

PACE

A Journal of Research of
Prestige Institute of Management
Dewas

RESEARCH ARTICLES

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Kedar Shukla

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Garima Mathur and Richa Banerjee

An Organic Approach to Human Resource Management – A Key to Success
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PACE in English Language carries a rich repository of meanings: (Noun): *A Single step taken when Walking or Running; (Verb):* *Walk at a steady and consistent speed, esp. back and forth and as an expression of one's anxiety or annoyance. (Preposition):* *With due respect to (someone or their opinion), used to express polite disagreement or contradiction. PACE seeks to reflect all these in Management Research, Managerial Problem Solving and Decision Making. PACE- A Journal of Research of Prestige Institute of Management Dewas is a Bi-Annual publication of Prestige Institute of Management Dewas. Its objective is to contribute in the area of Management Research which are relevant to practicing managers and meet the standard of academic rigour.*

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EDITORIAL

On behalf of editorial team, with immense pleasure, I present Volume 6, Number 01 of PACE: A Journal of Prestige Institute of Management Dewas. Globalisation, mounting technology and its development sway education in the society, thus escalating the need for managing education and learning. A range of studies revealed that, the quality of management and organisation is the most important variable in determining the success and effectiveness of education systems. By introducing new forms of research based education in the fields of economy, law, information technology and management, practical issues faced by the industries can be addressed. PACE is a professional academic review biannual journal, covering all fields of Management and Information Technology which addresses the issues arising from these developments. The journal aims to present the latest thinking in the form of articles that meet high academic quality standards and has been well received by the international research and academic community. This issue comprises of contemporary articles which are very pertinent in the changing business environment.

I congratulate the authors for their effort and hope this issue provides an enriching reading and learning experience.

Kedar Shukla attempted to study the various product segments of the plastic industry, the factor affecting customer satisfaction in the industry, customer satisfaction and perception towards the product and services quality. Garima Mathur and Richa Banerjee researched on abusive supervision and found out how abusive supervision affects employee's loyalty towards organization. Apurva Agrawal and Sonal Gupta studied the organic approach to Human Resource Management. Pallavi Kapoor's research suggests that Companies need sound strategic framework for innovation. Blue Ocean strategy and Disruptive Innovation are ideal approaches that may help companies identify high-potential areas for innovation. Asha Sharma through her research describes the existing practices of Corporate Social Responsibility in Public Sector Enterprises in India. Renu Bhadoria made an attempt to discuss the impact of EFT services on Customer Satisfaction in net banking environment and through her another research article she identifies the perception of employees' towards the performance appraisal. Ghanshyam Das Soni empirically analyzed the important factors those are affecting the Indian Bond Return directly or indirectly. Namrata Khatri studied factors influencing the investment behaviour (financial planning) of individual investors. Munira Habibullah's study focused on the impact of mergers and acquisitions of financial performance of Indian banks. Rajeev K Shukla and Ajit Upadhyaya researched on occupation effect upon consumers' perception towards marketing mix of ice creams. Suresh Jain and co-authors presented the study of structure of compiler viz. Analysis and Synthesis Model of Compiler.

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A CASE STUDY OF CUSTOMER SATISFACTION TOWARDS PRODUCT AND SERVICE QUALITY AT M/S SHIVASHAKTI PLASTICS, GUJARAT.

*Kedar Shukla**

ABSTRACT

Plastics, the material of the new generation, have been catching up faster than was expected since the 1980s. With restrictions on the use of wood to conserve forests, its importance has grown phenomenally. Because of its light weight, ease in maintenance and natural sparkle, it is substituting not only wood but also metal and glass. The automobile industry, the white and brown goods and the packaging industries, all offer expanding prospects.

The plastics industry is highly fragmented. There are about 22,000 plastic processing units, of which three-fourth are in the small scale sector, which also accounts for a quarter of the total polymer consumption. About 30 per cent of the total polymer consumption accounts for recycled plastic. Plastics have a high volume to weight ratio, which makes their collection and transport a major cost factor. Industry has also been facing lots of environment challenges and 'banned on using' at many part of society. It has high competitive revelry too.

As, it has been a fragmented industry , not much of the research work has been done on the sector. In present paper it has been attempted to study the various product segments of the plