basic knowledge and the skill to the newly recruited or promoted people to the managerial cadre
- To impart the basic knowledge and skill needed in specific functions when people are transferred or promoted to those functions.

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- To update the knowledge and skill (refresher programme in new developments as and when the need to introduce such developments in the organizations are felt, e.g. MBO, Corporate planning, MIS, EDP, Performance Budgeting, Productivity Bargaining etc.).
- To familiarize with new areas of knowledge and development so that managers get the opportunity to select suitable developments in various fields of management (appreciation programs).
- To develop behavioral pattern through attitudinal developments (programs like GD, T-groups, Sensitivity training, Leadership training, etc.)

An HRIS for training function should provide the selected information on the following matters to the managers as and when needed by them in decision making:

1. Training objectives, policies and training function responsibilities
2. Job specifications and training needs, category-wise.
3. Training programs Directory.
4. Training Institutions Directory.
5. Procedure for the assessment of training needs.
6. Plans and budgets of the function.
7. Procedure for selection of the employees for training.
8. Evaluation of the training.
9. Evaluation of the trainees.
10. Trainee Career history.
11. Training department's performance.

APPROPRIATE TRAINING SOLUTIONS FOR RETRAINING

Retraining is crucial in the corporate world. However, it must be cost-effective especially when cost cutting is the norm of the day. Hence, training managers are under pressure find the most appropriate retraining solutions with limited organizational resources. A dilemma, training manager faces, is in opting for an appropriate retraining programme developed in house or procuring an off-the self-training package.

ENQUIRE FOR ACTUAL NEED OF RETRAINING

Although training is often considered a likely suspect for performance problems, a few basic questions will help determine the root cause of the problem. If training is necessary, the following facts need established:

- Whether the problem or deficiency is real or perceived
- Whether the cause of the problem is a deficiency of skill or knowledge or it is due to personnel or management issues.
- Whether the problem needs to be addressed immediately.
- How training will solve the problem.
- If training is the solution, how should it be administered:
  1. Individually
  2. In a Class room
  3. On-the-Job

DESIGNING A TRAINING PROGRAMME FOR OBSOLETE EMPLOYEES

- Develop the appropriate training strategy. Training strategy to be suitably aligned with the overall organizational business strategy.
- To break down the training objectives into sub objectives. Once the breakdown of the objectives into sub and sub-sub objectives is accomplished satisfactorily, for each objective a training pan and suitable training method to use is decided, after which a complete list of activities to accomplish / achieve each micro objective is prepared.

- The third step comprises of working out the total time taken by all activities including conduct of training programme, post training evaluation etc. In achieving the overall training objective.
- Develop different options for either conducting the programme or the accustomed packages available off the shelf and put it up to the management to decide and select options. For example different options could be

1. Two weeks full time programme at vendor premises followed by 1 wee full time programme in-house.
2. Two weeks forenoon programme in-house followed by 4-week (forenoon) programme at vendor premises
3. One week full time programme in-house followed by 11/2 week full time programme conducted by vendor in factory premises followed by 3 days full time demonstration programme at vendor premises.
4. Develop a complete programme layout combining various training events into training sequences with appropriate gaps / intervals devoted to tea / lunch / games / activities etc. in a document form (Programme Schedule).

RETENTION OF LEARNING BY RETRAINING

SOME methods ensure long-terms retention of learning. A number of management games used by facilitators ensure life-long retention of learning. Learning through Input feedback

Many computerized methods like Business games, Algorithm etc. have in-build feedback which induces direct learning.

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A STUDY ON FACTORS INFLUENCING LABOUR PRODUCTIVITY IN SELECT CHEMICAL COMPANIES WITH SPECIAL REFERENCE TO ANKLESHWAR

Rajvee Monpara
Student, Global Institute of Business Studies, Bangalore

ABSTRACT
Labour productivity is one of the least studied areas within the chemical industry. Labour productivity plays an important role in the chemical companies. It helps chemical companies to be competitive and to achieve goals. Labour productivity is the amount of output produced by labour in given amount of time. India being 4th largest producer of pesticides in world and 2nd largest producer in Asia, it is important to estimate the mindset of employees working in the chemical industry and to find out the factors which influences the productivity in the respective industry. As an initiative this study is conducted in Ankleshwar city which has the following largest chemical based company namely United phosphorus Ltd, Bayer Crop science Ltd, PI Industries, BASF India Ltd., Sajjan India Ltd, ZCL Chemicals Ltd, Narmada Chemical, Shree Ganesh Chemicals, Kanoria Chemicals and Ronak Chemicals. For study purpose United phosphorus Ltd, Bayer Cropscience Ltd and PI Industries were selected using simple random sampling procedure This study is aimed at identify the impact of individual factors and work related factors on labour productivity and to estimate the relationship between safety and risk at work place.

Keywords: Labour Productivity, Chemical Companies

I. INTRODUCTION

Labour are very important part of any organization's success and the productivity of labour plays very important role in the development and profits of the company. In simplest way, Labour productivity is output per worker. Generally, labour productivity measures the amount of goods and services produced by labour in a given amount of time.

Chemical industry is one of the fastest growing and oldest industries in India. In world, the rank of chemical industry is 6th and 3rd in Asia. Which contributes to about 14.3% of the Indian GDP in 2018. Chemical Industry in India can be divided into many sectors which are as follows:

Source: Chemicals-IBEF

India is the 4th largest producer of pesticides in world and 2nd largest producer in Asia. There are about 800 pesticides formulation the in country. Pesticides prevent crops from pest attacks. India is net exporter of pesticides and export destination markets are France, Spain, Malaysia, Singapore etc.

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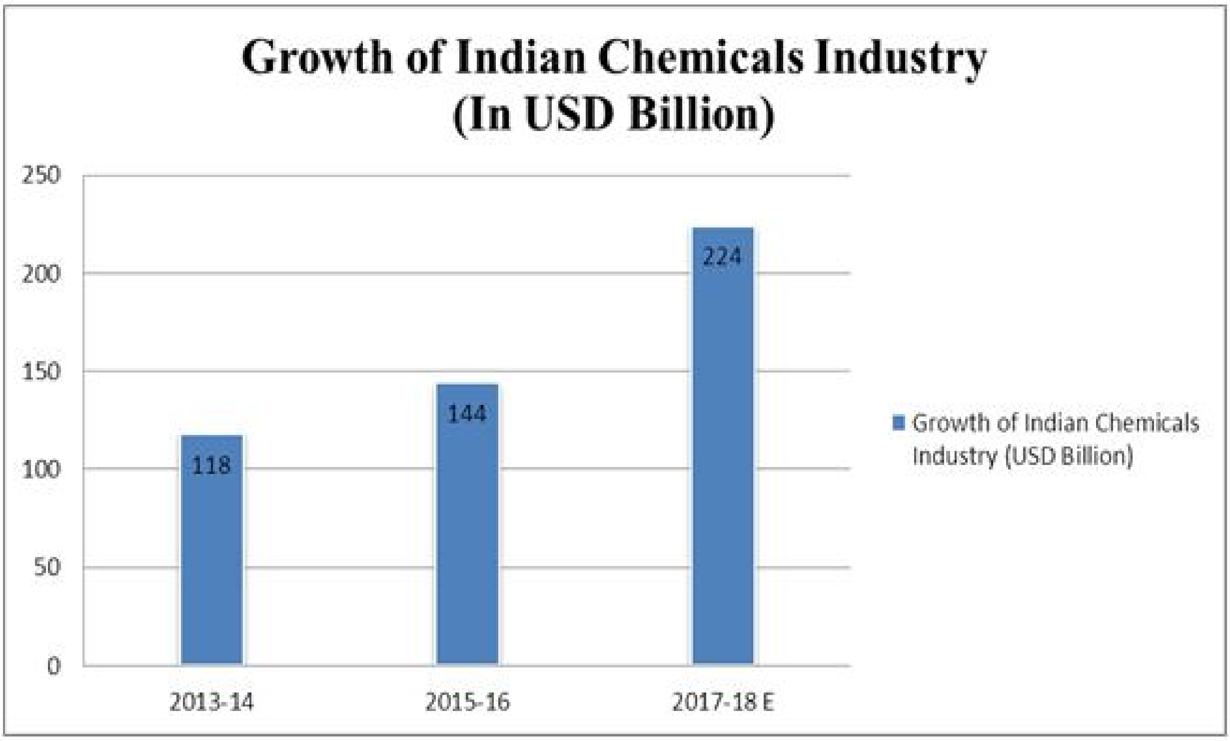

Source: Chemicals-IBEF

Above graph shows the growth of Indian Chemicals Industry. In 2013-14, growth of Indian chemicals industry was 118 USD Billion and 144 USD Billion in 2014-15.The expected growth of Indian chemicals Industry is 224 USD Billion in 2017-18. It can be said that the growth of chemical industry is increasing.

II.1.OBJECTIVES OF THE STUDY

This study was carried out on employees of select chemicals company to find the following objectives:

- To identify the impact of individual factors on labour productivity
- To find out the influence of work related factors on labour productivity

II.2. RESEARCH DESIGN

A research design is the procedure of settings for collections and analysis of data in a practice that aims to combine relevance to the research purpose with economy in procedure. Descriptive research design was used by the researcher since it includes surveys. The major purpose of the descriptive research was to identify the impact of individual factors and work related factors on labour productivity and also to identify the relationship between safety at workplace and risk at workplace.

II.3. SAMPLE DESIGN:

The researcher used questionnaire to collect data from the respondents. Convenience sampling was adopted and the researcher had identified 386 respondents for this study from select chemical companies in Ankleshwar. The study was confined to selected chemical companies in Ankleshwar only thus, other cities chemical companies were ignored in the study. The study was conducted during the month of May and June 2018.

III. STATISTICAL TOOLS USED:

The collected data have been analysed with the help of Simple Percentage analysis, Chi-Square, one way anova and regression analysis. Chi-Square analysis was used to find out the relationship between safety at work place and risk at work place. Anova and Regression were used in the study to find out the influence of Individual factors and work related factors on labour productivity.

IV. DATA ANALYSIS AND INTERPRETATION

4.1 Anova for Difference in Respondents' Opinion Regarding Productivity

Analysis of Variance test was applied to test whether there is a difference in opinion regarding productivity between the sub groups of individual factors. As the analysis of variance test has computed p value less than 0.05 the variables-Work experience and Age indicates a significant difference in opinion regarding productivity between their subgroups at 99% confidence level.

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Table-4.1: Consolidated results of Anova for difference in opinion towards productivity among the sub groups of Individual factors.

Factors	Sources of Variation	Sum of Squares	df	Mean Square	F Value	Sig. p
Work Experience	Between Groups	36.994	3	12.331	5.957	**.001**
	Within Groups	790.812	382	2.070		
	Total	827.806	385			
Age	Between Groups	36.745	2	18.372	8.895	**.000**
	Within Groups	791.061	383	2.065		
	Total	827.806	385			

Source: Primary data collected by Researcher

4.2 Regression Model for Impact of Workfactors on Productivity

A multiple regression model for the opinion about productivity (dependent variable) is attempted keeping the variables, Clear Instructions from Supervisor (CI), Work Schedule (WS), Equipment availability (EA), Electricity availability (ELA), Supervision (S), and Utility facility (UF) as the independent or predictor variables. The multiple Regression model is

$$P = \beta0 + \beta1\ (CI) + \beta2\ (WS) + \beta3\ (EA) + \beta4\ (ELA) + \beta5\ (S) + \beta6\ (UF)$$

Where, P is the productivity, β0 is the constant and β1 to β6 are regression coefficients to be estimated from the data. Regression Model Summary generated using SPSS is presented in Table 4.2 and results of ANOVA for Regression Analysis (Results from SPSS) is presented in Table: 4.3.

Table-4.2: Regression Model Summary generated using SPSS

Model Summary									
					Change Statistics				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**R Square Change**	**F Change**	**df1**	**df2**	**Sig. F Change**
1	.869[a]	**.756**	.752	.73062	.756	195.292	6	379	**.000**
a. Predictors: (Constant), Utility, Work Schedule, Equipment's Availability, Instructions, Electricity, Supervisor									

Source: Primary data collected by the Researcher.

Table-4.3: ANOVA for Regression Analysis (Results from SPSS)

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	625.492	6	104.249	195.292	**.000[b]**
	Residual	202.314	379	.534		
	Total	827.806	385			
a. Dependent Variable: Overall Productivity						
b. Predictors: (Constant), Utility, Work Schedule, Equipment's Availability, Instructions, Electricity, Supervisor						

Source: Primary data collected by the Researcher.

The model was tested with 7 predictor variables and all the 7 variables met the entry requirement and thus included in the model. The multiple correlation coefficient R = 0.869 shows a substantial correlation between the predictor variables and the dependent variable. The value of R2= 0. .756 indicates that about 75.6% of the variance in the dependent variable is explained by the 6 predictor variables. The values of regression coefficients, reveals the relative influence of the independent variables on the dependent variable Productivity. From the Table of coefficients below, it is learnt that the variables, Electricity availability (ELA), Supervision (S), have got no significant effect on the dependent variable.

Regression coefficients of the predictor variables, namely, Clear Instructions from Supervisor (CI), Work Schedule (WS), Equipment availability (EA), and Utility facility (UF) have proved to be significant in this empirical model for Productivity. Multiple regression model with computed regression coefficients is presented in Table: 4.4

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Table-4.4: Showing Regression Coefficients Computed through SPSS

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.234	.408		-3.026	.003
	Instructions	.406	.072	.352	5.634	**.000**
	Work Schedule	-.094	.056	-.043	-1.669	**.096**
	Equipment's Availability	.629	.065	.548	9.701	**.000**
	Supervisor	-.098	.083	-.081	-1.176	.241
	Electricity	-.132	.151	-.048	-.871	.384
	Utility	.502	.164	.171	3.058	**.002**
a. Dependent Variable: Overall Productivity						

Source: Primary data collected by the Researcher.

Therefore, the constructed multiple regression models for the dependent variable Productivity predicted with 7 independent variables is,

P = -1.234 + .352 (CI) - .043 (WS) + **.548 (EA**) - **.048 (ELA**) - .081 (**S**) + **.171 (UF**)

Predictor variables Supervision (.241) and Electricity (.384), having p value > 0.05 has not revealed a significant effect on the dependent variable, whereas the rest of the variables has shown a significant effect on productivity. Availability of equipment was found to be significant influencer of productivity. Negative beta value for the variable work schedule indicates the fact that improper work schedule causes decrease in productivity.

4.3 Anova for Difference in Respondents' Opinion Regarding Productivity

Analysis of Variance test was applied to test whether there is a difference in opinion regarding productivity between the sub groups of work place factors. As the analysis of variance test has computed p value less than 0.05 the variables-Opinion about workload, Overtime and effect of weather conditions indicates a significant difference in opinion regarding productivity between their subgroups at 99% confidence level.

Table-4.5: Showing Regression Coefficients Computed through SPSS

Factors	Sources of Variation	Sum of Squares	df	Mean Square	F Value	Sig. p
Workload	Between Groups	144.290	2	72.145	40.426	**.000**
	Within Groups	683.515	383	1.785		
	Total	827.806	385			
Overtime	Between Groups	323.327	2	161.664	122.735	**.000**
	Within Groups	504.478	383	1.317		
	Total	827.806	385			
Weather Conditions	Between Groups	43.264	2	21.632	10.560	**.000**
	Within Groups	784.542	383	2.048		
	Total	827.806	385			

Source: Primary data collected by the Researcher.

4.4 Relationship between Respondnet's Opinion About Safety at Workplace and Risk at Workplace.

Chi-Square test was applied to test the relationship between respondent's opinion about safety and risk at workplace. It is observed that, Chi-square p-value as 0.000, likelihood ratio is 0.000 and Linear-by-Linear Association is 0.004. The Chi-square p-value is less than 0.05 at 5 per cent level of significance. So, the null hypothesis is rejected and the researcher hypothesis is supported. There is significant relationship between opinion about safety and healthy work environment and opinion about risk at work place.

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Table-4.6: Showing relationship between respondent's opinion about safety and risk at workplace.

Particulars	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	23.929[a]	1	**.000**
Likelihood Ratio	24.477	1	**.000**
Linear-by-Linear Association	23.867	1	**.000**
N of Valid Cases	386		

Source: Primary data collected by the Researcher.

V. DISCUSSION

- It was found that, there is a significant relationship between opinion about safe and healthy work environment and opinion about risk at work place.
- Analysis of variance test has computed p value less than 0.05 the variables-Opinion about workload, Overtime and effect of weather conditions indicates a significant difference in opinion regarding productivity between their subgroups at 99% confidence level.
- Regression coefficients of the predictor variables, namely, Clear Instructions from Supervisor (CI), Work Schedule (WS), Equipment availability (EA), and Utility facility (UF) have proved to be significant in this empirical model for Productivity
- Analysis of variance test has computed p value less than 0.05 the variables-Work experience and Age indicates a significant difference in opinion regarding productivity between their subgroups at 99% confidence level.

VI. LIMITATIONS

- The study is confine only to 386 respondents from chemical companies in Ankleshwar.
- This study only estimates the influence individual factors and work related factors.
- This study deploys only limited statistical analysis

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ANTECEDENTS OF VIRTUAL EMPLOYEE EXPERIENCE IN BUILDING EMPLOYEE ENGAGEMENT

Veena Shenoy[1] and Rashmi Uchil[2]
Assistant Professor[1], Krupanidhi Group of Institutions, Bengaluru
Assistant Professor[2], National Institute of Technology Karnataka, Mangalore

ABSTRACT
The understanding and improving the employee experience is critical for companies operating in a highly competitive global economy. The cognitive era of Human resources is era of employee experiences. In this era, employees are treated as customers and their preferences are considered as customers preferences. Virtual working lowers company expenses and allows employees to achieve balance between their personal and professional lives. This study helps in understanding antecedents of virtual employees such as organizational culture, stress and work-life integration in building employee engagement. When employees are positive about their experiences at work are highly engaged, they are passionate and inspired (Global force employee experience index study 2016). An online Google form questionnaire is sent to employees working at core IT (Information Technology) companies in Bangalore. Tools used to analyze data are ANOVAs and Multivariable regression. This study is proved the conceptual model by showing the relationship between antecedents of virtual employee experience and employee engagement. Hence, Companies can go for policies where more employees can opt for virtual working.

Keywords: Virtual working, Virtual Employees Experience, Employee engagement etc.

1. INTRODUCTION
India is the world's largest sourcing destination for the information technology (IT) Industry, accounting for approximately 67% of the US$ 124-130 billion market. Most of the IT projects fail not because of technology but because of people. "Human resources are considered as key for the success of any business" and it becomes essential to nurture them regularly. Virtual workings have garnered increasing attention in recent years. According to the data from global workplace analytics the number of virtual employees in the US has gone up by 79.7% since 2005. In US around 3.3 million people work from home. Working virtual reduces commute time, it challenge to line between career and personal lives. Virtual working helps to increase productivity and efficiency helps in reducing operational cost of organization. Positive employee's experience can contribute to higher motivation to apply extra effort at work. Creating sound employee's experience helps in protecting organization's best interests, enhances productivity, supports the Human resources mission and better work-life balance , helps in meeting employee quality of life, increased employee engagement, improved employee productivity and performance.

DEFINITION OF VIRTUAL EMPLOYEES
Virtual Employees: An employee's who has option to work (once in the week or twice in the week) from home or virtually / remotely, according to the internal policies of the organization.

Virtual Work Place: A virtual workplace is a workplace that is not located in any one physical space.

Employee experience: Employee experience as "a set of perceptions that employees have about their experiences at work in response to their interaction with the organization" (IBM Smarter Workforce Institute)

Virtual employee experience: A set of perceptions that virtual employees have about their experiences at virtual work in response to their interaction with the organization.

Virtual employee experience: This study speaks about experience of employees working virtually on the variables such as organizational culture, stress and work life integration. Organizational culture consists of two factors such as communication and autonomy at work, stress consists of two factors such as mental health and illness and depression and work life integration consists of working hours and work-life balance.

Employee Engagement: "Engagement is an outcome of a healthy culture"(Robertson-smith & Markwick, 2009) Employee engagement determines the association of person with the organization. It is degree of how much an employee is involved, empowered, motivated, and committed towards his job and organization. Engaged employees are more concerned about the future of the organization and willing to invest more efforts for development of organization.

"Engaged employees are not just committed but passionate about their work. Engaged employees are more profitable, productive, focused, have fun and less likely to live company because they are engaged" (Gallup organization USA 1990). Engaged workers are positive about their work and feel that they are performing their

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job well. Job engagement has been found to increase individual job and organizational performance (Yanchus, Fishman, Teclaw, & Osatuke, 2013)

"The sense of belonging is very challenging for virtual workers who seem to be all alone out in virtual world". Employees feel isolated when they have given chance to work virtually, so organization has to take considerable actions to make feel virtual employees also part of the team. They should have open lines of communication via tele conversation and video conference and gamification to encourage employees for better performance.

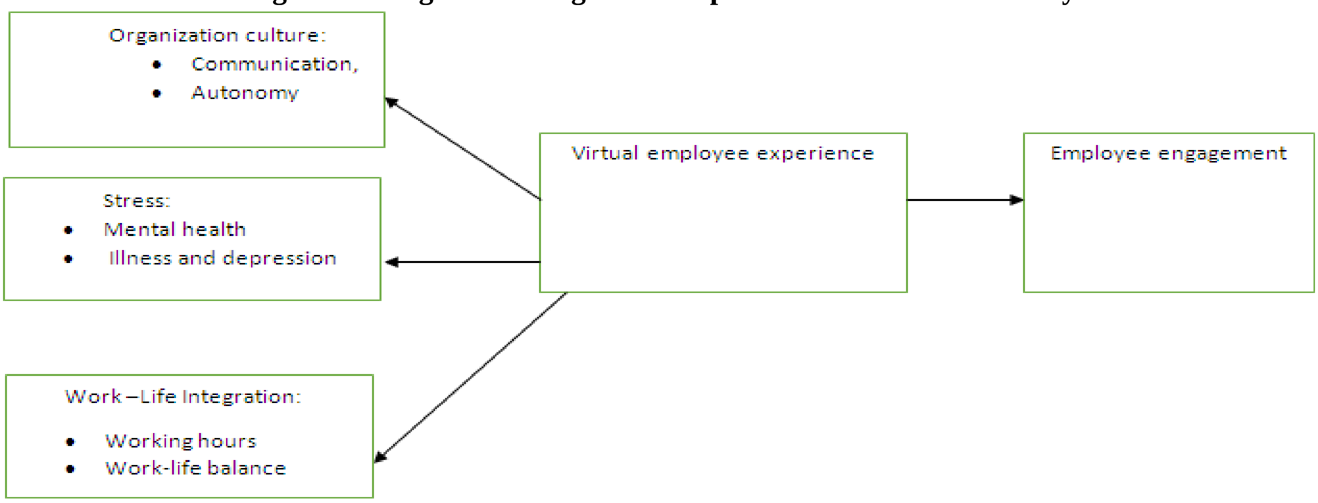
In this study employee engagement is measured with regard to following variables rewards and recognition given to virtual employees, job demand and resources and career opportunities.

A survey conducted by World at work of over 600 HR professionals showed 85% of respondents that virtual working arrangement had a moderate and high impact on employee retention (Teams & Report, 2016)

2. LITERATURE REVIEW

Virtual working generates work life balance and wellbeing of employees (Rafnsdóttir & Stefánsson, 2014). (Zhang, 2016) the work communication, social relations, achievements recognition and work-life balance essential for virtual employees and the alternative workplace arrangement would influence the employee job satisfaction. (Merriman, Schmidt, & Dunlap-hinkler, 2007) the interpersonal relationship what we share with employees plays a significant role and employment relationship is essential for virtual employees involvement. (Judith, n.d.) Organization that is aligned with the more flexible nature of team based organizational structures is crucial to the successful implementation of virtual team structures.(Grosse, 2000)virtual workers must take appropriate communication channel for their purposes and be sure to balance distance work with face to face communication. Virtual employees should have respect for other cultures and languages, understand how diversity strengths the team.(Adamovic, 2017) the global virtual teams to be creative, innovative and high performing. Global virtual team members suffer from interpersonal problems, stress and misunderstanding based on cultural differences. (Davis & Cates, 2016)this study reveals about the dark side of working in a virtual world and virtual employees have problem with work –life integration, as they work for different continent. ("The Reality of Virtual Work :," n.d.)Found the reality of virtual work and organisations proving flexible working arrangement by providing workers work from remote place to reduce absentee, it is the tool to retain key employees, implementing virtual working broader Chandini (2016), employee engagement is the emotional attachment of employees with its job and Employee engagement is key to improve organizational performance. In this study David Vizzuso (2015), the leaders design strategies to engage employees. Improving employee engagement may increase the likelihood of improving customer satisfaction, which directly influences financial stability of organizations while improving manager's ability to lead. Scott (2010), the study confirms that rewards structures, programs and policies influence employee engagement. Grey Bartomiejczuk (2015), recognition programs play a vital role in bringing positive change in the workplace. Recognition the key to achieve employee engagement. Munish (2017) Employee engagement is highly co-related with nature of job, communication, leadership styles trust levels and job autonomy, levels of motivation, work involvement, support from organization, performance appraisal, quality of work life, level of involvement in decision making, opportunity to grow are the strongest drivers of employee engagement.

Figure-2.1: Figure showing the conceptual framework of the study



Source: Conceptual framework from literature review

STATEMENT OF PROBLEM

The shift from traditional workplace to virtual office helps employees enjoy flexibility in timing and location of work (Zhang, 2016). Virtual working is beneficial to both employees and organizations. From Indian context less academic research has been documented to this concern. As virtual employee engagement is challenge to any organizations as they feel isolated and feel differentiated from physical team and lack of communication with supervisor and find difficult in managing dual role of work-family when they work virtually. This study helps in understanding what virtual working from Indian scenario and employee experience is in building employee engagement. If employees end up with negative experience in terms of balancing work-life and level of stress leads consequences such as low engagement, less productivity and high attrition rate etc. hence it is essential to know the variables affecting virtual employee experience in building employee engagement.

SCOPE OF THE STUDY

The study was confined to identification of antecedents of virtual employee experience and relationship between virtual employee experience and virtual employee engagement in the IT sector in Bangalore.

The three antecedents of virtual employee experience leading to employee engagement are organizational culture, work-life integration and stress. The study is confined to the IT sector in Bangalore.

RESEARCH QUESTIONS

1. What are the antecedents of virtual employee experience?
2. Is there any relationship between virtual employee experience and employee engagement?

RESEARCH OBJECTIVES:

1. To identify the drivers of virtual employee engagement
2. To analyze the factors influencing virtual employee experience
3. To compare the relationship between virtual employee experience and employee engagement

HYPOTHESES

H1: Virtual employee experience has influence on employee engagement.

H_1 Organizational culture influence virtual employee engagement

H_2 Stress has influence on virtual employee engagement

H_3 Work-life integration influence virtual employee engagement

3. METHODOLOGY

In order to analyze and interpret the data, data is gathered through primary source, a survey through online Google form questionnaire has been sent to employees of various core IT companies in Bangalore counting to 300 respondents.

Purposive sampling techniques are used to collect the data. This study is descriptive and explorative in nature. It tends to describe the influence of antecedents of virtual employee experience such as organizational culture, stress and work life integration, in employee engagement among respondents.

Statistical tool: Anova and Multi variance regression is used to know the influence of virtual employee experience on building employee engagement and to interpret the data.

The 34 questions of Likert scale with five point scale starting with strongly agree to strongly disagree is used to collect data (factors of virtual employee experience - three variables such as culture, stress and work-life integration influencing employee engagement) are sent to 300 respondents in Bangalore.

300 questionnaires have been sent to facilitate influence of virtual employee experience to employee engagement. Received rate of responses are 138 that are 47 % of the total sample selected.

Regression analysis is conducted to determine whether there is predictive relationship between the variables. Anova is used to know the great deal of variance, usually indicates that the variance between and within the group of the independent variables. In this study virtual employee experience comprising culture, stress and work-life integration are independent variables and employee engagement is depended variables.

4. DATA ANALYSIS AND DISCUSSION

It tends to describe the influence of virtual employee experience to employee engagement among respondents.

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Figure 4.1: Realibility Statistics

RELIABILITY STATISTICS	
Cronbach's Alpha	**N of Items**
.868	36

Source: Primary Data

We can see from table 4.1 that Cranach's alpha is .868, which indicates a high level of internal consistency for our scale with this specific sample.

Analysis of Variance Test was applied to test whether there is a difference in level of Employee Engagement among the sub groups of Virtual Employee Experience variables. As the analysis of variance test has computed p value less than 0.05, the variables organizational culture, Work-life integration and Stress have a significant difference in Engagement among their subgroups. Results of ANOVA for Difference in Level of Engagement among the sub groups of Virtual Employee Experience are presented in figure: 4.2, 4.3, and 4.4.

Figure-4.2: ANOVA Culture

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	74.506	2	37.253	168.010	.000
Within Groups	30.156	136	.222		
Total	104.662	138			

Source: Primary Data

Figure-4.3: ANOVA Stress

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	41.895	2	20.948	45.388	.000
Within Groups	62.767	136	.462		
Total	104.662	138			

Source: Primary Data

Figure-4.4: Anova Work-Life Integration

Dependent Variable: Employee Engagement					
	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	67.000	2	33.500	120.972	.000
Within Groups	37.662	136	.277		
Total	104.662	138			

Source: Primary Data

Even though, it is evident from the Anova analysis that, the predictors have got a significant difference amongst their sub groups in level of engagement, we couldn't depict the direction of the influence thus the regression analysis is carried to check the influence direction and intensity.

MULTIPLE REGRESSION MODEL FOR EMPLOYEE ENGAGEMENT

A multiple regression model for the analyzing the level of Employee Engagement (dependant variable) is attempted keeping the variables, Organizational Culture (OC), Work Life Integration (WLI), and Stress (S) as the independent or predictor variables.

The multiple Regression model is

$$EE = \beta_0 + \beta_1\ OC + \beta_2\ WLI + \beta_3\ S$$

Where, EE is the Level of Employee Engagement, β0 is the constant and β_1, β_2 and β_3 are regression coefficients to be estimated from the analysis. Regression Model Summary generated using SPSS is presented in figure4.5 and results of ANOVA for Regression Analysis (Results from SPSS) is presented in figure4.6.

Figure-4.5: Model Summary Generated Using SPSS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.895[a]	.802	.797	.39213	.802	181.888	3	135	.000
a. Predictors: (Constant), Work Life Integration, Culture, Stress.									

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Figure-4.6: Table Showing Analysis of Variance against level of Employee Engagement amongst respondent's opinion on variables pertaining to Virtual Employee Experience.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	83.904	3	27.968	181.888	.000[b]
	Residual	20.758	135	.154		
	Total	104.662	138			
a. Dependent Variable: Employee Engagement.						
b. Predictors: (Constant), Work Life Integration, Culture, Stress.						

The model was tested with 3 set of predictor variables which are considered to be the strong indicators of virtual experience and all the individual variables met the entry requirement and included in the model. The multiple correlation coefficient R = 0.895 shows a substantial correlation between the 3 set of predictor variables and the dependant variable. The value of R^2= 0. 802 indicate that about 80.2 % of the variance in the dependant variable is explained by the 3 set of predictor variables. The values of regression coefficients, reveals the relative influence of the independent variables on the dependant variable i.e., Level of Employee Engagement. ANOVA test also indicates a significant influence of predictor variables on the dependent variable, which is evident from figure 4. 6 which has got F (181.888, 3) with p value 0.000, is significant at 1% significance level.

Figure-4.7: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.993	.126		7.892	.000
	Culture	.774	.074	.626	10.475	.000
	Stress	-.371	.113	-.213	-3.282	.001
	Work Life Integration	.721	.093	.511	7.789	.000
a. Dependent Variable: Employee Engagement						

The values of regression coefficients, reveals the relative influence of the independent variables on the dependant variable EE. From the Table of coefficients, it is learnt that, the variable Organization's Culture (OC) has got the highest influence on the Employee Engagement (0.774). Next higher influencing factor on Employee Engagement is Work Life Integration (WLI) with 0.721 and Stress(S) has got a negative effect of -0.371 over dependent variable. Regression coefficients of the three predictor variables have proved to be significant in this empirical model for Employee Engagement. Multiple regression models with computed regression coefficients are presented in figure 4.7.

Therefore the Regression equation will be,

EE = 0.993 + 0. 0.774 (OC) + 0.721 (WLI) - 0.371 (S)

The above beta values of the predictor variables, indicates positive influence over OC and WLI variables and negative influence over Stress on the employee engagement, also providing the extraneous variable (Constant) the significant space to create an impact on the dependent variable Employee Engagement. Thus the table result is not only providing the proof for the considered hypothesis, but also providing a research gap on exploring the other variables of Virtual Employee Experience in the future researches.

4.7.2 ANOVA FOR DIFFERENCE IN LEVEL OF EMPLOYEE ENGAGEMENT

Analysis of Variance Test was applied to test whether there is a Difference in Level of Employee Engagement among the sub Groups of Individual Differences. As, the analysis of variance test has computed p value less than 0.05 for the variable age, hence proved to have a significant difference in Employee engagement among their subgroups. Consolidated Results of ANOVA for Difference in Level of Employee Engagement among the Groups of Individual differences among the respondents are presented in figure 4.7.

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Figure-4.8: Table showing consolidation results of Anova for difference in level of employee engagement among the groups of individual differences

Individual Differences	Sources of Variation	Sum of Squares	df	Mean Square	F Value	Sig. p
Education	Between Groups	2.569	2	1.284	1.711	.185
	Within Groups	102.093	136	.751		
	Total	104.662	138			
Age	Between Groups	23.023	3	7.674	12.690	.000
	Within Groups	81.639	135	.605		
	Total	104.662	138			
Monthly Income	Between Groups	.575	2	.287	.376	.688
	Within Groups	104.087	136	.765		
	Total	104.662	138			

Source: Primary Data

Since the age groups have got significant differences in their level of employee engagement, descriptive analysis of the age group is presented in the figure 4.8. From the figure it can be inferred that, the age group 3 and 4 are significantly different from the other groups of age. Even though the result is positive in Anova, it could be taken as a solid proof, since the respondents are not normally distributed among the groups. Therefore Anova doesn't hold strong for this study.

5. IMPLICATION AND DISCUSSION

Even though the result is positive in Anova, it could be taken as a solid proof, since the respondents are not normally distributed among the groups. Therefore Anova doesn't hold strong for this study.

The values of regression coefficients, reveals the relative influence of the independent variables on the dependant variable EE. From the Table of coefficients, it is learnt that, the variable Organization's Culture (OC) has got the highest influence on the Employee Engagement (0.774). Next higher influencing factor on Employee Engagement is Work Life Integration (WLI) with 0.721 and Stress(S) has got a negative effect of -0.371 over dependent variable. Regression coefficients of the three predictor variables have proved to be significant in this empirical model for Employee Engagement. Multiple regression models with computed regression coefficients are presented in figure 4.7.

Analysis of Variance Test was applied to test whether there is a Difference in Level of Employee Engagement among the sub Groups of Individual Differences. As, the analysis of variance test has computed p value less than 0.05 for the variable age, hence proved to have a significant difference in Employee engagement among their subgroups. Consolidated Results of ANOVA for Difference in Level of Employee Engagement among the Groups of Individual differences among the respondents are presented in figure 4.7.

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STRENGTHS, LIMITATIONS AND FUTURE RESEARCH

The strength of this study is that organizational culture, work-life integration influencing factors for creating virtual employee experience .And employee experience helps in building employee engagement. The study found that when we have sound virtual employee experience we have high engagement. Hence we need to make more arrangements for flexible working which allows workers to opt for virtual working. This study helps HR practitioner in taking call to opt more for virtual working as it helps in balancing work life balance and reduces stress, as employees at home tend to eat homemade food and reduces their commute time and they can work more and it helps in increasing productivity.

This study is limited with sample size of 138 and limited to geographical location. Virtual employee experience is considered taking only three variables such as organizational culture, stress and work life integration and employee engagement is measured with three variables only such job and demand resources, career opportunities, reward and recognition.

There are also several avenues for future research. Researchers and HR practioners can take more variables to understand virtual employee's experience. Hence there is scope for future research on other variables influencing virtual employee experience such as interpersonal relationship with supervisor, leadership, ambience, flexible working practices etc. The similar study can be undertaken by any other organization with more responses with different variables influencing employee engagement.

CONCLUSION

This study helps in proving relationship between virtual employee experiences with employee engagement. The predictor variables, indicates positive influence over Organization culture and Work-life integration variables and negative influence over Stress on the employee engagement, also providing the extraneous variable (Constant) the significant space to create an impact on the dependent variable Employee Engagement. Thus result is not only providing the proof for the considered hypothesis, but also providing a research gap on exploring the other variables of Virtual Employee Experience in the future researches.

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BRAND EXTENSION AND BRAND VALUE: A SENTIMENT ANALYSIS

Dr. Chetan Bajaj, Ravi Teja, Akash Thakkar and Dr. Siddhartha Mishra

ABSTRACT

The main objective of this paper is to know about the relationship between the people's perception and effect of the Brand values, impact on Brand Values after the Brand extension. Exploratory research design have been used where the data have been taken from blogs, social media platforms like Facebook, twitter, linked-in. In this Paper qualitative research method have been done as the required data exists.The major findings from this paper the research has been focused on the Indian markets and the companies who have implemented the strategy of brand extension. In the recent years India has become one of the fast-moving economies and also there is a boom in an Indian economy where end number of companies with different brand names are introduced within India and also from other countries in the form of FDIs.

Keywords: Brand Extension, Brand Strategies, Brand Value, perception

INTRODUCTION

In recent years, Customers are aware of various reputed brands. Brand Extension has a greater impact on parent brand reputation and its segments. For example, the Amazon has entered into groceries' segment by connecting with local vendors to retain their customers. Brand Name is important when a company is planning to introduce a new product category or merchandise which can help the company to differentiate the product compared to competitors. The effect of various basic components of a parent brand image stays unexplored. The development of relationship advertising, world view perceives marks as accomplices of buyers, accordingly requiring a move from value-based showcasing models to models based around purchaser connections. Models in the brand augmentation writing must likewise suit this social viewpoint. Instinctively, Brand augmentations appear to impact purchaser associations with parent brands. For instance, Weight gainers stretched out from wellness focuses to low-calorie nourishments, in this way upgrading shopper connections. Rising brand augmentation finds that the nature of the relationship and connection to a parent brand image affect the market expansion assessments. With respect to impacts, the immediate effect of brand augmentations on buyer's complementary relationship-quality assessments, consumer's association to the brand's values and goals. In any case, such examinations require additionally testing.

The image of Ralph Lauren's Polo was effectively stretched from garments to housing furniture, like towels and bedding. Both the bedding and dress are manufactured from linen and makes qualified customer capacity of warmth and solace. Utilizing its reputation, Arm and Hammer has extended from fundamental Baking Soda into classification of oral care and clothing care. If we underscored its keen attributes , the freshening, cleaning up properties of its center item, Arm and Hammer with its progress could use those characteristics into new classes. Now coming to virgin group illustration, which was recorded as first name that broadened its image in effective way commonly; from transportations like planes, trains to recreations centers and video stores, best example is Virgin Megastores.

The expanded enthusiasm for the brand identity builds a vital significance. It has turned out to be more evident. A reputed brand image can aid to make a one of a kind and ideal relationship in shopper memory and upgrade the Brand value. Accordingly, Brand identity is an vital factor for achievement of a brand as far as decision. In fact, a reputed brand identity can bring about buyers having more grounded enthusiastic connections to the brand and more trust worthy cum dependability. From an authoritative point of view, brand identity energizes firms to speak with customers regarding the brand, a noteworthy part in publicizing special endeavors

This paper focuses on the customers way of thinking about the new extension of the brand, Value of the Brand after the extension and relation between the both by capturing the people's perception about the brand using qualitative research method. This paper can help the Brand Managers to come out with the different strategies which can help the company to grow and to pull more customers / users for the product

LITERATURE REVIEW

Companies utilize the **"S.P.I.N"** (Situation, Problem, Implication and Negotiation) technique to boost and leverage the Brand image (the total assets and retaining the value in customers). Illustration of a brand augmentation is Jello pudding pops, was being manufactured by Jello -gelatin. Consciousness of the brand name was built and expands gainfulness from contributions in excess of one item classification.

In the 1990s, 81 percent of new things used brand augmentation to make people familiar with new brands and to make bargains. There are noteworthy advantages and critical risks in brand extension procedures bringing about a weakened or extremely harm the brand image. Poor decisions for brand expansion may weaken and disintegrate the parent brand and harm the brand value. The majority of the research centres around the purchaser assessment and positive effect on parent mark. In down to earth cases, the disappointments of brand expansion are at higher rate than the positive's. A few examinations demonstrate that negative effect may weaken brand image and value. Disregarding the positive effect of brand expansion, negative affiliation and wrong correspondence methodology do mischief to the parent mark even brand family.

DIFFERENCE BETWEEN LINE EXTENSION AND BRAND EXTENSION

Product extensions or Line Extension are forms of a same brand extension stragies that work for a fragmentation of the targeted market and increases the group of work of an advertising. The case of an item augmentation is Coke against Diet Coke in a similar item category of sodas. This strategy has been taken up because of the brand devotion and brand awareness related with a current item.Buyers will probably purchase another item that has a legitimate brand name than to purchase a comparable item from a contender without a trustworthy brand name. Shoppers get an item from a brand the trust, and the organization offering the item can expand its item portfolio and possibly pick up a bigger share in the market.

For instance, "Diet" or "Cherry" assortment to its cola line, while a toy manufacturer may present new characters or new toy items in its line of activity figures. To put it normally, line augmentation changes up the current item for achieving more assorted customer base and attracting the existing customer with new alternative options in the same category.

Figure-1: Brand Extension tree

Figure-2: Brand Extension Vs Line Extension

Brand Augmentation suggests the expansion of the brand itself into new areas or markets. For instance, if a soda maker reveals a line of juices or sifted water items under its association name, this would constitute an instance of brand growth. The brand, or organisation is a set up name, consequently the name alone can serve to drive clients to attempt new things completely detached to the more settled item contributions

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Figure-3: Examples of Brand Extension

The brand extension adds to brand value utilizing theoretical frame work, Simple liner relapse investigation, correlation and sampling techniques and discovers brand augmentation have positive impact on the brand image of parent brand was studied by Sajjad et al. (2015)

The relationship of Brand augmentation, Brand mindfulness, Brand commonality, client attitude on parent value utilizing sampling techniques, clear insights, connection, regression and anova strategies to find relationship result that every one of the factors influencing brand esteem have solid positive connection. This kind of research is essential for every sort of association whose need to expansion their image offered a motivation to things in view of their thing qualities. So associations are being vigilant before making the brand has been extensively researched (Rasheed et al., 2014).

The fragile parent brands ought not be associated until the point that they have been fortified to the extent that their present relationship esteem, to comprehend mark growth criticism impacts inside the setting of consumer–brand associations utilizing a cross-sectional survey design (Dwivedi et al., 2012). The Purchasers examine integrity of fit among an augmentation and a parent brand utilizing control conditioning, quantitative method by sampling technique and finds the assessments of brand extensions rely upon the apparent attack of the new item in connection to the current brand (Pina et al. 2003).

Smith et al (2005), the effect of brand augmentations on parent identity using Aaker's scale to measure the last using Experimental examination controlling expansion fit (great/ poor fit), controlling for mark nature and including a control gathering and finds that there is no unfriendly impact on the estimation of core brand in light of presenting augmentations.

Swaminathan et al. (2001), says the positive corresponding impacts of increase trial exist, especially among non-faithful customers and among predominant nonusers of the parent brand. These positive corresponding impacts additionally seem to change over into increment in piece of the market, direct the nearness and size of positive proportional impacts. Also, negative complementary impacts of unsuccessful augmentations exist among earlier clients of the parent brand.

The effect of extensions directed by parent brand strength, augmentation fit, extension number, and item class crowdedness utilizing qualitative technique - anova test by sampling method and finds non-dominant parent brands may get more benefit by presenting high fit extensions (e.g., breath mints instead of soda pops for a toothpaste parent brand) to upgrade brand mindfulness (Morrin, 1999).

Keller et al. (1990), finds the different types of associations rise up out of a pondered original brands and the extensions and pick up bits of knowledge concerning why evaluations are more positive toward some of the extensions than toward others Discernments and assessments of an arrangement of six genuine brands and 20 theoretical brand expansions from 107 undergraduate business understudies is broke down subjectively how Brand names and brand affiliations are utilized by shoppers in purchasers decision. The discoveries depend on a constrained arrangement of brands and subsequently speculation past that set ought to be made with alert. Further, as study 1 gives just correlation information, the quality of its suggestions is constrained. With these qualifying articulations as a main priority, they offer the perceptions about shopper assessments of brand expansions in view of the exploration discoveries.

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Keller (1993), found that the article exhibits the possibility of consumer-based market value described as the differential effect of brand learning on purchaser response to the promotions of the brand. A brand is said to have positive and negative purchaser-based brand image as the customers react more emphatically to a segment of the promoting which are made for the for the brand. Brand information is conceptualized by an affiliated organize memory display as far as two parts, mark mindfulness and brand picture. Brand mindfulness comprises of acknowledgment and brand review. Brand affiliations are conceptualized as far as their qualities by type level of reflection and subjective nature, positivity, and quality and as far as their association with different relationship by compatibility distinguishing the uniqueness are more useful. Client based brand value happens when the purchaser knows about the brand and holds a few ideal, solid one of a kind brand relationship in the memory. The distinctive kinds of client-based brand value are talked about by considering the impacts of these measurements of brand information on mark dependability and purchaser reaction to item value, advancement, and appropriation methodologies.

In spite of the fact that the focal point of this examination was on the relationship between the impacts of conflicting brand expansion data and conviction weakening, they additionally investigated the issue of how these impacts may differ over augmentations from various item classes. The fundamental arrangement level was utilized to operationalise item class, by ideals of the way that the fundamental level is the one most effectively perceived and segregated by customers. Contrasts between item classifications were regarded conceivable in light of late confirmation detailed in the brand augmentation region. The vast majority of this exploration uncovers that speculation of convictions about the family brand to a brand augmentation is more prominent for expansions in item classifications like the family mark. Expecting a similar relationship exists the other way, the speculation of convictions about a brand augmentation to the family brand ought to be more noteworthy for expansions in item classes are the same as those presently possessed by the family brand value in the market. The discoveries add to the developing writing on mark augmentations by giving the principal sign that unsuccessful brand augmentations can weaken mark names by decreasing the ideal property convictions buyers have figured out how to connect with the family mark name. In addition, the information propose that weakening is a complex wonder, developing for specific kinds of mark expansions in just a few kinds of circumstances. Loken et al. (1993), suggestions of these discoveries for understanding when weakening is probably going to happen, what hypothetical model best depicts weakening impacts, and what administrative procedures can be utilized to suspect and oversee weakening impacts are talked about straightaway.

Lawson et al. (1991), has analyzed two factors that separate amongst fruitful and unsuccessful brand expansions: things incorporate likeness , Brand idea and consistency in advancement. The outcomes uncovers that, in percieving brand augmentations, purchasers consider not just the data about the item level part resemblance between the new item and the existing items related with the brand, yet also the consistency between the brand ideas and the augmentations. For both possible organized and renowned brand names, the best responses happen when Brand Augmentations are made with high brand idea consistency and other important factors which incorporates comparability. Likewise, the relative effect of these two portions complexities to some extent, subordinate upon the likelihood of the existing brand name. Right when a brand's idea is surprising with those of its improvement things, the amazing quality of Brand appears to have more basic extendibility to things with low section equivalence than the suitable brand does.

Organization based predecessors, for example, the effect of marketing mix, Longitudinal research is required, as a replication to various brands, kinds of expansions , buyer sections can be examined in future research. It should be possible in different industries.

Association based forerunners, for instance, the impact of advertising blend, Longitudinal research is required, as are replications with different brands, sorts of extensions and purchaser segments can be inspected in future research. It ought to be conceivable in various ventures.

Brand augmentation criticism impacts are generally displayed to a great extent on parent brand value and / or its segments to be specific - states of mind, picture and affiliations. All things considered, the effect on other basic aspects of a parent mark stays unexplored, making the requirement for a more up to date viewpoint on how to give input to a parent brand is conceptualized. This thesis aims to comprehend mark augmentation input impacts.

One of the upsides of reputed brands is, over time purchasers shape assumptions regarding the expectations from the brand and subsequently make certain relationship with the brand (Keller, 2008). The motivation behind why firms acquaint brand augmentations with the market as opposed to making another brand relies mostly on this fact (Arslan and Altuna, 2010).

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Particularly if intemperate expansions are made, the distinctive affiliation might lead to downfall in the margin of profit which may cause weakening of the brand image (Dacin and Smith, 1994; Aaker, 2004). Brand augmentations, particularly which are not successful may weaken brand images by "reducing the positive characteristic convictions customers have figured out how to connect with the parent brand." (Loken and John, 1993).

From the above evidences of the literature India finds scarcity of research in the field of sentimental analysis based on brand extension. Most of the research have addressed these issues in European and American context. There is a real need of extensive study on brand extension, value and sentiments of brand followers. A comprehensive study on brand rankings based on extension has been attempted in this piece of research.

RESEARCH METHODOLOGY

The main objective of this paper was to know the effect on brand value when the company has gone for brand extension considering the ranks of companies and the people's opinions about the new brand extension.

Exploratory research design has been used where the data have been taken from blogs, social media platforms like Facebook, twitter, linked-in. In this paper used qualitative research method as the required data exists. The nature of the survey will be cross-sectional.

Brand extension is a strategic move by a company who is doing well and have a reputed brand equity in the existing segments by constructing the image in the customer's mind with explicit feature, fantabulous service. So, they have the intention to grab the new segmented market by interpreting the features of the competitor's products in the market based on the customers reviews and needs. Brand Managers can develop the product and endorse the same among the potential leads through word of mouth. The companies have been decided based on the brand value and reputation of the brands in the people's mind which have gone for brand extension. The brand value, brand rankings for the various companies have been considered based on various factors, year of extension from Interbrand, Brand Value, Company websites. The people's opinions have been considered from various social media platforms like twitter, linked-in, Facebook, blogs to explore relationship between brand value and people's perception about the brand on top of their mind. Sampling size is 200.

The paper research has been based on the sample size of 200 opinions which have been collected from social media platforms like Facebook, linked-in, twitter, blogger spot.

Selective sampling technique have been used to collect the data for the various companies which have been considered based on the image of the brand in people's mind and have gone for brand extension. Each person's opinion has equal opportunity towards the paper

Content Analysis have been used for this paper. Firstly, qualitative analysis has been done based on the rankings which have been taken from various websites like Interbrand, brand value, Sentimental analysis using SPSS, smart excel used for analyzing the sentiments, customer reviews, blogs which have been collected from social media platforms viz. various blogs, reviews, opinion on Facebook, twitter, linked in

DATA ANALYSIS AND INTERPRETATION

Table-1: Sentiment Analysis

Company Name	Change in brand value	positive	Neutral	negative	Remarks on relationship
Hindustan Unilever	-	100%	0%	0%	Inverse
Amazon	-	66.67%	33.33%	0%	Inverse
GSK	-	33.33%	33.33%	33.33%	Mixed
Louis Vitton	-	0%	0%	100%	Direct
Toyota	+	50%	0%	50%	Mixed
Marks & Spencer	+	100%	0%	0%	Direct
Xerox	-	0%	0%	100%	Direct
Diesel	+	100%	0%	0%	Direct
Harley Davidson	+	0%	0%	100%	Inverse
Virgin	+	100%	0%	0%	Direct

Source: Authors own compilation

The sign in change of brand value in above table depicts that whether brand value has increased or decreased. Positive (+) sign depicts that brand value has increased following the brand extension. Similarly, for negative (-) sign. The percentage value under positive, neutral and negative columns are based on the -opinions which have been segregated from various blogs and social platforms.

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The Hindustan Unilever has a decline in brand value irrespective of positive opinions of the people about the brand extension as the people have already got accustomed to Patanjali. The lateral entry into this field is a disadvantage for this brand. The Lever Ayush, sub brand of has decreased because of new field extension and couldn't compete with the beast in that field.

Amazon has introduced amazon prime to extend into streaming segment, to drive the crowd to opt for the prime service by delivering the orders quickly if the customer have purchase prime subscription. The customers were too excited about it but couldn't create a buzz against Netflix as they were in this segment for years. Though most of the people's opinions are positive, the brand value of amazon has reduced

People were not satisfied with the brand extension of Louis Vuitton into the Body Care segment which is not relevant with Clothing segment. People had a perception that the existing product quality may get worse which have resulted in the low sales and brand value has decreased. Louis Vuitton was previously focusing upper class segment under the clothing. It has impacted the brand value as the new segment was not performing well compared to Nike, Wild Stone and Park avenue.

GSK was initially focusing on malt-based products. it has extended into various segments. all new products other than biscuits couldn't sustain the competition, which resulted in withdrawal of those products. As a result, the brand value has been decreased.

People had Toyota as an economical car on top of the mind. when Toyota has announced about their new brand Lexus. some of the people are happy that they can expect the high-end product with affordable cost as Toyota is trusted by the millions. Some of them were unhappy as it might result in the upgrade of cost for existing products as they may generate the more revenue out of the new brand Lexus. Despite this, the brand value has increased as Toyota was going good in both segments.

Marks & Spencer – People were satisfied with new brand extension of marks & Spencer as they were focused on economic daily products. People got accustomed to it and brand value got increased as they had perception that as this product was good their value for money is more and people has increased their footfalls to marks and spencer which increased the brand value.

Xerox brand value has decreased and people were not satisfied as they have gone into other technical products like computer this resulted in negative impact to customers as people were thinking Copier means Xerox. So, they were not happy about extension and because of canon copiers the brand value has gone down.

Diesel entered into bags segment which is related to jeans cloth and as there were no cloth bags people got accustomed it as they were doing well people thought of trying it, because of quality and specifications people were happy it impacted in more sales as a result brand value has increased.

Harley Davidson brand extension into perfumes were too far extension to existing products. As a result, people were not satisfied and it impacted the existing apparels sales but sales in bikes products in that year has increased so brand value has increased.

Virgin is into every field they are doing the analysis in proper way about the flaws of existing brands and creating a new value with extra features what people demanded it has become positive for them and brand value has increased.

RESULTS AND DISCUSSION

The brands which have gone for brand extension have been analyzed and based on the analysis done for the data which have been accumulated from the various sources, if the brand has undergone extension which is irrelevant to the existing segments then the results might go for a toss unless a proper research is carried out about the existing products by the competitors and develop a unique marketing strategy, product development, R&D and market testing.

The data have been collected based on the emotions of the people from Social media platforms like Twitter, linked in, Facebook, Blogs like Quora. The brand values have been taken from renowned brand value websites, social media platforms. Most of brand extensions have occurred in Fast Moving Consumer Goods retail stores, durable segments. So, we have targeted these segments mainly. The predictions of people about new extension and Brand Value of durables were quite opposite as people didn't know what they wanted but they got accustomed to durables which are dominant in that segments. Durables needs high investment of time and money from people. As a result, people expect differentiation in the features when compared to other Brand's products and value which the products create to users. As a result, consumers place these differentiated brands on top of mind when customers think about those segments. There are very less variances in durables and

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people can’t be familiar with new features in the introductory stage of the product, they expect high value for money. Similarly, the people’s perception about FMCG products are similar, direct relationship with brand value change after the extension of brands because FMCG products are low valued products and people can relate the existing products characteristics from the particular FMCG brands with the extended version of brands of the same company. So, it provokes the mind of the customers to try the extended brands so they could compare the products with the competitor’s products in the market. So, it has direct relationship with brands extension value

CONCLUSION

The main purpose of this paper is about the relationship between the people’s perception and effect of the Brand values, impact on Brand Values after the Brand extension. The people’s perception is true about the effect of brand extension value in Fast Moving Consumer Goods as they can inter relate the brands products as they use those products frequently and they are keen to know about the attributes of the products.

The solution have been found after doing the studies is that in today’s Internet of things(IOT) world people have become smarter and aware about the brands and products in the market they can easily get to know all the details of the brands on a single click and after doing the research and comparison they finally decide to with the particular brands because in the consumer durable product category people have got different perceptions which are quite ambiguous as they have got accustomed to cult brands today, higher is the buzz about the product higher will be the demand for the products. This particular category of products have a very limited customers and based on the post purchase service the brand position of company sustain in the market for the long run. It drives the repetition of purchases which in turn increases the brand value and therefore create a positive perception about the brand in the mind of customers.

The users of the products agree that brand equity, awareness of the brands, the brand’s importance, positioning in their mind, customer buying aspects, attitude. The data was limited only to the people’s perception from various websites , social media platforms, future research can be done based on monetary value of the Brand, the attitude of customer buying patterns, repetitive behavior of customers through surveys , in addition there is no data found on similar product extensions that have failed in the recent years, and after the extension which may be useful to take more precise action based on the accurate change in the Brand Value in terms of numerical data.

The major findings from this paper is to focus the Indian markets and the companies who have implemented this strategy of brand extension. In the recent years India has become one of the fast-moving economies and also there is a boom in an Indian economy where end number of companies with different brand names are introduced within India and also from outside India in the form of FDIs. Therefore, there are so many companies with different brands into different product category who wants to know and understand the consumers and their perception towards brand extension and based on the research the company finds the positivity and negativity and further this finding help the companies whether to move forward with the brand extension or to stop.

Now the limitations are that the Brand directors of the respective companies need to think about the impacts in analyzing the advantages of expansion, people’s perception in improving the interest of the Umbrella brand among earlier nonusers of this brand has been ignored as an imperative included advantage of the expansion system.

The presentation of a brand augmentation likewise has related dangers. The disappointment of a brand expansion can hurt brand value by delivering negative complementary impacts. In opposition to what was accepted beforehand, this gives off an impression of being the situation notwithstanding when the expansion is presented in a class with moderately little closeness to the parent classification.

This paper also has the future studies to conduct and recommends the researchers to conduct the Market surveys to know the expectations of the people about the existing brands before embarking upon the brand extension strategy and new product development

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COMPARATIVE STUDY ON TWO-WHEELER ADVERTISEMENT IN PRINT AND BROADCAST MEDIA

Dr. J. John Adaikalam
Assistant Professor, Department of Business Administration, Annamalai University, Annamalainagar

INTRODUCTION

Advertising is one among the promotion mix of a company that is carried out primarily not only to drive the sales of the products and services but also to build a brand identity and communicate changes or new product /services to the customers. Advertising has become an essential element of the corporate world and hence the companies assign a significant amount of revenues as their advertising budget.

A good advertising campaign involves lot of creativity and imagination. When the message of the advertiser matches the expectations of consumers, that creativity makes way for successful campaign. Two major media used by the advertisers are the newspaper and television since they reach a large population regularly. This study is carried out to discuss the comparison between television advertisement and newspaper advertisement.

REVIEW OF LITERATURE

Hammer, Riebe and Kennedy (2009) documented the empirical patterns for how advertising works in television and radio with different levels of clutter. The data sets were collected in Australia as part of academic and industry studies between 2001 and 2007, building on previous work conducted in the United States and Europe. Television and radio were chosen because of their market dominance. It was found that the impact of clutter was not large, especially when compared to creative elements of executions.

Nagar (2009) conducted a study to analyze the Advertising Effectiveness in various media among the customers who are users of both the television as well as the Web. The variables comprised of informativeness, attention, emotions, precipitating action, attitude, entertainment, irritation, and deceptiveness. The results indicated that the Web is perceived as an efficient medium for conveying information. Web ads are not considered to be deceptive. However, TV ads help in changing and maintaining attitudes towards the advertised products/ services better than Web ads. Advertising clutter in both the media generate a high level of irritation among users. Web advertisements have come of age, and may soon be comparable to TV on all the factors of advertising effectiveness.

Saadeghvaziri and Seyedjavadain (2011) conducted a study to compare mobile advertising with advertising-in-general. The factors used in the study that may influence attitude toward advertising were irritation, informativeness, and trust. To examine the difference between consumer attitude toward mobile advertising and advertising-in-general, paired test was conducted. The results indicated that indicate that (1) consumers hold positive attitudes toward mobile advertising and advertising-in-general, (2) However consumers don’t trust mobile advertising and advertising-in-general. (3) Consumers are more positive about advertising-in-general than mobile advertising.

RESEARCH METHODOLOGY

The objective of the study is to carry out the comparison between newspaper advertisement and television advertisement. A repeated measure design was used to find out the comparison of newspaper and television advertisement. The respondents were given two trials, one with a newspaper advertisement and the second with the television advertisement and their response were recorded. A list of 12 adjectives viz. Creativity, Information about product features, Information about product availability, Recall, Recognize, Amusing, Appealing, Credibility, Confusing, Worth remembering, Imitating and Easy Remembrance were collected from reviews (Katherine Gallagher, et al., 2001) and equal number of statements common to both newspaper and television, describing the characteristics of the advertisements were selected and formed a questionnaire. It was administered among the respondents to find their opinion regarding both the media.

200 students were selected as a sample for the study based on convenience sampling (Li-Yun Chan, et al., 2010; Decrop, 2007). This non-probabilistic sampling procedure may result in reducing the ability to generalize the results.

ANALYSIS AND DISCUSSION

The comparisons are carried out using the Wilcoxon matched-pairs signed-ranks test. It is a non-parametric test that analyses the differences between the paired observations, taking into account the magnitude of the differences. The outcomes of the test are discussed in the following sections.

CREATIVITY

From the above table 1, it is inferred that there are 102 negatives and 47 positives (newspaper – television). This infers that the respondents have found more creativity in television advertisement. There are 51 ties which reflect the scores for creativity equal for both television and newspaper. Furthermore, the probability associated with the z statistic is less than 0.05, indicating that the difference is indeed significant.

It is well understood that the television media possess the special feature that the real product can be shown or animated. Therefore, there exists a significant difference among the television and newspaper advertisement when creativity is concerned. Study results of Brian and Daniel (2005) indicate that creative commercials facilitate unaided recall.

INFORMATION ABOUT PRODUCT FEATURES

It is observed from the above table 1 that there are 75 negatives and 63 positives (newspaper – television). There are also 62 ties among the scores. The above values suggest that there is no major difference among the respondents as far as the information about the product feature is concerned. But the mean value for television advertisement is 2.38 which is slightly greater than 2.30 for newspaper advertisement. This reflects that television is slightly better in providing information about product features.

The probability associated with the z statistic is 0.300 which is greater than 0.05, indicating that there is no significant difference among television and newspaper.

Table-1: Wilcoxon Matched-Pairs Signed-Ranks Test for Comparing Television and Newspaper Advertisement

Statement	Newspaper Ad		Television Ad		NP - TV			Wilcoxon Value	p
	Mean	SD	Mean	SD	-ve	+ve	Ties		
More creativity in	2.19	0.623	2.50	0.679	102	47	51	-4.161(a)	0.000*
More information of product features	2.30	0.666	2.38	0.684	75	63	62	-1.037(a)	0.300 (NS)
More information about product availability	2.32	0.641	2.26	0.645	53	61	86	-.927(b)	0.354 (NS)
Information easy to recall in	2.20	0.715	2.41	0.710	80	51	69	-2.825(a)	0.005*
Information easy to recognize in	2.21	0.614	2.35	0.656	72	44	84	-2.028(a)	0.043 (NS)
Ads are amusing in	2.10	0.649	2.30	0.611	65	33	102	-3.515(a)	0.000*
Ads are appealing in	2.16	0.670	2.23	0.670	60	47	93	-.955(a)	0.339 (NS)
Information believable in	2.22	0.697	2.19	0.692	58	62	80	-.419(b)	0.675 (NS)
Information confusing in	1.93	0.744	2.08	0.739	69	52	79	-2.036(a)	0.042**
Worth remembering	2.15	0.639	2.19	0.699	64	53	83	-.659(a)	0.510 (NS)
Imitating	2.04	0.671	2.12	0.715	64	46	90	-1.108(a)	0.268 (NS)
Easy to remember	2.22	0.711	2.40	0.744	82	49	69	-2.321(a)	.020**

a Based on positive ranks
b Based on negative ranks
* Significant at 1% level
** Significant at 5% level
NS - Not Significant
Source: Primary Data Computed

INFORMATION ABOUT PRODUCT AVAILABILITY

From the above table 1, it is observed that there are 53 negatives and 61 positives (newspaper – television). There are also 86 ties which that reflect the scores for information about product availability is in equal form for both television and newspaper advertisement. The above values also suggest that there is no major difference among the respondents as far as the information given by the advertisement about the product availability. But the mean value for television advertisement which is 2.265 is slightly less than 2.325 for newspaper advertisement. This reflects that newspaper advertisement provides slightly better or more information about the product availability.

The probability associated with the z statistic is 0.354 which is greater than 0.05, indicating that there is no significant difference between television and newspaper advertisement with respect to the information provided about product availability.

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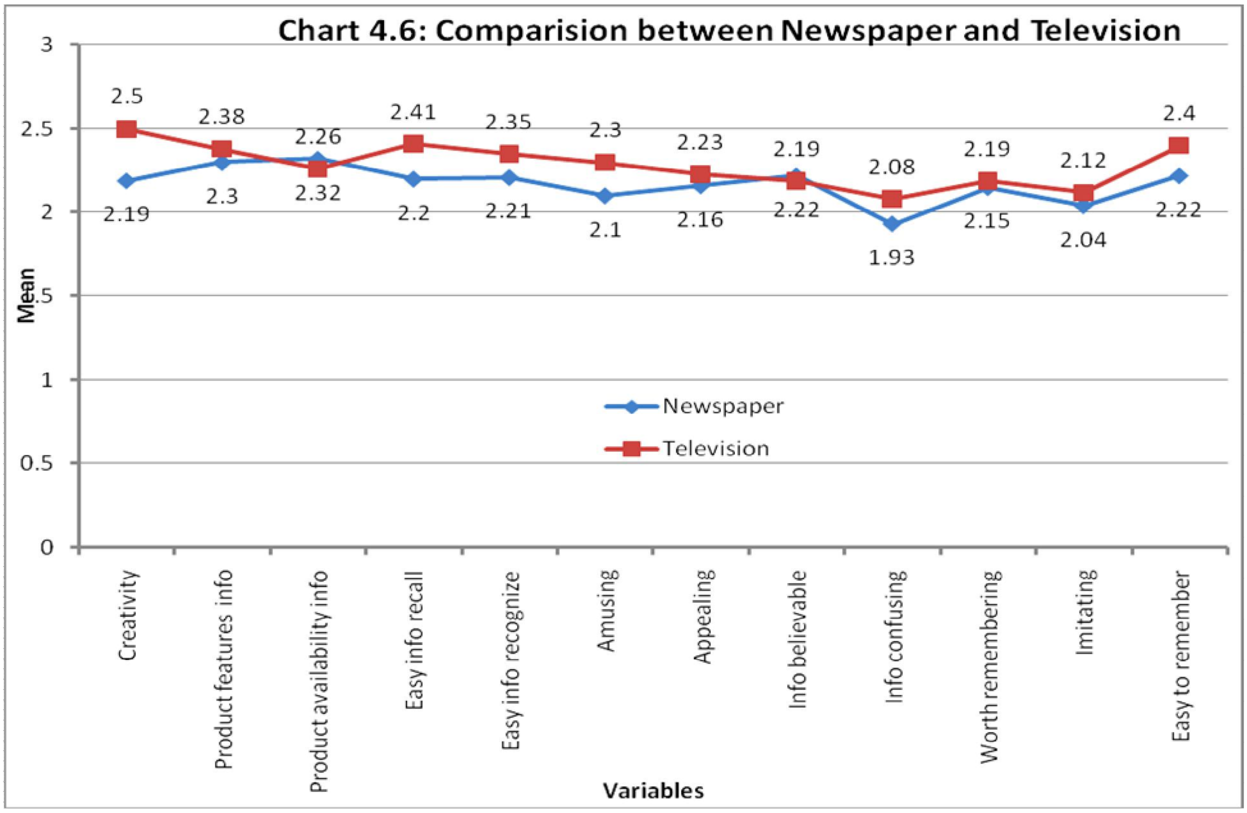

RECALL

The above table 1 notifies that there are 80 negative and 51 positive (newspaper – television) scores among the response. This infers that the respondents have felt that television advertisement is easy to recall the message. There are 69 ties which reflect the 69 respondents score equal for both television and newspaper advertisement as far as recall is concerned. Furthermore, the probability value 0.005 associated with the z statistic is less than 0.05, indicating that the difference is indeed significant.

It was quite understood from the mean value that television advertisement (2.41) is felt easier to recall than newspaper advertisement (2.20). Therefore there exists a significant difference between the television and newspaper advertisements as far as recall is concerned.

RECOGNIZE

The above table 1 notifies that there are 72 negative and 44 positive (newspaper – television) scores among the responses. This infers that the respondents have felt that the television advertisement is easy to recognize the message and product. There are 84 ties which reflect the 84 respondents score equal for both television and newspaper advertisement as far as recognizing the product is concerned. Furthermore, the probability value 0.043 associated with the z statistic is less than 0.05, indicating that there exists a significant difference between the newspaper and television advertisement.

It is well understood from the mean value that the television advertisement (2.355) is felt easier to recognize the product than newspaper advertisement (2.210). Therefore, there exists a significant difference between the television and newspaper advertisement with respect to recognizing the product.

AMUSING

It is inferred from the above table 1 that there are 65 negatives and 33 positives (newspaper – television). There are also 102 ties among the scores. The above values suggest that the respondents have felt that television advertisement is more amusing than newspaper advertisement. Higher mean value for television advertisement (2.305) when compared to newspaper advertisement (2.100) also supports the above statement.

The probability associated with the z statistic is 0.000 which is less than 0.05, indicating that there is a significant difference between television and newspaper advertisement with respect to amusing.

APPEALING

It is observed from the above table 1 that there are 60 negatives and 47 positives (newspaper – television). There are also 93 ties among the scores. The above values suggest that there is no major difference among the respondents as far as the appealing (pleasing) was concerned. But the mean value for television advertisement is

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2.230 which are slightly greater than 2.165 for newspaper advertisement. It reflects that the television advertisement is slightly better in appealing.

The probability corresponding to the z statistic is 0.339 and is greater than 0.05, indicating that there is no significant difference between television and newspaper advertisement.

CREDIBILITY

From the above table 1, it is observed that there are 58 negatives and 62 positives (newspaper – television). There are also 80 ties which reflect that 80 respondent scores for information is realistic for both television and newspaper advertisement. The above values also suggest that there is no major difference between the respondents as far as the credibility of the information is concerned. The mean value for television advertisement which is 2.195 and the mean value for newspaper advertisement is 2.225. This reflects that the information in newspaper advertisement is more believable than television advertisement.

The probability associated with the z statistic is 0.675 and is greater than 0.05, indicating that there is no significant difference among television and newspaper advertisement with respect to credibility.

CONFUSING

It is observed from the above table 1 that the scores recorded for confusion are 69 negatives and 52 positives (newspaper – television). There are also 79 ties among the scores. The above values suggest that there is a major difference among the respondents as far as confusion was concerned. The mean value for television advertisement is 2.08 and the mean value for newspaper advertisement is 1.935. This reflects that television advertisement confused the respondents more when compared to newspaper advertisement. It can also be interpreted that the newspaper advertisement is clearer than television advertisement.

The p-value corresponding to the z statistic is 0.042 and is less than 0.05, indicating that there is a significant difference among television and newspaper advertisement.

WORTH REMEMBERING

The above table 1 notifies that there are 64 negative and 53 positive (newspaper – television) scores among the response. This infers that the respondents have felt that the television advertisement is worth remembering. There are 83 ties which reflect that 83 respondents have scored equal for both television and newspaper advertisement as far as the above variable is concerned. Furthermore, the probability value 0.510 associated with the z statistic is greater than 0.05, indicating that there is no significant difference between the newspaper and television advertisements.

It is very well understood that the mean value of television advertisement (2.195) is slightly higher than newspaper advertisement (2.150). Therefore it can be claimed that the television advertisement is better remembered than newspaper advertisement.

IMITATING

The above table 1 notifies that there are 64 negative and 46 positive (newspaper – television) scores among the response. There were 83 ties which reflect the 83 respondents have scored equal for both television and newspaper advertisement as far as imitating is concerned. Furthermore, the probability value 0.268 associated with the z statistic is greater than 0.05, indicating that there is no significant difference between the newspaper and television advertisements.

The mean values for television and newspaper advertisement are 2.125 and 2.040 respectively. This refers that both the media are imitating the advertisement among the product. They don’t prefer to go different in their advertisement. Therefore it is inferred that advertisers produce similar advertisement for the product.

EASY REMEMBRANCE

The above table notifies that there are 82 negative and 49 positive (newspaper – television) scores among the response. This infers that the respondents have felt that the television advertisement is easy to remember the message and product. There are 69 ties which reflect that 69 respondents feel both television and newspaper advertisements were easy to remember. Furthermore, the probability value 0.020 associated with the z statistic is less than 0.05, indicating that there exists a significant difference between the newspaper and television advertisements.

It is well understood from the mean value that the television (2.405) is felt easier to remember the advertisement than the newspaper (2.225). Therefore, there exists a significant difference between the television and newspaper advertisement with respect to easy remembrance.

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DISCUSSION

Study conducted by Alan S. Gerber et al. (2011), indicate that televised ads have strong but short-lived effects. Robert C. Grass and Wallace H. Wallace (1974) have found that Television is more effective at communicating an advertising message than print for consumer products. This difference in communication effectiveness appears to be linked to the self-selective characteristics of TV viewing and print reading which relates the amount of attention a person has within each medium. Further, it also suggests that at extremely low use/purchase probabilities, the effectiveness of print approaches zero and television become the more efficient choice of advertising media. TV ads help in changing and maintaining attitudes towards the advertised products/ services better (Komal Nagar, 2009). Ads shown in television or print context are highly appreciated and result in a more positive attitude toward the ad. As opposed to a print environment, a television context, ad content and brand recall are positively influenced by a positively appreciated context (Patrick De Pelsmacker, et al. 2002).

CONCLUSION

The study reveals that information through television advertisement is easy to recall, remember and amusing compared to newspaper advertisement. They also feel that information from newspaper advertisement is more believable and that of from television is more confusing. Therefore the advertisers can consider the above findings and be more careful while designing the advertisement.

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DISRUPTIONS IN BUSINESS POLICY MARKETING FOR PUBLIC INTEREST

Sanjai Sahai
Research Scholar, Amity University, Noida

ABSTRACT

This paper is aimed to encourage the promotion of product or services in the welfare or wellbeing of general public at large, which not only affects the rights, health or finances. Policy marketing for public interest is a common concern among citizens in the management and affairs of local, state and national government.

Consider an example of Beverages Company whose policy supports, that it will not design their marketing communication in a way that directly appeals to children under 12. The company will never use in any communications created after the adoption of policy :

- *Celebrities or characters whose primary appeal is to children under the age of 12, with the exception of brand equity characters already in use.*
- *Movie tie-ins related to movies of primary appeal to children under 12.*
- *Games or contests designed to appeal primarily to children under 12.*
- *Branded toys whose primary appeal is to children under 12.*
- *Images of our products being consumed by children under 12 without an adult.*
- *Branded sponsorship of sporting and entertainment events which primarily target children under 12.*

Market activity is performed at maximum customer orientation through the use of advances in technology and information technology. The purpose of this study is to use effectively policies in the interest to address exchange processes coordination, which are closely related to the market and society. The article argues that policy marketing for public interest integrates such major categories as "quality of life", "security of production and consumption", "human values", "ecology environment", "Corporate social responsibility." Effective management of marketing first of all reflects extent of harmonization of society and a level of quality of the listed categories.

Keywords: Policy, Public interest, Marketing

1. INTRODUCTION

i. Why should marketers study public policy ?

ii What do marketers have to contribute to an understanding of public policy ?

The thoughtful answers to these questions usually involve a description of the importance of government regulation to protect consumers in the face of market limitations or failures and/or a discussion of marketing theories and techniques in the context of social marketing programs designed to serve policy objectives. Such answers clearly reflect the great majority of the content of PMPI, but they also suggest a narrow view of the relationships among marketing, markets, and government and its scope. Marketing as a discipline has much more to contribute to the discussion of public policy and, more broadly, public interest.

Public interest is "the welfare or well-being of the general public" and "appeal or relevance to the general populace.

Policy marketing and the Public Interest (PMPI) argues that the public interest must be assessed impartially and, therefore, defines the public interest as the "ex ante welfare of the representative individual." Under a thought experiment, by assuming that there is an equal chance for one to be anyone in society and, thus, could benefit or suffer from a change, the public interest is by definition enhanced whenever that change is preferred to the status quo *ex ante*. This approach is "*ex ante*", in the sense that the change is not evaluated after the fact but assessed before the fact without knowing whether one would actually benefit or suffer from it.

During the hundred or so years of its existence, the marketing discipline has developed a rich and deep body of knowledge about consumer behaviour and the means for delivering goods and services to customers. Marketing has also developed a broad array of research methods for the study of consumers, markets, and marketing activities. The discipline can be proud of the progress it has made in developing a strong empirical and theoretical foundation for understanding value delivery systems. This foundation provides marketing with a unique perspective among the many disciplines that examine human behaviour. Marketing principles are widely applied by businesses, not-for-profit organizations, and government agencies. Yet even though marketing has enjoyed such success, there is evidence that its influence on organizations has been declining. At the same time, marketing's influence on public policy, while important, has been largely limited to regulation of marketing activities or to the use of particular marketing approaches in pursuit of specific policy objectives.

Each peer-reviewed issue features a wide-ranging forum for the research, findings, and discussion of marketing topics related to business and government, including, but not limited to, issues on innovation, economic development, globalization, ecology, safety and security, nutrition and health, consumer vulnerability and protection, ethics and social responsibility, regulation and deregulation, antitrust, privacy, and intellectual property.

The “four eras” of marketing, observe that the marketing discipline emerged in response to the need to address the complexity associated with moving goods from production centres to concentrations of consumers. In contrast to the discipline of economics, which had historically focused on the production system, marketing arose to address questions and practices related to demand and distribution. The systems for the movement of goods and services (termed the Aggregate Marketing System) a critical contribution to the social welfare of a society. The reasons marketers should study public policy stem from the need to understand and manage these aggregate marketing systems. Such a systems view would also place marketing more at the centre of policy discussions.

1.1. Aim and objectives

The main aim of this paper is to provide an overview of the present trends of PMPI by highlighting the disciplinary and spatial bias and finally, to suggest future directions based on the trend of the socio-economic development of the country.

Three objectives have been set for the paper. These are

- To explore the present trend of the PMPI studies.
- To investigate the biasness and deficiencies of PMPI.
- To refocus PMPI research to the deficient or nationally considered important areas of the country

2. LITERATURE REVIEW

2.1Theoretical Perspective

PMPI is a broad concept which is concerned with overall well-being of people in the society, and it can be studied from different theoretical perspectives. Five important perspectives are

- Quality of Life.
- Security of Production and consumption.
- Ecology Environment.
- Human Values and Corporate Social Responsibility.
- Organizational values and commitments

2.1.1Quality of Life

The term Quality-of-life (QOL) is used and understood by most people as ‘goodness of life’ and being able to live successfully and happily within the environment. QOL concept should not be confused with the income based concept of standard of living. It refers to the physical, psychological, and sociological state of being of people. It is broader than happiness because it entails factors such as enjoyment and achievement. Quality of life is also broader than satisfaction because it entails variables such as aspiration and recollection. It is also broader than the wellbeing because the quality of life is neutral. It is broader than health because it entails being in the context of one or several factors. Standard indicators of the QOL include not only wealth and employment, but also the built environment, physical and mental health, education, recreation and leisure time, and social belonging. QOL is a rich concept and can be construed in different perspectives such as health approach, needs approach, QOL as happiness versus life satisfaction and the resource management approach. Over the years, the study of QOL has attracted the attention of researchers from a wide range of academic disciplines as well as interest among policy makers, planners and others in the environmental design fields. The concept is certainly interdisciplinary, and it is recognized as warranting interdisciplinary study.

QOL represents a current concern for the international policy in regards to sustainable development, most countries having a national strategy in this direction. But, before designing the strategy, there is the necessity to know the present context, which brings the need for marketing research. The marketing research theory has already a fulfilling background, with methods and instruments that can be used in any market and on any subject. Therefore, the next step is to identify the proper methods and instruments that can be used in the QOL studies, taking into consideration both approaches for this concept (objective and subjective) and adapting them to the special aspects of quality of life. As it is shown in this article, the practice has exceeded the theory by developing three categories of marketing research that are used in the QOL studies, therefore showing their applicability and highlighting their particularities. A limit for this paper can be represented by the fact that it tries to cover the entire quality of life thematic area, and therefore presents only the marketing research that analyse the concept as a whole, omitting the particularities of the marketing research in each QOL dimension. Considering the complexity of the marketing research field, corroborated with the variety of quality of life aspects, future scientific paper can specialize in the study of each QOL dimension (education, health, entertainment, social inclusion, labour market, politics and governance, personal security, welfare), therefore identifying and then deepening the analysis of the theoretic methods of marketing research within the practical studies for quality of life.

2.1.2 Security of Production and Consumption

We take example of China, which provides a stark and globally significant illustration of how changing patterns of food production and consumption (especially related to increased intake of animal protein) are creating negative impacts on biodiversity, climate, nitrogen and phosphorous cycles and the use of freshwater. However, China's rapidly growing innovation capabilities and dynamic pattern of development also offer a unique opportunity for transitions towards more sustainable and resilient agri-food systems. In particular it presents two contending (but not mutually-exclusive) pathways towards more sustainable maize production and consumption. One, which we call the 'indigenous innovation' pathway is framed by 'systemic rationalities' and characterised by a focus on R&D-intensive technologies for agricultural intensification, including the controversial use of transgenic phytase maize. The second, which we term the 'alternative' pathway, is framed by 'lifeworld rationalities' and focuses on improved management practices, shorter supply chains, agro-ecological and participatory research.

2.1.3 Ecology Environment

Marketing emerges as one of the strategic areas, firms can use to make current and future social wellbeing and respect for the environment compatible with their operations. Ecology environment marketing focuses on developing and marketing products and services that satisfy in the interest of Public while taking into account environmental sustainability. It allows to build a bridge between what the markets and public want and the firms environmental-friendly engagements and technological offerings. Firms can focus on developing new and "cleaner" products. Yet, if those products are perceived as of lower quality, overpriced, or fail to deliver on the environmental benefits, they will not attract public, and result in a negative turn on firms' performance. Hence, firms with ecology environment marketing try to look for specific interest of public, environmental aware common public profiles and ways of incorporating these insights into its offerings. While doing so firms can find ways to differentiate their products and even assist the foundation of known ecological environment brands.

2.1.4 Human Values and Corporate Social Responsibility

Corporate Social Responsibility has emerged as an important academic construct and as a factor on the agendas of all kinds of companies and particularly large organizations and conglomerates. Although there has been a relentless academic debate regarding Corporate Social Responsibility as a concept, it is now possible to state with certainty that there is no universally accepted definition of the term since on one hand, scholars continue to debate its content and meaning, and on the other hand, the largest companies seem to have found a common ground on which they have developed keys strategies and developments on the subject. While there appears to be no agreement on its definition, its conceptualization and application have been adopted enthusiastically within the business world. The definition of this marketing concept has evolved considerably. This has been led by the American Marketing Association (AMA), which brings together the world's scholars and practitioners of the discipline. The purpose of this definition effort has been to account for changes in the environment and in management practices to contribute to the further development of the discipline. Likewise, theoretical contributions have shaped the evolution of marketing thought, associating it with certain schools that have yielded fundamental concepts that for years have been subjected to study, research and practice. This integrates Corporate Social Responsibility and marketing by analysing how the marketing literature has discussed Corporate Social Responsibility by not only reviewing definitions but also major topics and perspectives discussed within the framework of its integration into the academic field, which has evidently extended to business practices. This analysis is intended to be neither exhaustive nor restrictive given the multiple conceptualizations and contributions on this object of study, but rather it aims to stress and illustrate some of these perspectives to develop a strong understanding of its scope and application. It should be noted that Corporate Social Responsibility has been discussed in a fragmented manner in the field of marketing, that some major schools of thought of the discipline have encouraged the generation of theories on this topic and that many contributions have been limited to certain dimensions of the construct within the literature. By contrast, numerous theoretical studies and categorization efforts pertaining to Corporate Social Responsibility are found in the management literature, limiting marketing to few but valuable categorizations of theoretical perspectives. In addition, when marketing scholars first started to discuss aspects related to Corporate Social Responsibility within the discipline, they initially focused on broadening marketing concepts and then analysed business social functions to currently focus on strategic ways to apply the construct, which in most cases have only focused on major company stakeholders: customers and consumers and the channels of distribution. Furthermore, given the current climate of mistrust toward businesses due to scandals mainly involving prominent accounting firms, companies in general have declared themselves ‘‘socially responsible’’ and in turn have applied strategic initiatives in this regard. In addition, it is important to define and illustrate the inclusion of Corporate Social Responsibility in the field of marketing, as it is worth developing an overview of theoretical perspectives on the integration of such concepts. The definition of marketing has changed from 1935 to 2007---2013. The discipline initially focused on distribution, next on managers’ tasks related to the design and supply of a marketing mix, and finally on the full involvement of organizations (through their relationships with different stakeholders) in societies in which they perform business activities. This evolution of the discipline’s conceptualization has focused on the ‘‘marketing approaches’’ companies should adopt, and thus it is necessary to reflect on the true scope of such approaches that currently involve a much broader collection of stakeholders in addition to consumers. Regarding the integration of the two concepts, it has been found that a growing number of organizations around the world are embracing Corporate Social Responsibility and feel the need to better understand its meaning and scope as well as its relationship to marketing. Corporate Social Responsibility actions are gradually becoming high priority corporate issues, and companies are implementing several initiatives in this regard, all of which seek to make sense of the concept and of its true magnitude. Such growing interest in this topic is partly related to its effects on consumer behaviour when consumers request more than high quality but inexpensive products from organizations.

2.1.5 Organizational values and commitments

Since its foundation, Toyota has been defending and using guiding principles in a way to manufacture reliable cars and to develop and launch innovative and high quality products and services. To do so, Toyota developed five general principles that are fundamental to its corporate culture :

- Always be true to its duties. To contribute for the firm’s wellbeing;
- Always be zealous and creative, with an effort to always be updated;
- Always be practical and simple, avoiding lack of seriousness;
- Always give an effort to build a family and amicable work environment;
- Always respect spiritual issues and don’t forget to be thankful every time.

In Toyota’s corporate social responsibility policy it specifically defines the contribution to sustainable development, reflected in its guiding principles. These principles take into account the relationship the brand has with its business partners:

- Honour the language and spirit of the law of every nation and undertake open and fair business activities;
- Respect the culture and customs of every nation and contribute to economic and social development through corporate activities;
- Dedicate the business to providing clean and safe products and to enhancing the quality of life everywhere through all of our activities;
- Create and develop advanced technologies and provide outstanding products and services that fulfil the needs of customers worldwide;
- Foster a corporate culture that enhances both individual creativity and the value of teamwork;
- Pursue growth through harmony with the global community via innovative management;

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- Work with business partners in research and manufacture to achieve stable, long-term growth and mutual benefits

3. METHODOLOGY

In order to achieve the stated objectives of the paper, the methodology adopted is a desktop research method. It is based on secondary information pertaining to the PMPI related studies, bulletins, government documents, research reports. The published information gathered from the internet search form the basic data of the study, and they are carefully analysed in order to arrive at meaningful findings, and to draw useful conclusions. Furthermore, the studies were analysed from disciplinary perspective, coverage in contents, study scope, time and subject matter. However, the internet search for literature continued for just less than a month, and hence, it was neither possible to gather all the relevant studies, nor do we claim to have covered all the PMPI studies. This is one limitation of the present paper.

4. CALL TO ACTION

For better or worse, markets and government are inextricably bound together as the means through which societies meet their needs and provision themselves. Government exercises considerable influence over markets, but markets also cast a long shadow over government. Even in centrally planned economies, where government has attempted to match supply and demand, markets have developed and prospered. No discipline has greater expertise related to markets, especially the demand side of markets, than marketing. Marketers have much to contribute to discussions of policy, including the identification of creative market solutions to problems as well as the design of effective and efficient nonmarket (government) intervention when needed. *PMPI* provides an especially appropriate vehicle for such work.

The marketing discipline has expertise that can make important contributions to the welfare of society, and it is in the interest of the discipline to apply this expertise. Marketing's reputation and prestige will be enhanced if it addresses issues important to society. Too much of the work related to marketing and public policy is tactical (exploring, e.g., how to design a disclosure, descriptive analysis of a problem). This essay is a call for the marketing discipline to take a broader view of its contribution. This means taking on bigger problems, with more general analyses of society's provisioning needs and how to best ensure that societal needs are met efficiently and effectively. It also means offering more creative market-based solutions to important social problems rather than tossing problems over the wall to be solved by unspecified government action. Such suggestions are, at best, intellectually lazy.

5. CONCLUSION

The brief exploration of possible implications of marketing activity at the level of policy activity could be summarizing in some conclusions and possible future research directions. As we can see, policy marketing in the public interest has evolved through time reaching a complex dimension nowadays. In the postmodern era, marketing at all levels of human activity is challenged to cope with new and complex requirements. The postmodern consumer, a hyperactive one, having access to an immense quantity of information, connectivity capabilities and mobility is more and more demanding in terms of marketing strategies. This particular image of actual consumer changes also the relationship nature between him and those who provide what he needs. If we talk about policy marketing services, as we stated before, the need correlated with such services has a special status for every individual. The emotional involvement is higher and the dynamics of the need related with policy marketing is also a typical. In this context, applying marketing principles will be always a challenge. As we can see, in the process of identifying the best methods, strategies to fulfil such needs, marketers have to bear in mind the delicate problem raised by the ethics. The act has its own ethics, because has to deal with the very essence of the human bean, and all the actors involved (doctors, policy makers, patients, etc.) have to connect themselves to these ethical principles. On the other hand marketing activity has also its own ethics, its own code of conduct (stated already by many specialists or professional organization like AMA, ESOMAR, etc.). Putting together these principles represents a challenge and in the same time a necessity.

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DISRUPTIVE TECHNOLOGY IN HUMAN RESOURCE MANAGEMENT -FROM THE BLOGGERS PERSPECTIVE

Dr. K. Sunitha
Associate Professor, KGR Institute of Technology & Management, Hyderabad

ABSTRACT
The world is stepping into a golden era of unit of time technology solutions that area unit taking HRM to a completely new level. Large improvisation in unit of time technology and progressive men solutions is needed to be meted out to realize most worker expertise and improved property performance. The rising would like for a prime quality digital unit of time expertise have created true disruption to a site that are comparatively stable for many years. Thus, quick dynamical business surroundings and emergence of turbulent technology have created tremendous pressure on organizations and unit of time leaders to enhance business performance through innovation and other people that organizations have turned to finance in unit of time technologies with the promise to enhance HR's impact in business. However, it's as well true that just place Technology implementations, as not money in alternative rudiments of the component of time association, can't efficiently drive the commerce consequences. Technology unaccompanied isn't sufficient

The document aims to learn the bloggers viewpoint on the up-and-coming change in knowledge which is the troublesome knowledge in HRM. Will this troublesome technology be a benefit to HR organizations in attainment the goal of better HR performance? The learn based on inside of bloggers opinions enlightening that disruptive skill will not simply stay as a disturbance but also show to be an chance to achieve utmost impact in HR today, merely when the HR organization, its populace, capabilities, and the programs are distorted along with completion of HR technology.

Keywords: HR Technology, HRM, Workforce solutions, Digital HR, Disruptive technology, Hybrid Workers, Bloggers.

1. INTRODUCTION

HRM is concerned with the "people" dimension in management. as every organization is made up of citizens, obtain their services, increasing their ability, inspiring them to elevated level of presentation and make sure that they carry on to uphold their promise to the Organization are important to attain organizational objectives. This is true in spite of of kind of association Govt, commerce, tutoring, fitness, leisure or communal action. Those organizations that are clever to acquire, expand, rouse and stay exceptional employees resolve be together efficient, able to attain their aim, and well-organized (increasing the slightest amount of possessions necessary). Those associations that are incompetent and unproductive risk the hazards of fester or going out of commerce.

- According to Thomas G. Spates, HRM is a policy of the customs of organize and treat individuals at job so that they willpower get the maximum probable understanding of their inherent ability, thus attain utmost competence for themselves and their cluster and thereby charitable to the venture of which they are a fraction its formative spirited benefit and its best outcome.
- In the words of Flippo, HRM is the planning organizing, directing, and controlling of the procurement, developments, compensation, integration and maintenance and separation of human resources to the end that personal, organizational and communal object are talented.
    - HRM
    - Job and job design
    - Recruitment
    - Training and development
    - Performance assessment and review
    - Reimbursement and prize
    - Employee defense and symbol
    - Organization improvement.

To effectively manage this process, human resources systems are planned, developed and implemented through the combined efforts of all managers and human resources specialists – and frequently all employees – in an

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organization. Overall, the systems are intended to achieve organization-wide goals and contribute to organizational effectiveness and productivity. From the foregoing definitions it may be concluded that there is no standard definition of the term 'HRM', some authorities have defined it in terms of its functions, some others in terms of its objects and some in terms of human relationships.

Thus, human resource management refers to set of programmes, functions and activities designed and carried out in order to maximize both employees as well as organizational effectiveness.

OBJECTIVES OF HRM

Since HRM is an essential fraction of management, its major object is the same with that of latter, continued continuation and increase to help the association to attain its objectives, HRM contribute by assure a rich and unremitting bring in of H.R. Further, to create organization successful and competent, HRM aims at harmonized efforts of the capable managers and staff towards the final goal. The universal object of HRM is to add towards comprehension of firm goals. The exact objectives of HRM include the following:

1. Efficient utilization of people's skills and ability HRM aims at utilize the people's skill and ability, in order to attain managerial as well as individual goal. Efficient utilization of manpower is positive not only to the Organization other than also to the staff and consumers Human resource manager must ensure so as to essential action is in use to make the fullest utilization of manpower.

2. Provision of trained and aggravated employees the human resource manager provide to the Organization healthy trained and aggravated workers, which is the most precious asset of an Organization. The human resource boss, for achieve this objective, create a surroundings which is favorable to the enlargement of well-trained and well aggravated employees. The efficiency of human resource boss is judged on the foundation of correct type of person, at right place, at right time for an association.

3. HRM aims at as long as amenities for workers thus make sure job endorsement of the persons. This object focuses on employee's needs rather than decision-making needs.

4. HRM aims at communicate its policy to all worried in their possess language**.** Effectual message helps in structure organization picture in the center of its workers, Government and community in universal. Through effectual message, policies, goals of organization can be achieved.

Reviewing the ever-evolving information base and so the construct of HRM, it was solely throughout the 1980 to 2000, HRM react workers as 'human resource' WHO area unit important arrangement 'assets'. It's talented that human resources need included and complementary management methods so as to promise their person and communal charity to the action of arrangement goals (Rotech K.J. 2015). It totally was solely from side to side the entry of excellence, the approaches of leadership, and appreciates to assimilation of the construct of total quality management (TQM). These emergences compete as a centre stage within the playfield of HRM. Following the TQM movement because the ensuing movement of aware value reduction, we've seen the emergence of 'strategic implementations of data and communication technology' for operations for achieving the target of full human potential. The technology continues to help organizations to modify their progress and enhance capabilities; there has been a stigma in clasp amendment and adopting unit of time Technology. This stigma significantly revolves around prices, maintenance, lack of information and therefore the turn prices. This new technological system won't solely modify unit of time professionals to concentrate on evolving its role into a lot of integral a part of business however conjointly assist the organization in call making; unit of time investing technology to manage a firm's human capital. As technology is currently taking the stage of 'core competency' for a corporation to grow, unit of time technology have light-emitting diode to associate degree emergence of a real disruption to a site that has been comparatively stable for several years . The high performance through organizations has turned their priority to take a position in unit of time Technology, with the promise to boost HR's impact on business. With riotous in nature the unit of time Technology has evolved with a quantum amendment from the digitalization to the disruption to the establishment of business. Now, it's the age of 'thinking machine" applied through the unit of time IQ system developed by the IQ dynamics is getting into to the sector of human capital ensuing to the paradigm shift within the unit of time field. This technology has become 'Next huge Thing' during this era with the newest applications with facilitate of cloud application. Cloud application area unit giving platform to use computing today, the unreal Intelligence possesses its strategic priority for businesses, affects all areas of business practices across nearly in each business. AI are ever-changing the sport of unit of time with trendy tools. AI is enhancing the chance of making, engaging, and intelligent machine that operates really sort of a human for human like functions within the business also deployed to assist in body tasks in unit of time to elevate the business's efforts throughout the organization. Surely, Artificial Intelligence deploy additional unit of time software system, can still amendment the planet of labor with AN extreme promise. The newest changes in manpower technology may be a principal necessity to any business round the world. This digital and advanced technologies nowadays have modified the inspiration of unit of time operations, thereby ensuing to an occasion of ‘high impact digital HR’. However, the challenges can remain: challenge in transition to a totally digital system and therefore the revamping of existing unit of time systems to revolutionize the worker expertise.

2. STATEMENT OF THE PROBLEM

Bloggers on any problems contributes heaps by spreading information's, dialogue and discussing on the problems and phenomenon's. The bloggers are world viewers by participation and disseminations of concepts. They dialogue and cross dialogue and additionally contribute innovative concepts. Within the case of technology advancement (especially digital) of technology within the areas of human resource management witnessing tendons modification and sense of disruptive technology and innovations. On the problems of unquiet technology in HRM the blogger's are opining that make up the compass of netrosophy, explaining extreme negatives and extreme positives. Realizing this bloggers positions at the dichotomist opinions frame among the technologists, practitioners, professionals, and academicians, consultants area unit forwarding the world readers (users) their discussion and outline those area unit appeared in websites and blogs. The central question is that- however these bloggers read these tumultuous trends of technology and digitalization on HRM. What area unit their tracks of contributions, however will we have a tendency to on use of their technology views for furthering the analysis and development supported bloggers spectacle, which needs explorations and systematic articulation.

3. OBJECTIVES OF THE STUDY

To move with an aim to develop a deep insight of gift technology applications, we tend to tried to explore manifest contents on the market in net blogs particularly within the arena of time unit. The objectives are

1. To know the troubled time unit technology within the gambit of time unit arena within the up to date in the contemporary world

2. To understand the up to date and significant views of time unit technologists within the context of troubled technology that area unit penetrating to elsewhere of company and industrial world;

3. To analysis the manifest contents of web-bloggers those intent to develop the discussion on time unit Technology because the troubled technology.

4. METHODOLOGY

This study has followed strictly a qualitative analysis technique by combining content exploration methodology for developing a debate-based perspective on the technologies and their applications within the field of rising hour. Obviously, we tend to area unit giving a modest arrange to recognize the speculation development and data acquisition from techno-centric assume tanks, that has leading North American country to use Associate in Nursing epistemic analysis technique that befittingly fits to our proposition during this paper. Additionally to the manifest contents analysis of blogs, we tend to examine the bloggers views for developing the groundwork of imagining and ideating the long run technology roles in HRM and HRD.

In churning out the contents of the blogs we have a tendency to examined contents commonalities in technology problems, with legends i.e. Productivity, Wellness, versatile hands, Performance review, Talent Management, User expertise, Innovation, medical aid, Automation, HR cloud, computer science, information analytics, unit of time Technology were used because the parameters of study.

5. GLOBAL BLOGGERS'

To examine the bloggers views on unquiet technology we've got elect bloggers people who contributes websites square measure elect. The bloggers from Asia, USA and United Kingdom square measure taken in to thought to make a world perspective.

The opinions accessible in web log participation at the websites are examined to search out the individuality of their debates and problems. The contents of the discussion on 60 minutes technology and disruptions are taken for content analysis manually. The accessible blogs are tabulated in keeping with the region and continents. It absolutely was found the bloggers are interaction on the technology problems falls beneath the broad categories; they're in websites of consulting companies, websites of individual freelancers.

Table-1: The Bloggers on HR Tech (Global View)

Bloggers Asia		**Bloggers in USA**		**Bloggers in UK**	
Consulting Firms (Blogs)	Freelancers (Blogs)	Consulting Firms (Blogs)	Freelancers (Blogs)	Consulting Firms (Blogs)	Freelancers (Blogs
1.Korn Ferry Hay Group Asia	1.Best Money Moves	1.Monster Thinking	1.The HR Capitalist (By Kris Dunn)	1.The People Managemen t Blog	1.RPX2 Team
2.Mercer Limited Asia	2. Work Flexi	2. TLNT	2. Fistful of Talent (By Kris Dunn)	2.XpertHR	2. Sean Bave, VP of Talent, Stack Overflow
3.Aon Hewitt Asia	3.Blogger, People Matters	3.HR Gazette	3.Omega HR Solutions (By Mike Haber man)	3.Peronnel Today	3.Georgi Gyton and Robert Jeffery
4.Willis Towers Watson Asia	4.Recruitment Process Outsourcing at Team Lease Services	4.Robin Schooling	4.The Bartenders (Sharlyn Lauby)	4.HRZone	4.Jeff Szczepanski, COO of Stack Overflow
5.McKinsey & Company Asia-Pacific	5. People Matters	5.Sterling Talent Solutions	5.The Cynical Girl (By Laurie Ruttiemann)	5. Strategic HCM	5. Robert Jeffery
6.PwC (PricewaterhouseCooper s) Asia	6. Content at People Matters	6.Datis HR Blog	6.Steve Boese's HR Technology (By Steve Boese)	6HR Gem	6. Georgy Gyton
7.Deloitte (Asia Consulting Practice)	7. Chitchat	7.Effortless HR Blog	7. HR potential (Helen Tracy)	7.The HR Director	7.Joe Faragher
8.KPMG (Asia Consulting Practice)	8. PeopleStrong	8. HR C- suite	8.HR remix (Mellissa Fairman)		8. Ji A Min, Head Data Scientist, Ideal
9.Oracle consulting Asia	9. People Matters	9. Morning HR	9.Josh Bersin		9. Laura Chamberlian
	10. Global Data Services Practice Leader-Asia Pacific, Willis Towers Watson		10. Buzz on HR (Sarah Morgan)		10. Micheal Carthy
	11. Talent Acquisition, HCL Technologies		11.Change effect (Neil Morrision)		11. Roisin V
	12. ASK Group				12. Rob Moss, Director, Personnel Today
	13. Global HR Services and Technology, Airtel				
	14. People Matters				
	15. UpsideLMS and Co-founder of Upside Learning				
	16. Co-Founder and CEO of PeopleStrong				
	17. OD consultant				

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	18. Group President - Human Capital Management, YES Bank				
	19. HR, ONGC35				
	20. HR Global Operations at Ericsson				
	21. People Matters				
	22. AM – Content, People Matters				
	23.Editor -in-Chief, PeopleMatters				
	24. IT TeamLease Services				
	25. HCM Sales Consulting				
	26. alumnus of IIM Ahmedabad (PGDM) and UCLA (PhD)				
	27. Freelancer, People Matters.				

6. SYNTHESIZING CONTENTS OF BLOGS

Due to time unit technology particularly for digital HRM, there has been a shift from HCM cloud solutions to talent and team management software; Virtual reality; increased Reality in areas of coaching and worker engagement; quick movement time unit technical school community to develop an answer towards total welfare. Business lightness has become a replacement approach in time unit to embrace disruption. Thanks to time unit Technology, several new jobs are created requiring advanced skillets, hybrid increased human employees to figure aboard technology for a lot of significant work. It's conjointly plausible that technology can't replace the human side at work – human judgment, personal insight, human support and skilled expertise. The episteme employed in the bloggers discussion centering over the issue. The contents of the blogs thought of for presenting reveals numerous positives problems and negative problems from the purpose of organization. From the content matrix in table-1 reveals that the Asian bloggers are concentrating their discussions on productivity, wellness, flexible workforce, performance review, talent management, user expertise, innovation, digitalization, automation, HR cloud, artificial intelligence, knowledge analytics, time unit technology. Sysnthesing the discussion we are able to see regional, continental views of blogs

6.1 Asian Bloggers'

The key threads of debate among the Asian bloggers square measure on Human Resource Technology (36), computing (27), versatile manpower (27), Users expertise of Technology (26), and innovation(23) in the table-5 (content matrix on blogger contents).

Table-2: Content Metrics of Bloggers Discussions (Asia)

Bloggers	P	W	WF	PR	TM	UE	I	D	A	C	AI	DA	HRT
Korn Ferry Hay Group Asia	0	0	0	0	1	1	0	0	1	0	0	1	1
Mercer Limited Asia	0	1	1	0	0	0	1	0	1	0	0	0	1
Aon Hewitt Asia	1	0	1	0	0	1	1	0	1	1	0	1	1
Wills Tower Watson	0	0	1	0	1	0	1	1	0	0	0	1	1
McKinsey & Company Asia	1	0	0	0	0	1	0	0	0	0	1	0	1
PwC- Asia	0	0	1	0	0	1	1	1	0	1	1	1	1
Deloitte (Asia	1	0	1	1	1	1	1	0	1	1	1	1	1

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Consulting Practise)													
KPMG (Asia Consulting Practise)	1	1	1	0	1	1	1	0	1	1	1	1	1
Oracle Consulting Services	0	0	1	0	1	1	1	1	1	1	1	1	1
Illyce Glink	0	0	0	0	0	1	1	0	1	0	1	0	1
Geetha Prabhu	1	0	0	0	0	1	1	1	1	0	1	1	1
Brian Sommer	0	0	0	1	1	1	1	1	1	1	1	1	1
N. Shivakumar	1	0	1	0	1	0	0	1	0	0	1	1	1
Rucha Kulkarni	1	1	1	0	1	1	1	1	1	0	1	0	1
Anushree Sharma	0	0	0	0	1	0	0	0	0	0	1	0	1
Kavita Reddy	1	0	1	0	0	1	1	0	0	0	1	0	1
Shelley Singh	1	1	1	1	1	1	0	0	0	0	1	1	1
Megha Agarwal	1	0	0	1	1	1	0	0	0	0	1	0	1
Sambhav Raykan	1	0	1	0	1	1	1	1	1	0	0	0	1
Naveen Narayanan	1	0	1	0	1	0	0	0	0	1	1	1	1
Leena Wakankar	1	0	1	0	1	0	0	1	1	0	0	0	1
Abhay Singh	1	0	1	0	0	1	0	0	1	1	1	1	1
Priyanka Madhusudan	0	0	1	0	1	1	1	1	1	1	1	1	1
Amit Gautam	1	0	1	1	1	1	0	0	1	1	1	1	1
Pankaj Bansal	0	0	1	0	1	1	1	0	1	1	1	1	1
Amol Pawar	1	1	1	1	0	1	0	1	0	0	1	1	1
Deodutta Kurane	1	0	1	1	1	0	1	1	1	0	1	0	1
Amit Kaul	0	0	1	1	0	1	1	1	1	0	1	0	1
Priyanka Anand	1	1	1	0	0	1	1	0	0	0	1	0	1
DrArunima Shrivastava	1	0	1	1	1	0	1	1	1	1	1	1	1
Shalini Sengupta	0	0	1	0	0	0	1	1	1	0	0	0	1
Ester Martinez	0	0	1	1	0	1	1	1	1	1	1	1	1
Santosh Thangavelu	1	0	1	1	1	1	0	1	1	0	1	1	1
Srividya Sabapaty	1	0	1	0	1	1	0	1	1	0	0	0	1
Dr. Shalini Lal	0	0	0	0	0	0	1	0	0	0	0	0	1
Prashant Bhatla	0	0	0	0	1	1	1	0	1	0	1	1	1
FREQUENCY	20	6	27	11	22	26	23	18	24	13	27	21	36

Legends: P = Productivity, W= Wellness, WF= Flexible workforce, PR = Performance review, TM = Talent Management, UE =User experience, I=Innovation, D=Digitalization, A= Automation, C = HR cloud, AI=Artificial Intelligence, DA= Data analytics, HRT = HR Technology

6.2 US Bloggers

Similar to Asian bloggers we have a tendency to try to synthesize the contents of technology connected discussion through the several U.S.A. blogs. Among the U.S.A. bloggers are concentrating on threads- cherish, Human Resource Technology (20), personnel Flexibility (14), User expertise (15), Automation of hour (12), and computing (12) in human resource management (in Table-3).

Table-3: Content Metrics of Bloggers Discussions (USA)

Bloggers	P	W	WF	PR	TM	UE	I	I	A	C	AI	DA	HRT
Monster Thinking	1	1	1	0	1	1	0	1	0	0	0	0	1
TLNT	1	1	1	1	0	1	1	1	1	0	0	1	1
HR Gazette	0	1	1	0	0	1	1	1	1	0	1	1	1
Robin Schooling	1	0	1	1	0	0	1	0	1	0	1	0	1
Sterling Talent Solutions	0	0	1	1	1	1	1	0	1	0	1	0	1
Datis HR Blog	1	1	1	1	1	1	0	0	1	0	1	0	1
Effortless HR Blog	0	0	0	0	0	1	1	0	0	0	1	0	1
HR C- suite	1	0	1	1	1	1	0	0	0	0	1	0	1
Morning HR	0	0	1	1	1	1	0	0	1	0	0	0	1
The HR Capitalist	0	0	0	0	0	0	0	0	1	0	1	0	1
Fistful of Talent	1	0	0	0	1	0	0	0	0	0	0	0	1

Omega HR Solutions	0	0	1	1	1	1	0	0	1	0	0	0	1
The RBartender	1	0	0	0	1	1	0	0	0	0	0	0	1
The Cynical Girl	1	0	0	0	0	1	0	0	0	0	0	0	1
Steve Boese's HR	1	0	1	1	1	1	0	0	1	0	0	0	1
HR potential	1	1	0	0	0	0	0	0	0	0	1	1	1
HR remix	0	1	1	1	0	0	1	0	1	0	1	0	1
Josh Bersin	1	1	1	0	1	1	1	1	1	1	1	1	1
Buzz on HR	1	1	1	0	0	1	1	0	0	0	1	1	1
Change effect	1	1	1	0	0	1	1	0	1	0	1	1	1
FREQUENCY	**13**	**9**	**14**	**9**	**10**	**15**	**9**	**4**	**12**	**1**	**12**	**6**	**20**

6.3 UK Blogs

With the similar legends or threads of discussions among the USA web loggers and their blog contents square measure synthesized within the table-5. The popular thread of discussions that emphasized by the UK's bloggers on Human Resource Technology (19), Productivity (16), and personnel Flexibility (14), Talent Management (14), User's expertise (10), and computing (10) revealing frequency row within the table. Majority of UK's bloggers also are concentrating on human resource technology because the centre point of dialogue bearing on the hormone replacement therapy technology because the contents and episode of riotous technology.

7. DISCUSSION ON CONTENTS AND DEBATES

In the 3 world zones, the problem of applications of Human Resource Technology is that the pivot. The problem of manpower flexibility, user's expertise, application of computing in human resource square measure disrupting the standard human resource thanks to the digitalization. This is often truth that unit of time technology has become common issue in respect to unit of time and organizational innovation that ushered by development of digital technology.

HR technology is changing into crucial for made organization. Bloggers of Asia, USA and Great Britain have discovered that the unit of time technology could be a vital tool for aggressiveness because it helps the organizations in creating objective business selections, developing impactful work structure, increase quality of service, improve worker productivity, adding spate important to business, thereby, it's its impacts on orientating hands to organization goals. Bloggers in USA reveals that the main target of our technology has shifted from automation to putting together hour solutions whereas bloggers in UK reveals that hour technology have integrated with huge knowledge to contribute to folks management. However, the bloggers of USA and UK additionally reveal that hour should not be swayed by the flamboyant of latest technologies. it's greatly necessary to pick out the proper hour technology supported user expertise. Ineffective hour technology can solely reduce the power of a corporation to take a position in their workers Technological advancements love computing, Advanced information analytics and Cloud technology ar taking the centre stage of human capital management in conjugation of HR-tech these days. the advantages of computing, Machine learning and Cloud technology is being shared by several bloggers of Asia, USA and UK, which has, creating on demand info simply offered, contour all processes right from talent management to enlisting to worker engagement, quick process with high level of accuracy, scale back biasness and continuous improvement on errors and thereby, build prognostic choices with high level of accuracy. Thus, the newest technological advancements have crystal rectifier to raised practicality and high user expertise. However, bloggers in Asia are still revealing that computing (AI) and also the Machine Learning (ML) are at aborting stage. The bloggers of USA revealing that there's a shift from cloud solutions to team and talent management computer code, and also the next foretold stage is that the computer game. The potential uses within the business processes, love coaching and development. The bloggers of USA and United Kingdom of Great Britain and Northern Ireland have conjointly stressed that these latest technologies are able to bring total wellbeing within the sphere of each structure and staff.

Moreover, the bloggers of Asia, USA and United Kingdom of Great Britain and Northern Ireland have conjointly discovered that this troubled technology crystal rectifier to versatile men solutions, with versatile space and flexi work timings, giving rise to an oversized variety of freelance staff or gig or the written agreement staff. The bloggers of USA and United Kingdom of Great Britain and Northern Ireland conjointly united to the very fact that in future a hybrid man has to be developed to figure at the side of machines. They're in accord that it's vital to upgrade the abilities of the men to create a digital men influencing on augmenting labour those can work at the side of machines.

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Although majority of the bloggers have in agreement to the conclusion that time unit technology won't replace humans at the work i.e. the human side of work- judgment, personal insight, human support etc is undependable, however, in distinction thereto, they're conjointly revealing that adaptation of the newest time unit technology is crucial to the organization. The bloggers were though agreeing to the actual fact that the human component of the work is decreasing with the rise of technological interventions and there's a rise dependency on automation for concluding the business processes. But, the bloggers were unable to forecast to that of the roles are replaced by the long run machines. Additionally thereto, the question is- “what new jobs are created for the humans because of the turbulent technology?

8. FINDING AND FUTURE IMPLICATIONS

We might achieve the target for understanding the disruptive technology within the extent of arena within the contemporary world; this paper additionally might appreciate the modern and important views of Human Resource technologists within the context of disruptive technology that are penetrating to elsewhere of company and industrial world; finally analysis of manifest contents of web-bloggers aiming to surrogate the discussion on Human Resource Technology because the disruptive technology. The further analysis is necessary for development of deeper insights from directional and tempered web log for the aim of innovation and new system development on the troubled technology. The digital era has been heralding aggressiveness to organization that largely depends on organizational talent readiness, their skill-sets and brings in diversity of thought and views for structure excellence. This digital has brought opportunities, challenges and trends for the Human Resource perform round the globe that demand quickly dynamical necessities for novel skill-sets in fields similar to information science, AI, cloud, block chain, security etc. signaling versatile and resilience within the all sphere of human resource management. In such disruptive age, however will associate degree organization deploy the human skills in associate degree agile manner within the organization additionally as for its consumer, has become additional necessary than the past. The ensuing shift within the expectations of the men and deploying the new technology platforms to reinforce the worker expertise can therefore get multiplied attention. Building on existing Human Resource investments in technology and processes, together with core Human Resource platforms and psychological feature solutions could offer a chance to reinforce worker expertise, cut back prices and increase the standard and accuracy of unit of time services through the invention of latest personnel insights. These are one flip aspect of disruption through the unit of time technologies existing. The increased personnel nowadays, grappling the shifts toward the substitute intelligence, robotics, and therefore the open talent economy. The tech-driven the longer term geographical point and work is probably going to alter radically over succeeding few years may be a huge disruption to the established order of human resource regimes. This paper corroborates the shifts of HRM paradigms from the discussion and imaginations of technology amendment because the philosophy from the purpose of technology and alter aware thinkers-i.e. bloggers. We have a tendency not to solace on their myopic read of technology changes and therefore the conclusion. As these bloggers has not viewed the disruption from the long run art movement impacts or the technology statement in conjugation of unit of time and unit of time technology, hence, the bloggers views anyway become a stoppage for representational philosophy for application of human resource technologies. However, we have a tendency to ignore the implications of technology profession and organizational innovations. Only, our attractiveness to bloggers, to forward their views for skilled those applying technology & technocrats; they have to prognosticate on the longer term course of professional actions relevant to the forthcoming riotous technology.

The global view on technology integration in Human Resource areas concentrates on the problems of productivity, wellness, versatile manpower, performance review, talent management, user expertise, innovation, medical aid, automation, HR cloud, Artificial Intelligence, knowledge analytics, and Human Resource Technology. The outputs of this captioned analysis on bloggers motivates in exploring a netrosophy logic based mostly inquiry i.e.- “will the Human Resource technology in future disrupt the total system of human resource management in organizations elsewhere?”. Findings and summarizing the bloggers views on disruptive technology, human resource management can have more additional implications for concluding ample researches. We have a tendency to the authors have already initiated to figure on the Human Resource technology prognostication supported bloggers opinions.

To touch upon, additional or less, today, the look thinking has been acting because the tool for HR-transformation. Within the days to come “a Human Resource leader with style thinking tools could supply a strong methodology to create a culture of thought and experimentation those necessary for achievement in today’s context”. we will hope, subject to the condition that once the company leaders become style thinkers themselves, they will then begin crating such expertise for transformation for themselves and for the organization as a full. This can be factual, as like because the arithmetic of the arithmetic.

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9. CONCLUSION

The paper consistently posits a worldwide opinion(s) on the unquiet technology application within the field of unit of time and answers however techno HRM within the context of latest management may be deployed. The study finally posits the unquiet technology doesn't connotes the negativistic analysis, however offers summary on sensationalism impact of application. Really unquiet technology of unit of time might negatively impact on individuals operate human resource management; however the impact of technology driven HRM might bring several positive results. During the affiliation Barman A, 2014, in his earlier work commented “computers might surpass human brain and mind, and can replace humans in client service too” Like this, United States of America freelance blogger, Steve Bose aforementioned that technology won't solely replace humans, however conjointly dehumanize groups of people. Corroborating to the present prediction, we tend to firmly believe that technology diode HRM won't stay as HRM; it's going to get reworked as a Technology diode Resource Management (TLRM) with no human part. In riposte to the assumptions of the bulk of the bloggers on non-possibility of replacement of human resource by technology, within the earlier work bartender, A. (2014) conjointly foreseen more that by the age of 2050, if pc are going to be able to emulate human consciousness, then, would these bloggers’ and technocrats’ opinions be well-founded for future? there's little question, but, technology are going to be pin of human resource management within the returning decades of twenty first century, and that we expect techno-HRM expertise within the company world.

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EFFECT OF TECHNOLOGY ON HRM-TRENDS AND OPPORTUNITIES

Dr. Azra Kouser
HOD, Department of Commerce, Shaheen's Falcon Pu College, Bengaluru

ABSTRACT
As it is accepted by every organisation that HRM is very vital area of concentration for the successful achievements of goals, of late the technological involvement has changed the entire phase of HR functioning , as for every HR Managers it is a challenge as well as an opportunity to take up to focus on its impact on the development of HR system and its processing in the field of productivity, managing employees, idea generations, performance management, Technological effect on HR system to improve the employees skill. Technology has also focused on the recruitment, selection, training and development , evaluation , control, benefits of employees, process innovations and creativity which benefits the business of every entities for upgrading their Organisational Culture and Climate to create a very comfortable environment to work in at workplace. HRM system are developing its functional areas by adopting new creative and innovative strategies through Technology like E-HR Recruitment, E-performance management etc., Technology has changed the thinking of the HR Managers ,professional, Leaders to consider the employees as an asset of every business , Innovations in the form of upgrading of technology has replaced human with computers for getting their work done through digital ways like data based, big data, cloud computing apart from being very useful tool ,it is a challenge for all HR Managers to focus on HR as after the up gradation of Technology the expectation of the employees are at high. This paper is focused on the impact of technology on HRM on various functional areas and the challenges and opportunities arises out of innovations at work place .

Keywords: Human Resources Management, Technology, HR systems, HR Planning, Employees.

INTRODUCTION
Every aspect of operational activities are focusing on change which leads to positive impact on the concern areas . Similarly, changes in the department of Human Resources are also observed in few entities , due to which the organisations are leading their business beyond the national boundaries giving way for the opportunity for MNCs to enter in our country as well as providing route to parent country to focus its entities on International markets for its businesses to grow which is very beneficial from the point of view of enhancing the foreign exchange and to improve GDP of the country

As discussed the changes in any area can be successful when Technology adopted are upgraded and quality based, particularly HRM which is considered as the asset of the company, as without employees satisfied and well trained , achieving of the organisational objective is the dream which never be turn in true manner. HR Managers are now expected to adopt the changes in form of Innovations and creativity to boost the organisational business to survive and to grow in the market for prolong period improving its creditworthiness of the entity.

Impact of technology on various functional areas of HRM has led to very complex situation for the Leaders to be upgraded and trained to take proper managerial decisions for the operational activities of the concern.

DEFINITIONS
Edwin Flippo defines- HRM as "planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved."

TECHNOLOGY
Technology is a body of knowledge devoted to creating tools, processing actions and extracting of materials.

Various functional areas of HRM: The functional areas of human resources:

Recruiting and Staffing – The HR professional will work with the hiring managers within an organization to develop an action plan for the hiring of a diverse workforce. This may include, but may not limited to: sourcing for candidates in a creative manner; posting open jobs; screening resumes and applications; conducting telephone interviews; scheduling the in house interview; providing a tour of the facilities to the final applicants; conducting the appropriate background checks; recommending the appropriate compensation package; making the offer and preparing the offer letter and benefits information; conducting the new employee orientation program; and making sure that all new hires are enrolled in the company's benefit programs.

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Benefits – Coordination with the benefit brokers to annually review all employer-sponsored benefit plans for renewal and compliance; conducting open enrollment educational meetings with employees; making sure that employees are enrolled and terminated from each benefit program with each vendor, as appropriate; assisting managers with accident investigations and the coordination of workers' compensation; completing the OSHA logs, as needed and posting when required; and tracking all paid time off, to include the paperwork for the Family and Medical Leave Act (FMLA) and other related benefits.

Compensation – Assisting hiring managers with the writing and updating of job descriptions and maintaining them annually; reviewing salary survey data to make sure that the company is paying employees competitively within the market; maintaining internal hierarchy with regards to pay; developing and maintaining a salary administration plan for the organization; making recommendations with regards to pay, merit increases, salary structure maintenance, etc.; writing and recommending variable pay plans; making sure that the organization is compliant with the various wage and hour laws; implementing and maintaining a creative performance evaluation system for all employees.

Employee Relations – The HR Generalist is one who maintains confidentiality with all employment-related matters within the organization. He/she promotes an "open door" environment with all employees and is an active "listener" to their needs and concerns without projecting a bias opinion or taking ownership for their issue. He/she works with management to proactively resolve employee relations issues, conducts investigations and makes recommendations for resolution. He/she works with management to document disciplinary actions and makes recommendation with regards to nonmonetary rewards and recognition. The HR Generalist is actively involved in employee terminations and understands the unemployment claim and appeal process. Most conduct exit interviews with terminating employees and provide information with regards to the continuation of benefits after employment.

HR Compliance – The HR professional makes sure that the organization is compliant with all employment-related laws and requirements from a federal, state and local perspective. This may include making sure that the appropriate posters are posted and up-to-date; preparation and maintenance of all employee policies within the employee handbook; employee file maintenance; Employment Eligibility and Verification Form I-9 maintenance; and completion of all verifications of employment, reference checks, etc. for past and present employees.

Organizational Design – Strategically assisting the management team with furthering the mission, vision and business goals of the organization through a solid organizational structure is paramount. The HR professional will maintain all organizational charts; make recommendations as to changes within the structure that would benefit the organization; understand how to manage the "white space" on the organizational charts; tracks turnover rates and reasons; develops career ladders within job classifications; is involved with succession planning, and promotes active employee engagement activities throughout the organization.

Training and Development – Recommends and may create and conduct training and development programs for the entire organization to include: anti-harassment and discrimination avoidance, diversity, customer service skills, business communication skills, etc. Works with managers to create and implement on-the-job training opportunities for all employees. Tracks all training programs and employee participation and follows up with managers and employees to measure utilization of skills learned as well as evaluating additional training resources or needs.

Human Resource Information Systems (H.R.I.S.) and Payroll – Continually reviews the needs of the organization with regards to payroll and H.R.I.S. vendors and evaluates the needs for upgrades, new systems, etc. Understands payroll laws and is able to process payroll and utilize the H.R.I.S., to the fullest extent

While the functional areas, as listed above, are the primary HR-related areas, there are others tasks within each area that could be added depending upon your organization. (https://newfocushr.com/2015/04/13/the-functional-areas-of-human-resources**)**

REVIEW OF LITERATURE

Several changes in the emphasis of HR's role occurred during the last few decades. At some stage the emphasis was strongly on recordkeeping. Records of attendance, leave, salaries and a host of other things were kept manually. At that stage HR was merely viewed as a cost item on the budget **(Roodt, 2004: 23).**

Web technology is also changing the way HR professionals do their job. As a result, human resources has become the latest partner in the web development known simply as electronic human resources **(e-HR) (Mongelli, 2000: 10).**

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High priority should be given to finding ways of integrating human resources management with the core business of each municipality, ways that may differ from case to case depending on local circumstances, budgets and management capacity. Human resources management should be an integral part of corporate planning and management processes **(Sacht, 2002).**

Karakanian's (2000: 36) definition will be used. According to her, e-HR is: … the overall HR strategy that lifts HR, shifts it from the HR department and isolated HR activities, and re-distributes it to the organisation and its trusted business partners old and new. E-HR ties and integrates HR activities to other corporate processes such as finance, supply chain and customer service. Its promise is that HR is the owner of the strategy and when required it is the service broker as opposed to the provider

OBJECTIVES OF THE STUDY

- To know the concept of Technology and its impact on HRM
- To study the challenges faced by HR managers due to Technology.
- To provide few suggestions based on the study.

STATEMENT OF THE PROBLEM

As it is analysed improving the HRM department is a very complex and complicated area where the HR Managers has to look into the functions in a very drastic way **to meet the objectives of the organization,** Technology is playing a very vital rule to develop the various functional areas of HRM. Though most of the organizations have adopted changes in their operational activities of their entities but it's very **difficult to meet the challenges and to recognize the opportunities exist.** This study is taken up to fill the research gap of the areas of recognising the various new policies , opportunities and challenges to ease the work of managers for the development of HRM .

SCOPE OF THE STUDY

The study is focused on **"EFFECT OF TECHNOLOGY ON HRM-TRENDS AND OPPORTUNITIES"** to know the issues and challenges faced by the HR Managers to implement the new techniques of technology and its impact on HRM.

RESEARCH METHODOLOGY

Type of Research: the research is descriptive in nature, descriptive research includes fact findings, survey and other related types.

Sampling/ Sampling Design: The population of the study is employees of different organisations.

Sample Size: 50

Samplinf Techniques: Simple random sampling

Hypothesis: H0 = There is no relationship between technology and HRM.

H1= There is relationship between technology and HRM.

Research Instruments: Questionnaire.

PLAN OF ANALYSIS

The data collected was classified and tabulated for analysis purpose and chart and groups are used to find the conclusion to make the presentation very simple, the data gathered were presented by using statistical tools and techniques of average, percentage etc.

LIMITATION OF THE STUDY

- Time constraint
- Employees are busy for any further queries.
- Respondents are not much aware of the information about new technology adopted at workplace.

FURTHER SCOPE OF THE STUDY:

In this paper Questionnaire method are used, this study is limited to technology and its impact on the HRM, so those who interested in further research can select the other sector.

DATA ANALYSIS AND INTERPRETATION

(RESPONDENTS ARE THE EMPLOYERS AND EMPLOYEES) (50 respondents)

Systematically introduce Technology innovative ideas into work practices	Once in Two years (40) Three years (10) Four years (0) Five and above (0)	80% 20% 00% 00% ------- 100%
Technology Innovations work systems process are taken up	Capabilities of the Employees (10) Skills, knowledge ,creativity (30) By motivating the employees by monetary and non-monetary rewards. (10) None of the above (0)	20% 60% 20% 00% 100%
High commitment work system is follows based on	Aligning the interests of employer and employee by creating a mutual obligation(10) Encourage employees to identify with the goals of the organizatio (22) Employees are clearly describe the job during recruitment. (6) Empowering employees through information flows and decision making power. (14)	20% 44% 12% 28% 100%
Employees performance Management process are Exercised in your Organisation	Individual growth (8) Focus on the firm performance considering employees as an asset for the company (40) Team work outcomes (2) None of the above (0)	16% 80% 4% 00% 100%
Innovations considered as	Opportunity or threat (10) Hiring Criteria (20) Product innovations (10) Process innovations. (10)	20% 40% 20% 20% 100%
Perceptions of an Innovations focused on HRM system:	Extensive research for multiple recruitment sources (0) Flexibility in recruitment criteria. (0) Career development programmes (50) Balanced pay raise for creative performers (0)	00% 00% 100% 00% 100%
Creativity and Innovations at work place create awareness level of employees about new technology in an Organisation.	Yes (50) No (0)	100% 00% 100%
Sources of Innovations in the organisation leads to successful development of HRM:	Recognisation of individual employees services (40) Incentives, rewards and remuneration (10) Attractive compensation packages (0) None of the above. (0)	80% 20% 00% 0% 100%
Government involvement assist in the development of HRM system in the Organisation	Yes (25) No (25)	50% 50% 100%
Core challenges the HR Managers faces in the improvement of HRM system	Retention of skilled employees(8) Cultural issues (38) Team Leader incapability in handling the workers(4) None of the above(0)	16% 76% 8% 0% 100%
HR Managers tackle the challenges of retention of employees in an organization.	Awarding the employees (30) Promotions (10) Hike in remuneration(10) None of the above (0)	60% 20% 20% 100%

ANALYSIS: From the above table it is analysed that the employers respondents that 60% are of the opinion that Technology innovations work systems process are taken up in the organisation, high commitment work system is followed 44% , employees performance focuses on the firm considering employees as an assets of the

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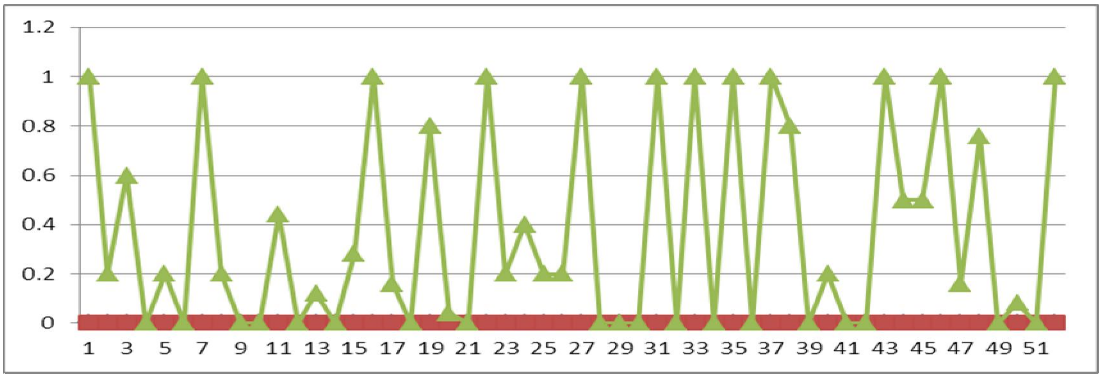
organisation 80%, 40% agrees that hiring criteria is focused as innovations more than product and process innovations, 100% of the respondents are of the opinion that they give employees career development programme more important then in flexibility and balanced pay raised for creative performance of the employees, 100% agrees that creativity and innovations at work place creates awareness levelof employees about new technology in an organisation, success of every organisation depends on the Recognisation of individual employees services 80%, where as 50% employeers are of the opinion that government involvement helps in the development of HRM , 76% of the respondents are of the opinion that cultural issues are the core challenges HR managers faces in the improvement of the HRM department in the organisation . In an organization retention of employees is a very big challenge for managers as in the opinion of the employers 60% of the employees can be retented by rewarding them by recognizing their performance in an entity



Graph showing the overall opinion of the respondents on the queries of HRM

Interpretation: From the above graph it is interpreted that HR Managers are focusing building the idea generation for the purpose of development of the Human Resources at the entities, innovations process system in an organisations are concentrated on skills knowledge where as high commitment work system considered taking employees as an Asset for the company. Performance are exercised based on Individual growth , team work outcomes .Innovations are implemented considering it as opportunities , hiring criteria and product and process innovations.Innovations and creativity are creating awareness among the employees and which helps the Managers to develop the new technology , innovations are implemented often which creating the environment in building career development programmes of the employees .Performance Management is also one of the key source of improving the HR Department in an organisation. Respondents are of the opinion that the major issues and challenges faced by them are cultural issues and retention of the skilled employees

HYPOTHESIS

Table-2

Ho= Relationship between technology and HRM

VARIABLES	RESPONSES	CHI-SUARE VALUE (CALCULATED)					CHI SQUARE VALUE (TABLE)	RESULT
		O	EF	O-E	(O-E)2	(0-E)2 / E		
YES	35	35	25	10	100	4		NULL HYPOTHESIS (THIS SHOWS THERE IS A STRONH RELATIONSHIP BETWEEN TECHNOLOGY AND HRM)
NO	15	15	25	-10	100	4		
TOTAL	50	8					3.84	

Whereas,

O= Observed

EF= Expected frequency

Alpha=0.05

Degree of freedom=K-1 Where k= 2-1= 1

STATISTICAL INFERENCE

Checking the critical value of chi square from the table against alpha 0.05 and degree of freedom k-1. The computed value of x2= 8 which is more than the table value of 3.84 hence, the null hypothesis is rejected therefore alternative hypothesis is accepted.

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FINDINGS

- Innovations and creativity are most important tools and techniques which assist the HR Managers to take up managerial decisions very effective ways
- Respondents are of the opinion that Technology innovations helps in the development of the HRM in the organisation
- High Commitment work system is followed to encourage employees to identify with the goals of the organisation which assist the managers for the improvement of the HRM department of the organization.
- Performance management is focused on employees considering as an asset of the organisation which is very essential and very crucial for the development of the HRM
- Innovations are the sources of hiring criteria and product development and process innovations
- Careers development programmes can be exercised in the organisation for the development of HRM
- HR Managers are also facing issues and challenges in the development of HRM due to cultural issues, retention of the skilled employees, improving the in capabilities of the team leaders
- HR Managers most important challenges are to retention of skilled employees by awarding the employees by recognizing their performance in the functional areas of operational activities of the entity.

SUGGESTIONS

As studied from the analysis and interpretation , it is observed that the companie are doing their best for the development of the HRM System to achieve the objectives of the entity. I would like to give few suggestions for the further improvement of the

- Technology up gradation should be done by educating the employees before it is implemented in the company
- HRM system is not easy to improve overnight proper planning is required for the organization for achieving the goals of the entity.
- HR Managers are given training for the development of relation among the leaders and employees which prove very beneficial for the positive development of the good and effective operations of the company.
- HR Managers also should encourage the employees in their career development programmes in a systematic and effective ways on continuous basis .It should not be for a period of time but as a going concern.

CONCLUSIONS

Overall it is concluded that the study proves that Technology Innovations and Creativity will have a positive impact on the development of the HRM system of every organisations.

Innovations are an effective tool and techniques which assist the HR Managers to focus on the achievements of organisational goals in an efficient manner and innovations are very vital for generating new ideas, evaluations and control of the HRM system at workplace which is very essential for the growth of the organisation as a whole. It is very important for the leaders to recognize the opportunities exist in the market for the development and improvement of HRM

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EMPLOYEE ENGAGEMENT: A REVIEW OF LITERATURE

Amir Hussain Shah[1] and Nazir Ahmed Nazir[2]
Research Scholar[1] and Professor[2], Department of Commerce, University of Kashmir, J&K

ABSTRACT
For the last two decades, the term employee engagement has created a buzz in both the academic as well as in business research. Employees constitute the integral part of an organization. In order to succeed, an organization will have to keep its employees fully involved and absorbed in everything that is happening towards their business outcomes. Though the term engagement has been recently used, its fundamentals are quite known, explored and established in the academic world. It has been discussed by various HRD professionals lately because it is believed to have a positive influence on work attitudes, work behavior and performance amongst employees. The term employee engagement has become a topic of immense interest in the HRD literature in recent years besides being acknowledged as a critical factor contributing to organizational success and having positive implications in all aspects of an organization. Employee engagement is a strategic approach for driving improvement and boosting organizational change. Organizations could achieve numerous benefits by incorporating the culture of engagement into their work environment. Consequently, engaged employees can prove to be very competitive thereby contributing to the foundation line of any business.

The present paper attempts to study the different theoretical dimensions of employee engagement with the help of the review of literature. This work may be used to provide an insight and references on some of the conceptual and practical work undertaken in the area of the said construct. We also intend to provide a comprehensive account of how employee engagement needs to be integrated within the HRM domain of an organization if engagement is to produce a sustainable competitive advantage. The present review of literature is based on peer-reviewed journal articles, working papers and other published resources on the internet.

Keywords: Employee engagement, work attitudes, competitive advantage, work environment.

INTRODUCTION
Employee engagement is a concept that has gained prominence as a human resource and business strategy over the last two decades. It has been the focus of growing interest in recent years as research in positive organizational context has expanded. Employee engagement is a progressive, enthusiastic, and affective connection with work that stimulates employees' to invest their abilities in getting the job done, not just "well" but "with excellence". It is largely seen as an internal state of being physical, mental and emotional that brings together earlier concepts of work effort, organizational commitment, job- satisfaction and workflow. Typical phrases used in employee engagement literature include 'discretionary effort', 'going the extra mile', 'feeling valued' and 'passion for work'. Employees are considered to be engaged when there is a positive attitude and also a higher degree of commitment towards their work. An organization can procure most of the assets similar to its rivals but cannot copy the skill and talent of the human resources of theirs'. Jack Welch once said, "Three things an organization should concentrate on include employee engagement, customer satisfaction, and cash flow". Employee engagement is a vital area on which an organization should concentrate to be productive and to get effective, loyal, and committed workforce. It should be a continuous process of learning, improvement, and action. Employee engagement is associated with the emotional, cognitive and physical facets of work and how these factors are integrated. Creating a culture of engagement is a long drawn process and linked to core tenants of the business such as values, culture and managerial philosophy.

The term employee engagement is embedded in academic research, though it was considered largely as a practical consultancy issue until the 1990s. Literature across disciplines lacks equivalence in defining engagement. Also several, often inconsistent, definitions of engagement exist in the literature. What is mutual to these definitions is the active use of cognition, emotions, and behaviors in engagement. Kahn (1990) argues that a person's level of engagement was a function of the experience of three psychological conditions: psychological meaningfulness, psychological safety, and psychological availability. Kahn's three conditions seem especially applicable and important for newcomers for understanding how to engage. He observed that work which is experienced as challenging, clearly delineated, varied, creative, and autonomous is most likely to be associated with the experience of psychological meaningfulness. He also found that psychological safety was affected by interpersonal relationships, group and intergroup dynamics, management styles and processes, and organizational norms. Lastly, he found that psychological availability was adversely influenced by depletion of physical, emotional and psychological resources required to invest one's self in the performance of the role. Engagement is about desire and commitment- the inclination to invest oneself and expand one's discretionary

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efforts to help the organization succeed, which is beyond simple satisfaction with the job arrangement or basic loyalty to the employer (Macey and Schnieder, 2008). Macey and Schneider (2008) classified engagement in three levels: trait engagement (disposition and cognition), physiological state engagement (affection and emotions), and behavioral engagement (behaviors). Positive affectivity reflects existing definitions of employee engagement and thus represents a central component of the engagement construct (Kang, 2010). Alfes et al. (2013) showed a positive association between perceived HRM practices and employee engagement in two independent samples. Sacks and Gruman (2014) argue that employee engagement still remains unclear in terms of its meaning and measurement. To translate it effectively into practice, it is necessary to develop new measures of the said construct based on Kahn's (1990) conceptualization and theory. Carasco-Saul et al. (2015) did a conceptual study to examine the relationship between leadership and employee engagement. They found that different leadership styles affect employee engagement directly and indirectly. Engaged employees are believed to raise workplace safety, performance, quality, customer satisfaction, sales results and financial growth (Jolton et al., 2017). Overall, however, only a limited number of studies have linked such organizational contextual-level variables with engagement and more research is required. Defining employee engagement is not an easy task. There are multiple outsets of engagement, and numerous similar concepts such as commitment, employee empowerment, organizational citizenship behavior, and motivation (Shuck & Wollard, 2010). The present study is an effort to review the literature in the area of employee engagement and present the same in an expressive and systematic manner

METHODOLOGY

The literature review method is a relevant and distinguished form of research for summarizing, analyzing, and synthesizing an extant body of literature regarding a certain phenomenon (Chermack and Passmore, 2005; Torraco, 2005). This literature review provides an outline of employee engagement and discusses how the concept has advanced through the literature, which enables definitions of employee engagement to be drawn out. The present review draws out several definitions of employee engagement in chronological order and therefore helps in understanding the extent and advancement of the concept. Relevant literature has been reviewed and expressed clearly and systematically. The present review examines the general sentiment of the literature and the evidence available across academics in terms of its definition and historical development. Methodology for the literature review has been arranged in three phases as follows:

I. A literature search to unearth references to engagement.

II. Selection and analysis of identified literature.

III. Documentation process through which the literature was schematically designed.

EVOLUTION AND DEFINITIONS

The evolution of employee engagement is grounded in work on organizational commitment and organizational citizenship behavior. Though it is related to and encompasses these concepts, employee engagement is quite distinct and broader in scope. Looking back at how the concept has evolved would help us identify the past and present states as well as provide a depth of understanding, context, and insight. The main aim of this section is to review what employee engagement means in the literature in order to identify if a clear and common idea of what engagement is can be drawn out. The literature on employee engagement is rooted in earlier research and discussion on issues of commitment and organizational behavior but means more than what these terms encapsulate.

The concept of employee engagement came to the fore after the work of William Kahn (1990) when he published his paper "psychological conditions of personal engagement and disengagement at work" in Academy of management journal. Kahn argues that engagement is reflected by the investment of employees' personal energies into their roles, physically, cognitively and emotionally. Schaufeli et al. (2002) described employee engagement as a "positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" as work engagement (p. 74). Schaufeli and Bakker (2003) defined employee engagement as "A sense of energetic and effective connection of employees with their work roles and they see themselves capable of dealing well with the demands of their job". Measure (2004) defined employee engagement as a level of commitment and engrossment of employees towards their organization and its value. The prime behavior of engaged employees is speaking positively about the organization, coworkers, potential employees, and customers, having a strong aspiration to be the member of the organization and exerting extra effort to contribute to organization success. The Corporate Leadership Council published their model of employee engagement in 2004. Engagement was anchored around a) how hard an employee had worked, and b) how long they stayed. Stairs (2005) argued that employee engagement may be defined as the degree of commitment to a particular job. According to Stairs, commitment is further divided as rational and emotional where rational commitment is driven by the self-interest of getting some financial rewards and emotional commitment by deeper beliefs about the job or organization. Shaw (2005) defines employee engagement as “translating employee potential into employee performance and business success” and thus “changing the way employees perform by utilizing the assets in the armory of internal communication professionals”. Vance (2006) says employee engagement is the extent to which employees put discretionary effort into their work, beyond the required minimum to get the job done, in the form of extra time, brainpower, or energy. Pritchard (2008) described employee engagement in terms of “Say, Stay, and Strive” where say means how employees talk about their organization with others, whereas stay stands for commitment and loyalty of employees and strive means employees are ready to do anything for their organization. Macey and Schneider (2008) argue that engagement has variously been conceived as a psychological or affective state (e.g. commitment, involvement, attachment, etc.), a performance construct (e.g. role performance, effort, observable behavior, organizational citizenship behavior etc.). The Gallup Q12 (2008) was published in the Gallup management journal by John Thackery. Consequently, an instrument was created after hundreds of focus groups and interviews. Researchers found that 12 key expectations, when satisfied, formed a good foundation for the feeling of engagement. The 12 expectations were classified into four anchors, a) Basic needs of the employee, b) Management support, c) Team work, and d) Growth. The instrument categorizes employees into engaged, not engaged and disengaged. Numerous research work has been done to prove that employees who fall under the category ‘engaged’ contribute more to the organization and to their own self from work standpoint than others do. Mark Gatenby et al. (2009) concluded that engagement is a two-way relationship between an organization and its employees. For the former, it is about creating a healthy work environment and for the later, it is a concept that places change, flexibility and continuous improvement at the center of every work role. A mutual exchange (reciprocity) will have to take place between both of them to create an engagement culture. Markos and Sridevi (2010) described employee engagement as a pleasant and positive relationship between employer and employee, where the employee is emotionally committed towards the organization and works with zeal. Their study concluded that employee engagement is a totally separate and a broader concept than job satisfaction, employee commitment, and organizational citizenship behavior. Organizations are therefore putting extra efforts to enhance the level of engagement amongst their employees. Rich, Lepine, and Crawford (2010) suggested that in engagement, organization members harness their full selves in active and complete work role performances by driving personal energy into physical, cognitive and emotional exertions. Engaged employees are described as being psychologically present, fully there, attentive, feeling connected, integrated, and focused on their role performances. They are open to themselves and others around them, connected to work, and focused on their assignments. Shuck and Wollard (2010) defined employee engagement as an “individual employee’s cognitive, emotional and behavioral state directed towards positive organizational outcomes. Litten et al. (2011) argue that employee engagement is a complex and dynamic process that reveals each individual’s unique, personal relationship with work. Cook (2012) defines engagement as “how positively the employee thinks about the organization, feels about the organization and is proactive in relation to achieving organizational goals for customers, colleagues and other stakeholders”. Truss et al. (2013) suggested that ‘engagement may constitute the mechanism through which HRM practitioners can impact individual and organizational performance’. Rana (2015) investigated the effects of a set of high involvement work practices (HIWPs) on employee engagement. HIWPs (a set of practices aimed at cultivating employees’ skills, motivation, and empowerment), consists of four core attributes, which are power, information, reward, and knowledge. This bundle of practices positively impacts job satisfaction, commitment, and performance (Butts et al. 2009), and fosters organizational competitiveness, but its association with employee engagement remains under- explored.

SUMMARY AND CONCLUSIONS

Based on the works of scholars who have studied the construct of employee engagement so far, there is no consensus regarding the universal definition of the said construct, however, the existing literature is by and large consistent in its positive view of employee engagement. As discussed above, a number of definitions have been proposed by various authors and have tried to explain the term employee engagement differently. Academic definitions of employee engagement lay more emphasis on the psychological state of engagement. These definitions describe engaged employees as being fully involved in their task, absorbed, full with energy, vigor and focused to the extent that they lose track of time at work. A recurrent theme in the literature is the idea that engagement involves employees ‘going the extra mile’, and exerting discretionary effort over and above what is normally expected. From the definitions, it is evident that there are numerous ways to define employee engagement which creates vagueness in the academic world. Macey and Schneider (2008) also argue that there is lack of consensus in the understanding of employee engagement and contended that “the meaning of employee engagement is ambiguous among both academic researchers and practitioners who use it in exchanges with clients". The reason for the ambiguity and misunderstanding might draw from the multi-faceted nature of employee engagement as both an internal mental state (as in feelings of satisfaction) and a behavioral component. Exploratory studies in this arena may be productive for the policy makers and decision making experts to harness optimum benefits from employees' hidden talents.

Further development and conceptualization of employee engagement theory is invited through lively communication between academics and practitioners in the HRD field. Due to the different interpretations of the term 'employee engagement' by scholars in the field, the development of measurement tools and a substantial theory on engagement has not come to the fore yet. Though the concept of employee engagement is gaining popularity day by day, there is a lot more to be done in making it theoretically stronger and conceptually clear. Furthermore, there is a strong need to explore which measurement scale amongst various scales developed for measuring employee engagement best measures the said construct. Different variants of measurement scales have provided a spectrum of choices, but they are not equally valued (Macey and Schneider, 2008). This means when it comes to measuring employee engagement, merely having scales is not sufficient, rather an agreed-upon scale is needed to ensure that the measured construct is free from controversy (Kulikowski, 2017; Shuck et al., 2016).

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DISRUPTION IS THE HEALTHCARE DELIVERY

Dr. Chandrika Kambam
Vice President - Clinical Services, Columbia Asia Group of Hospitals, India

In 1948, the World **Health** Organization (WHO) defined **health** with a phrase that is still used today. "**Health** is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity." In order to deliver this state of wellbeing to its people countries started putting together the infrastructure, research, training, skill development and other such industries which together became a "Health Care Industry". Modern health care is a conglomerate of products and services that are used to treat people with curative, preventive, rehabilitative and palliative care. Health care industry is one of the largest and fastest growing industry in the world.

IN INDIA:

Healthcare has become one of India's largest sectors both in terms of revenue and employment.

- During 2008-22, the market is expected to record a CAGR of 16.28 per cent.
- Indian companies are entering into mergers and acquisitions with domestic and foreign companies to drive growth and gain new markets.
- The hospital industry in India stood at Rs 4 trillion (US$ 61.79 billion) in 2017 and is expected to increase at a Compound Annual Growth Rate (CAGR) of 16-17 per cent to reach Rs 8.6 trillion (US$ 132.84 billion) by 2023.

Despite these robust numbers our governments' spending on healthcare needs is one of the lowest amongst the Developing countries. India spends about 5% of the total expenditure on Health which is around 1.7% of the GDP. Public healthcare growth has slowed down over years. In 1998 about 43% of population was served by Public Hospitals and today only 30% use the Public health care system. That means almost 70% of the health care needs are serviced by Private players, trust hospitals and non-profit institutions. This has led to the rapid growth of Private players who are growing at the rate of CAGR 16.5% year on year. The costs of procedures or hospitalization has increased anywhere from 83% to 263% in 10 yrs. i.e. 2004 to 2014. There is also a wide variation of the cost for the same procedure in different hospitals. It is also noted that 86% of rural Indian patients and 82% of urban Indian patients do not have access to any form of employer-provided or state-funded insurance.

Government of India is cognizant of this gap and is taking a 360^approach to help people of India get affordable, accessible, quality healthcare. They have capped prices for certain lifesaving drugs, stents and implants. They have created a common entrance examination throughout India. The Medical council of India is being replaced by National Medical Commission which has more representation across different states. Ayushman Bharath is world's biggest and an ambitious project to cover 10 crore family approximately implying 50 crore people based on socio economic status defined by the Socio- Economic caste census 2010.

Some of the states are also proactively implementing systems to monitor delivery of the healthcare services through State medical establishment acts.

Like the adage goes "Necessity is the mother of all invention" as we are grappling with inadequate funding, inefficient systems, lack of standardization on one hand and rising income level, ageing population, growing health awareness and changing attitude towards preventive healthcare on the other hand there lies a gap and an opportunity for many industries and entrepreneurs to come up with solutions that helps us to think out of the box and disrupt the current method of delivering health care.

Whereas there are disruptions in every area of the Healthcare industry, let me focus on the last leg that is delivery of care to the patient or customer:

PATIENTS THE CONSUMER

Invention of mobile technology and ecommerce has changed the way people interact and lead their day to day lives. Most of their work is now done online or phone at touch of a button. People have begun to quantify their fitness and health using mobile devices, apps, gamifications etc.… They are looking for similar applications in health care. In this space we have fit bits, health, Diet exercise apps, patient engagement portals, integrated call centers by hospitals and so on and so forth.

Hospitals
Hospitals are looking for solutions that will help them to standardize care delivery, minimize variations and thereby have better control on costs, quality and outcomes and systems that are intuitive and help them both from clinical and financial point of view. What started as simple electronic medical records in this space, today it is seeing a sea change from care pathways, to clinical decision support system, mobile technology for doctors to view reports and take action, telemedicine, tele ICU; finally utilizing all this data over years to come up with Artificial intelligence and machine learning process giving way for predictions and machine-based diagnosis.

Insurance Providers
Third party payers are looking for transparency in billing, helping them to understand the cost of care, population demographics and disease prevalence that will help them to predict and plan their finances better. Though there are products in this field they are not yet matured to the extent that they can make an impact.

Government agencies and regulatory bodies
Government and regulatory agencies are looking for transparent care, ability to help understand costs, monitor clinical and Para clinical staff for appropriate discharge of their skills commensurate with their training and experience. Ability to study population medicine and understand the incidence and presence of diseases. Disruptions in these area are either absent or in a very nascent stage.

Challenges in the new ecosystem
There are about 150 companies developing and working on Health care technology platforms. Their combined revenue generation is around 1billion dollars and going to increase 1.5 times by 2020. Globally the adoption rate of EHR in major countries are China (96%), Brazil (92%), France (85%), and Russia (93%) in this respect. In India the adoption at level 3 EHR is around 31%. While 66 of the 100 largest hospitals in the United States offer consumers mobile health apps, only 2 percent of patients are using them.

Though there are many technological solutions developed and deployed to help overcome the challenges in the industry their use and implementation varies widely. Information technology solutions used in public sectors include such as national health portal, online registration system, Central drug standard control organization so on and so forth. In private sectors the use of technology is far advanced in the form of electronic medical records, apps, call center, point of care devices, internet of things. Telemedicine, tele-radiology etc...

The primary reason for this slowness, is because we are all working in silos. Because of the tight regulations and data security in healthcare it is quite hard to get a holistic picture of the problem, thereby making it difficult to find solutions. Lack of Interoperability between players results in enormous amount of duplication and there by reduces the adoption of the technology at various levels. Compounded by that hospitals are suffering from adhering to old legacy systems which lacks agility and adoptability that is required for an ever changing business need. Cost of changing such a system is huge. Along with this we lack proper policies on standardization requirement of hardware, software, data security, computer literacy.

Way forward
In other areas, disruptive innovation achieves the extraordinary by an effort that is ordinary. In health care, disruption is an extraordinary effort at achieving not even the ordinary. Though executives, clinical leaders, and clinicians all are pinning their hopes for disruptive innovation in health care on outside forces, the reality is that innovation has to integrate with existing models. In other words, outsiders might build it, but insiders have to accept innovation for real, sustainable change to occur. The technology companies have to be in touch with the frontlines and make doctors and nurses an integral part of the developing solutions. Their buy in is of paramount importance in the success of the product or any innovation. Hospitals should use technology to help ease the process and systems but not to lose touch with the reality about our core existence i.e. to make a difference in peoples' life. Medicine is a uniquely personal and emotional arena — with humanity, compassion, and empathy at its core.

With changing behavior of consumers and knowledge about their health and wellbeing, the hospitals of the future will move from hospitals to home, utilize mobile technologies to stay connected with patients, care pathways to help standardize delivery of the care. The hospital beds probably will get restricted to use for post-operative care, intensive care and such other high end work. Public insurance will gradually increase the spectrum of population they cover and public private partnership has to happen in order to deliver care for such huge population base. Becoming cost effective is the need of the hour

Collaborative approach is the only way forward to solve the mammoth issues of health care delivery. Industry needs participation of Patients, Government, regulatory bodies, hospitals, technology companies, Pharma et. al.

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Together we can look at the data in a holistic manner and formulate policies and build regulatory frame work to safe guard the health of the public and deliver care to the last mile and last person which is cost effective and quality and with good clinical outcomes.

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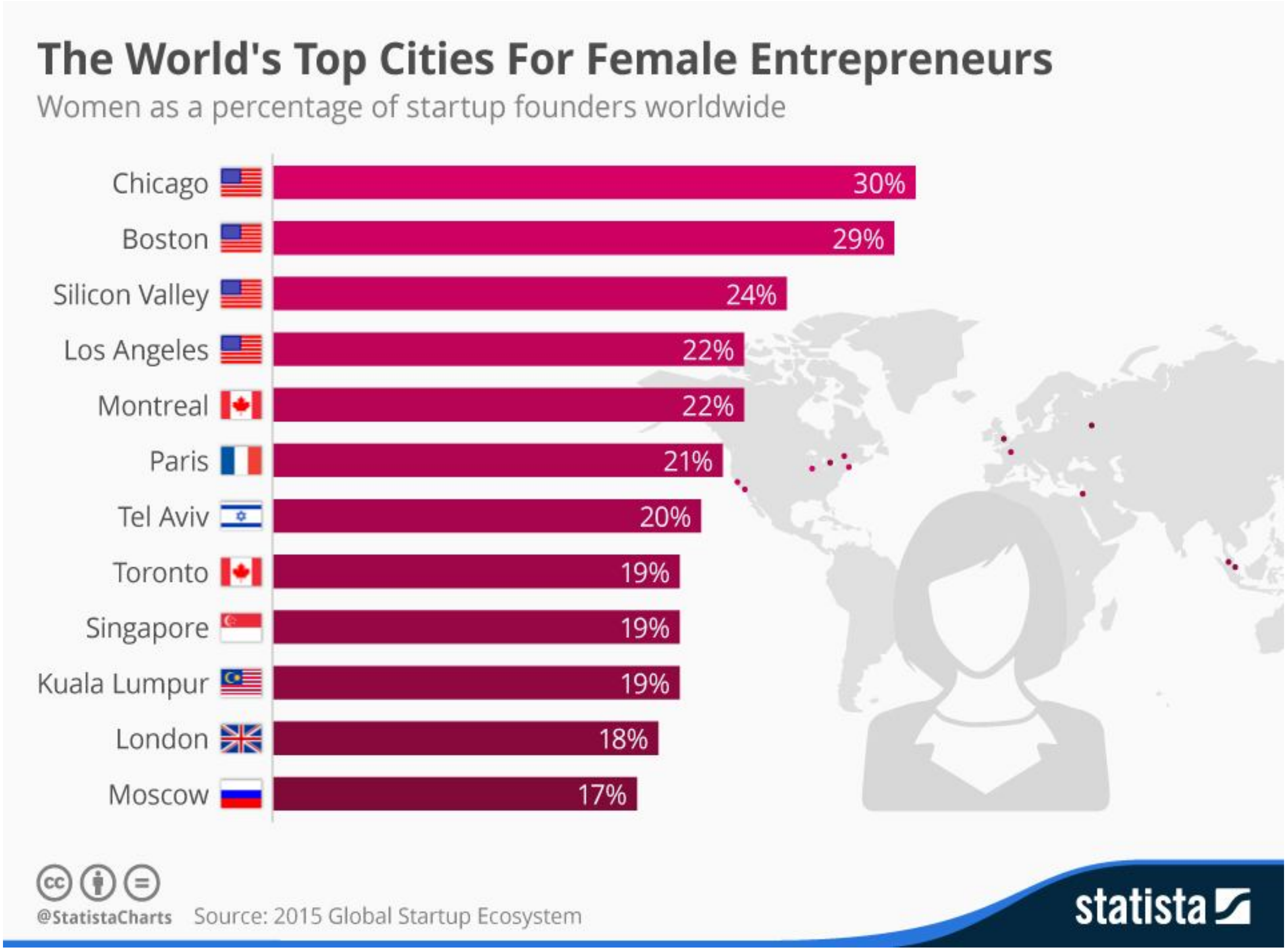
ENTREPRENEURIAL MIND SET AMONG FEMALE STUDENTS IN CHRIST UNIVERSITY

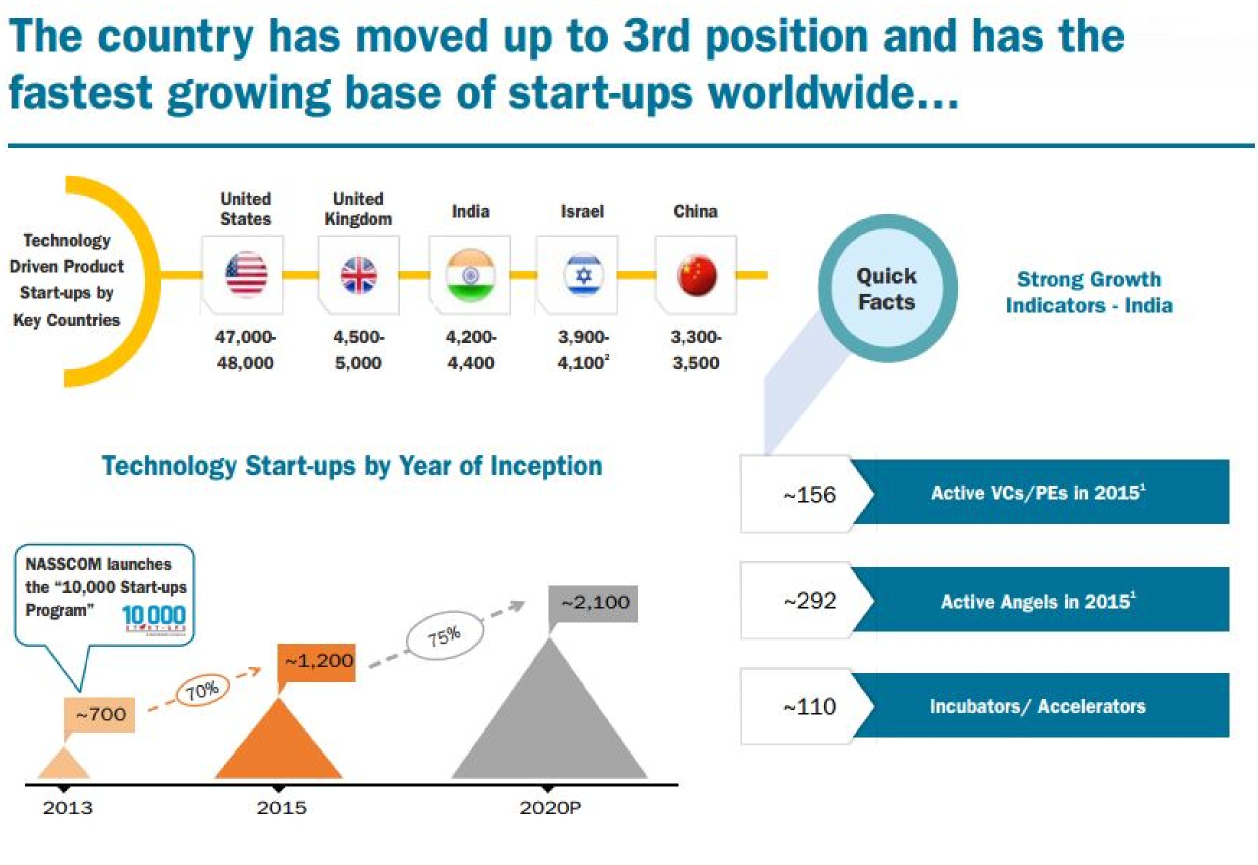
Vedavathi. M and Dhakshitha. B. K
Lecturer, Department of Commerce and Management, Seshadripuram Degree College, Bangalore

ABSTRACT
In today's world, entrepreneurship is seen as the vital source for economic growth, and education in the creation and development of entrepreneurial attitudes. It is, therefore, natural to consider female students as the primary resource of future entrepreneurs. Entrepreneurship as a career option is becoming increasingly desirable. Responding to this need, many colleges and universities around the world have significantly increased their offerings of entrepreneurship courses over the past 25 years. Entrepreneurship courses are not only offered by Business Institutes, but other faculties like Social Sciences, Natural Sciences, Engineering, and Information Technology are also offering these courses in their syllabus. The problem under focus was to examine entrepreneurial mindset among female university students, a CHRIST UNIVERSITY. The study also ascertained the rate at which variables like: perception of entrepreneurship, role model and university's role to promote entrepreneurship are translated into entrepreneurial mindset of female students of Christ University.

Keywords: Entrepreneurship, Female mind set, Perception, Economic Growth.

INTRODUCTION
Entrepreneurship, is widely acknowledged as an important growth strategy for sustaining the country's economic growth (Israel & Johnmark, 2014), particularly in career perspectives and business opportunities which generate profits (Gurol & Atsan, 2006; Othaman, Ghazali & Cheng, 2005). Viewed in this context, successful entrepreneurs contribute towards the development of society and advancement of economic growth (Wu, 2009). These resulting new entrants into the entrepreneurial industry are generating intense competition, which requires learners to adopt entrepreneurial mindset to survive the competition. While this account for the overwhelming majority of colleges and universities around the world to offer entrepreneurship courses (Fayolle & Klandt, 2006) to equip students with the essential entrepreneurial knowledge and skills (Henry, 2003). Entrepreneurship Education (EE) is a learning process of developing learners‟ skills and mindset, which creates a pathway to transform creative ideas into entrepreneurial action. This is vital as it triggers learner‟s competencies, supports personal development and enhances social inclusion as well as employability (Sözen, 2015) which eventually contribute to an entrepreneurial spirit or behaviour. EE is not synonymous with vocational education, nor does it mean the same thing as business education. EE is aimed to promote creativity, innovation and self-employment among students by instilling the entrepreneurial knowledge, competences and attitudes in the learners (Israel & Johnmark, 2014). Entrepreneurial mindset simply defined as the feelings and the belief of a particular ability to think out of the box (Lackéus, 2016; 2013). Commencing with the pioneer work of Bruyat & Julien (2001) who discussed the idea of entrepreneurial mindset on self-competency, much research since been undertaken on the term in the context of not only self-competency but also in several other fields (Lackéus, 2015; Solesvik, et al., 2013). There is also prior research on entrepreneurial mindset research within the broader field of entrepreneur research. In view of the multidisciplinary nature of prior research, there are varying definitions of entrepreneurial mindset and it is problematic to Zaidatol Akmaliah Lope Pihie & Keetanjaly Arivayagan International Journal of Humanities Social Sciences and Education (IJHSSE) Page | 2 determine an exact meaning of entrepreneurial mindset. However, in this study, entrepreneurial mindset is considered a holistic perception of generating novel ideas, evaluating opportunities and risks, or starting and running a business, whereby an individual internally assesses his or her perceptions based on holistic rather than functional attributes.





Source: Zinnov Research & Analysis, The Next Web, LeWeb Blog
Notes: [1]Active Angel (or VC/PEs) is defined as an investor who has made at least one investment in 2015. Presented numbers are for Jan-Sep 2015 period.
[2]Number of tech start-ups in Israel have been estimated from the total number of start-ups in 2015 using % of tech start-ups in 2014

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STATISTICAL DATA OF WOMEN ENTREPRENEUR IN WORLD

Country	Percentage
India (1970-1971)	14.2
India (1980-1981)	19.7
India (1990-1991)	22.3
India (2000-2011)	31.6
USA	45
UK	43
Indonesia	40
Sri Lanka	35
Brazil	35

From
wikipedia.org
24

OBJECTIVES OF STUDY

1. To know Christ university female student's attitude and perceptions towards of entrepreneurship.
2. To analyse the various variables which influences entrepreneurship perception amongst female students in Christ University.
3. To understand the barriers of female students for not entering into entrepreneurship.

LITERATURE REVIEW

1. The discussion on the definition of entrepreneurship is important to ascertain what does the entrepreneurship concept mean. Singh and Belwal(2008) and Desai (1999) define the entrepreneur. According to them the word entrepreneur is derived from the French Verb entrepreneur which means "to undertake". Also defines as "one who undertakes a commercial enterprise and who is an organisational creator and innovator".
2. Chalchissa Amentie , Abdissa Gurmessa and Emnet Negash (2015) study on the factor affecting female undergraduate towards entrepreneurship development. The study mainly focus on the barriers that female different barriers those affects female undergraduates for not entering into entrepreneurship. As a result the study reveals , the responsibility of running a business too difficult, lack of a ability to know how to access business information, difficult to obtain the finance necessary and lack of a good business idea as an inhibitor to entrepreneurship, worry lack of experience needed to run a business and lack of the business skills required to run their own business are the barriers that affect female undergraduate towards entrepreneurship development.
3. Mahlberg (2006) study on university role in promoting entrepreneurship development. This paper study on how educational institution involve in shaping entrepreneurial cultures and aspiration among students while they are studying. As a result there is positive outcome that the universities are seedbeds of entrepreneurship to teach their students the way to think and behave entrepreneurially as a provider of entrepreneurship training programmes.
4. According to Hisrich, Peters, and Shepherd (2005), role models are individuals influencing an entrepreneur's career choice or styles. They further accentuated that role models have vital influence on individuals in determining entrepreneurial careers as they would provide the useful business-related information, guidance as well as moral supports. Role models, in this context, are very imperative because they provide individuals training for socialization
5. Katura James Israel(2014) study on entrepreneurial mind set among Female university students. The study also ascertained the rate at which variables like: perception of entrepreneurship, role model and university's role to promote entrepreneurship are translated into entrepreneurial mindset of female students of University of Jos. This paper reveals that there is a weak relationship between the teaching of entrepreneurship and university female students' entrepreneurial mindset.

6. Chalchissa Amentie& Emnet Negash(2014) study on female undergraduate students' attitudes toward and perceptions of entrepreneurship (Comparison Ethiopian Public and Private Universities).Entrepreneurship has become a crucial area to study and understand –especially with respect to, attitudes toward entrepreneur, motivations, constraints and consequences. Female undergraduates students are chosen for the current study is because they are at a period in their career development where they are considering different career routes and are therefore, a potential source of future female entrepreneurs.
7. Saeid Karimi, Harm J.A. Biemans, Thomas Lans, Mohammad Chizari, & Martin Mulder(2014) This paper aims to, drawing on the theory of planned behaviour (TPB), explore the effects of entrepreneurial role models on entrepreneurial intention (EI) and its antecedents and examines the question of whether the effects vary by gender.results show entrepreneurial role models to indirectlyinfluence EIs via the antecedents of intention. No gender differences in the relationship betweenperceived behaviour control and EIs were found, but gender did moderate the other relationships withinthe TPB.
8. Jessica Kennedy, Judy Drennan, Patty Renfrow and Bernadette Watson(2015) study on The Influence of Role Models on Students' Entrepreneurial IntentionsIn this study, we propose an entrepreneurial intentions model as a guide to examine the educational choices and entrepreneurial intentions of first-year University students, focusing on the effect of role models. The role models most often identified for their choice of field of study were parents, followed by teachers and peers, with females identifying more role models than males.

METHODOLOGY

The study was undertaken to evaluate entrepreneurial mind-set among female students of Christ University .About 300 questionnaires were distributed to the respondents (i.e. female students of the Christ university simple descriptive statistical methods such as percentage and charts

DATA ANALYSIS

Question	Yes frequency)	Yes (%)	No (frequency)	No (%)
Would you like to Continue further with your education?	113	**45.5%**	137	**30%**
Would you like to Work with a company and obtain a professional qualification?	189	**75%**	61	**24.4%**
Start your own business?	82	**32.8%**	168	**67.2%**
Continue with a business that you have already started?	43	**52.4**	39	**47.5**

Table-1: Career immediate intension of Female Christ University Students

Table 1: Shows the immediate intentions female students after the completion of their degree course in Christ University. Only 45.5 % of the female students in Christ University want to continue further with their education 75% of the student wants to work with in a company and obtain a professional qualification and 82% want to start their own business.

As this finding presents that the student who expressed their wish to start their own is more than one who work with other this shows the positive career intension among the Female students of Christ University towards the entrepreneurship.

Table-2: Christ University Female students attitude and perceptions towards entrepreneurship (self-employment)

Question	Response	Frequency	%
1. Female business owners are taken less seriously than male business owners	Strongly disagree	31	12.4
	Disagree	68	27.2
	Neutral	27	10.8
	Agree	83	33.2
	Strongly agree	41	16.4
	Total	250	100%

2. Women have the same confidence as men to start a business	Strongly disagree	18	7.2
	Disagree	50	20
	Neutral	14	5.6
	Agree	55	22
	Strongly agree	123	50
	Total	250	100
3. Women do not like taking risks	Strongly disagree	67	26.8
	Disagree	106	38.4
	Neutral	13	5.2
	Agree	50	20
	Strongly agree	24	9.6
	Total	250	100
4. Societies in general encourages women to start their own business	Strongly disagree	20	8
	Disagree	45	18
	Neutral	23	9.2
	Agree	117	46.8
	Strongly agree	45	18
	Total	250	100

Table 2: The above table describes the Christ University Female students attitude toward and perceptions of entrepreneurship (self-employment).

The female business owners are taken less seriously than male business owners were also seen as a basic requirement when entering entrepreneurship with 40% of the students disagreed with the suggestion that female business owners are taken less seriously than male and 50% of the student agreed with the suggestion that female business owners are taken less seriously than male. It was also found in this present study that almost the respondents agreed that women have the same confidence as men. And when it comes to starting a business just more than half of these students (72%) agreed with the suggestion that women have the same confidence as men to start a business while only (28%) disagreed.

There was a definite disagreement when it came to the question of risk, (65.8) of the respondents disagreed the idea that women do not like taking risks. (29%) of the respondents rejected the idea that women do not like taking risks. 43.9% of the respondents disagreed that society in general encourages women to start their own business while 42% of them were agreed with this idea.

From the above analysis it can be conclude that female students have a strong favourable attitude towards self employment and are more likely to develop strong perception towards entrepreneurship.

Also research believe that women often choose entrepreneurship because they want to start their own business seemed a good choice as it also enabled them to be more independent

Table-3: Analysing the factors such as role model and university influencing the Christ university students towards entrepreneurship

Question	**Yes (frequency)**	**Yes (%)**	**No (frequency)**	**No (%)**
Role model				
Lecturers are main source of business-related information	200	80	50	20
Friends are main source of business-related information	30	12	220	88
Care what lecturers think about my employment decision	237	94.8	13	6.2%
University Role				
Entrepreneurial or business related examples are included in classroom teaching	228	91.2	22	8.8
Entrepreneurship courses should be made compulsory in order to stimulate entrepreneurial spirit in campus	250	100	0	0

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Role model: Table 1 above revealed that 200(80%) of the respondents agreed that lecturers are the main

source of business-related information, while 20% disagreed 220 (88%) disagreed that friends are main source of business-related information, while 12% agreed, 237 (94.8%) disagreed that they care what lecturers think about their employment decisions, while 6.2% disagreed. This reveals that the issue of role model in promoting entrepreneurial mindset among female students of University

University's role to promote entrepreneurship: From Table 3 above 228 (91.2%) of the respondents strongly agreed that entrepreneurial or business related examples are included in classroom teaching, while 2.2% disagreed.(100%) agreed that entrepreneurship courses should be made compulsory in order to stimulate entrepreneurial spirit in campus. From this we can analysis that the university's role in promoting entrepreneurship is good

Table-4: Barriers of female students for not entering into entrepreneurship

Question	Response	Frequency	%
The responsibility of running a business too difficult	Strongly disagree	46	18.4
	Disagree	76	30.4
	Neutral	36	14.4
	Agree	55	22
	Strongly agree	37	14.8
	Total	250	100
I do not know how to access business information	Strongly disagree	34	13.6
	Disagree	78	31.2
	Neutral	32	12.8
	Agree	76	30.4
	Strongly agree	30	12
	Total	250	100
it would be too difficult to obtain the finance necessary	Strongly disagree	44	17.6
	Disagree	67	26.8
	Neutral	41	16.4
	Agree	67	26.8
	Strongly agree	31	12.4
	Total	250	100
I would be afraid that my business would fail	Strongly disagree	45	18
	Disagree	80	32
	Neutral	37	14.8
	Agree	67	26.8
	Strongly agree	21	8.4
	Total	250	100
I don't have a good business idea.	Strongly disagree	47	18.8
	Disagree	98	31.2
	Neutral	32	12.8
	Agree	63	25.2
	Strongly agree	10	4
	Total	250	100
Lack of the business skills required to run a business	Strongly disagree	45	18
	Disagree	65	26
	Neutral	30	12
	Agree	90	36
	Strongly agree	20	8
	Total	250	100
Entrepreneurship does not have the same status or respect as others careers	Strongly disagree	51	20.4
	Disagree	96	38.4
	Neutral	39	15.6
	Agree	54	21.6

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	Strongly agree	10	4
	Total	250	100
I had family commitment	Strongly disagree	33	13.2
	Disagree	84	33.6
	Neutral	60	24
	Agree	67	26.8
	Strongly agree	6	2.4
	Total	250	100

Table 4: Identifies the barriers for the female students for not entering into entrepreneurship. Accordingly (43%) of the respondent answer the question whether the responsibilities of running a business too difficult one of the barrier for entering into new business or entrepreneurship. Study found that 42% of the respondent agreed that a lack of a ability to know how to access business is reason for female student not entering the entrepreneurship. In addition 39% of respondent agree it would be too difficult to obtain the finance which is also the barriers for starting new venture. (30%) of the students saw a lack of a good business idea which is the main trigger factor in the encourage to enter entrepreneurship with (44%) of the student agreed that they do not have the business skills to run their own business. Some of the respondent (29%) also believed entrepreneurship would be too difficult if they had family commitments while (58.8%) of them disagree that entrepreneurship does not have the same status and respect as other careers.

CONCLUSION AND SUGGESTIONS

Entrepreneurship mind set is one of the global phenomenon’s to overcome the unemployment among university graduates. Thus all institutions should teach entrepreneurship and should influence the student towards entrepreneurship. This will boost the female students to the level become successful entrepreneurs.

Based on the findings of the study the following suggestions were forwarded

- Majority of respondent were positively accepted as entrepreneurship is an attractive career option. Therefore as providers of entrepreneurship trainings, universities must create entrepreneurship supportive among the female university students.
- There is a common saying that: “When a woman is trained, a whole generation is also trained”. Therefore, exclusive sessions should be held for female students because they are more prone to uncertainties after graduation.
- Universities, when developing the curriculum should allot more time for practical entrepreneurship against theory to the ratio of 70:30, as it would give the students an insight about the real world of entrepreneurship.
- Universities should not only invite successful older entrepreneurs, but also young successful entrepreneurs for interactive sessions. This would spur the students’ interest and also create in them a positive mind set towards entrepreneurship.
- Teachers handling the entrepreneurship programmes should be continuously sent on training and also motivated adequately.
- Different barriers were raised by female undergraduates for not entering into entrepreneurship. The major barriers expected were, lack of ability to know how to access business information, difficult to obtain the finance necessary and lack of a good business idea, worry lack of experience needed to run a business and lack of the business skills required to run their own business.
- Therefore, in order to change their worries from different barriers, entrepreneurship subject and training on entrepreneurs’ successful characteristics are highly needed.

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FAILURES - A PRIMER

Dr. Harsha Doddihal
Medical Director - Oncology, IQVIA, TSSU - Medical Sciences, Asia

What is failure? How do we understand and deal with failure? Why do we fail? When do we fail? What can we do to prevent failure? Are all failures bad?

The best successes are built on the foundation of failure. This is applicable to all streams of life. Survivors are those who learn from their mistakes. The size of failure and duration required to commit failure varies between individuals, cultures and different industries.

Most individuals and organizations find it difficult to deal with failure. The reason is we have paucity of culture, temperament, framework to identify, record, analyze and learn from failures.

DEFINITION

Failure can be defined as not achieving the desired outcome at the time point defined. A series of uncorrected errors and mistakes lead to failure. Errors can be systematic or random. In context of management and human behavior systematic errors are those which are because of human frailties and are correctable. A random error is more of a black swan event which is unpredictable, difficult to hedge against and beyond human mistake.

Failure can be divided into individual and organizational and small and large.

Failure	Small	Large
Individual	Small Individual Failure	Large Individual Failure
Organizational	Small Organizational Failure	Large Organizational Failure
Possible Outcome	Survives & Improves	Wiped Out
Learning Chances for self	Individual -Yes Organizational- Less, unless culturally structured	Possible if survived by luck!

Failures are not always bad. Small failures are essential for progress and they present opportunities for innovation and disruption. Large failures are detrimental to the immediate people or organization affected but can result in lasting lessons for others. Small and large failure both help in evolution and growth of survivors.

Why do we fail and how do we deal with them?

1. Lack of Experience

The first time you ride a bicycle or cook, your outcome will be less than satisfactory. Doing the above in controlled environment over a period of time improves the skills. No amount of watching videos of cycling or cooking will make you an expert. It is by repeatedly iterating that one becomes better. In areas of high risk, we have created “Simulations” to overcome lack of experience. Air and space industry is a prime example where simulation is used. With advent of Augmented reality and Virtual Reality, Simulations are being much more easier in other industries also, aiding skill development.

2. Lack of Training

Surgeons and nurses who are inadequately trained can lead to poor outcomes. It is documented that high quality training centers produce better surgeons and nurses. Organizations which not only have “Learning & Development” division but spend and nurture them produce greater employee satisfaction and profits. Learning and development is not for just new hires but even more essential for experienced people as experienced people can fail big if not trained properly. Leaders who get trained and coached produce better results and also train others. At all levels and all spheres of life, training reduces errors and failure rate.

3. Overconfidence

Failures happen because of overconfidence. With experience and training we use heuristics to perform. With heuristics at play, attention to detail is compromised. Failure in examination, clinical, diagnostic and surgical mistakes, vehicular accidents are few examples of overconfidence leading to failure. Mergers and acquisitions most often fail because of overconfidence. "Checklist" is one of the ways to overcome overconfidence. Unfortunately experts with their overconfidence can override checklists and commit errors. Rapid feedback instead of delayed feedback can bring more objective view for overconfident individuals.

4. Lack of Communication

Failure to communicate involves inability to listen, read or write, inability to confront, inability to voice opinion. Most marriages fail because of lack of communication. Parental failures involve either parents not listening to children or children not listening to parents, which is essentially failure to communicate! The same holds true in organizations, failure of leadership to communicate mission and vision, to listen on an active continuous basis to employees and customers. "Gratitude box", "Suggestion box", "Complaint box", are few simple techniques which implemented on regular basis can be of help. For those who dislike to write organizations need to ensure they are heard by giving them chance to voice their opinion. Organizations need to work on "Culture" to ensure this.

5. Inability to Adapt

Unwilling to learn, unlearn and relearn- Inability to adapt involves continuing to do what one has been doing. This is also called as "Active Inertia". Failure to anticipate the magnitude and persistence of change of environment, hoping that the environment will change. Examples are failure to shift from "Walkman" to "Digital Player" for Sony, from "Polaroid Films" to Digital Photography for Kodak, from "Keypad Phone" to "Touch Screen Phones" for Nokia. Flat hierarchy and decentralized decision making can help organizations to adapt fast. The organization not only hears fast from the ground but acts on it as decision making is decentralized.

6. Inability to Delay Gratification

"Marshmallow Test" predicted the success of kindergarten children to succeed in life based on the ability to delay gratification. The ability to delay gratification is important throughout life for sustained success. Conversely parents, teachers and managers who seek "Instant Results" which is akin to "Instant Gratification" for them, which can lead to failure. Today with social media-Whatsapp, Facebook, Snapchat, Instagram, streaming videos- delaying gratification has become even more difficult. Not just loss of productivity but fatal errors leading to major failures are being attributed to the inability to delay gratification. More research is required in this field. The classic example quoted today of a company which has focused more on long term results and not quarterly results is Amazon.

Organizations employ many proven processes for preventing failures which are mentioned below. They can be adapted to prevent personal failures too.

1. Standard Operating Procedure
2. Checklist
3. Business Plan
4. Six Sigma
5. Agile
6. Lean manufacturing and Lean startup

Few common individual failures seen routinely are

1. Personal Finance

Most individuals fail to save for future or even if they do, they do it in wrong instruments. Inflation beating instruments like equities, mutual funds are perceived high risk. The entry into these instruments is done without training or mentoring. Most individual investors do not take help of experts and also fail to implement checklist. Starting investment early with help of professionals can help one save for required milestones.

2. Health

To live a healthy life is prerequisite for happiness and productivity. Certain habits compromise health during productive years of our life. Since this failure only manifests in distant future, the brain finds it difficult to commit to healthy habits. The inability to delay gratification is one of the cause of obesity, tobacco related diseases. Mentoring, peer pressure and short term incentives can be methods to ensure healthy habits.

3. Not buying insurance and allowing the insurance to lapse is an error which individuals are prone to.

Few possible reasons why the common wisdom and above strategies are not practised

1. Attribution Theory

The tendency to blame environment or others for one's failure is called "Attribution bias". Humans have tendency to take credit for their success and attribute failure to others. This creates situation where we learn from our successes but fail to learn from our failures. Interestingly we learn from failure of others as we blame inadequacies in them for failure and not external factors.

2. Observational Bias

Events which are multifactorial and non-linear are difficult for the brain to comprehend. Examples:

a. Seeing an 80 year old smoking and drinking, one can interpret that smoking and drinking are not injurious to health. What one misses is that this 80 year old would have had 9 other friends when he was 20 years old who also used to smoke and drink. Possibly one died of cancer at age of 35, one died in road traffic accident while driving drunk, 4 died of cardiovascular disease between age of 40 and 60 years, 3 died of chronic obstructive pulmonary disease before they reached 65 years. Since the dead do not get up from grave and speak to us, we falsely interpret that smoking and drinking are not injurious looking at an 80 year old smoking and drinking. Same things happen with organizations!

b. The failure to take insurance especially health, accident and life as we trick ourselves by thinking that it is not going to happen to us!

3. Hindsight Bias

The tendency to believe that outcome for a particular event was known all along is called "Hindsight bias". This bias makes a person think that he can predict outcomes accurately. This can lead to "Overconfidence" about predicting outcomes leading to inadequate planning.

Sunk Cost Fallacy

Sometimes we continue to invest time, money and energy in projects which apparently are failing. This is with the belief that additional effort will ensure that we will overcome the negative outcome. Many examples at individual as well as organization are there which highlight sunk cost fallacy.

CONCLUSION

Becoming cognizant about reasons for failure at individual as well as organizational level will improve the probability of success. Organizations need to ensure that "failures" are celebrated. This brings in a culture where people will openly discuss failures and learn from it. Organizations which celebrate failure are better at documenting failure, communicating it, learning from it and most importantly keeping the failure at a size where survival is not jeopardized. Communities where "failure" is celebrated produce more entrepreneurs, startups, innovations.

MANUSCRIPT SUBMISSION

GUIDELINES FOR CONTRIBUTORS

1. Manuscripts should be submitted preferably through email and the research article / paper should preferably not exceed 8 – 10 pages in all.
2. Book review must contain the name of the author and the book reviewed, the place of publication and publisher, date of publication, number of pages and price.
3. Manuscripts should be typed in 12 font-size, Times New Roman, single spaced with 1" margin on a standard A4 size paper. Manuscripts should be organized in the following order: title, name(s) of author(s) and his/her (their) complete affiliation(s) including zip code(s), Abstract (not exceeding 350 words), Introduction, Main body of paper, Conclusion and References.
4. The title of the paper should be in capital letters, bold, size 16" and centered at the top of the first page. The author(s) and affiliations(s) should be centered, bold, size 14" and single-spaced, beginning from the second line below the title.

First Author Name1, Second Author Name2, Third Author Name3

1Author Designation, Department, Organization, City, email id

2Author Designation, Department, Organization, City, email id

3Author Designation, Department, Organization, City, email id

5. The abstract should summarize the context, content and conclusions of the paper in less than 350 words in 12 points italic Times New Roman. The abstract should have about five key words in alphabetical order separated by comma of 12 points italic Times New Roman.
6. Figures and tables should be centered, separately numbered, self explained. Please note that table titles must be above the table and sources of data should be mentioned below the table. The authors should ensure that tables and figures are referred to from the main text.

EXAMPLES OF REFERENCES

All references must be arranged first alphabetically and then it may be further sorted chronologically also.

- **Single author journal article:**

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Bessley, M., & Wilson, P. (1984). Public policy and small firms in Britain. In Levicki, C. (Ed.), *Small Business Theory and Policy* (pp. 111–126). London: Croom Helm.

- **Chapter in edited book having more than one editor:**

Young, M. E., & Wasserman, E. A. (2005). Theories of learning. In K. Lamberts, & R. L. Goldstone (Eds.), *Handbook of cognition* (pp. 161-182). Thousand Oaks, CA: Sage.

- **Electronic sources should include the URL of the website at which they may be found, as shown:**

Sillick, T. J., & Schutte, N. S. (2006). Emotional intelligence and self-esteem mediate between perceived early parental love and adult happiness. *E-Journal of Applied Psychology*, *2*(2), 38-48. Retrieved from http://ojs.lib.swin.edu.au/index.php/ejap

- **Unpublished dissertation/ paper:**

Uddin, K. (2000). A Study of Corporate Governance in a Developing Country: A Case of Bangladesh (Unpublished Dissertation). Lingnan University, Hong Kong.

- **Article in newspaper:**

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- **Article in magazine:**

Holloway, M. (2005, August 6). When extinct isn't. *Scientific American, 293*, 22-23.

- **Website of any institution:**

Central Bank of India (2005). *Income Recognition Norms Definition of NPA.* Retrieved August 10, 2005, from http://www.centralbankofindia.co.in/ home/index1.htm, viewed on

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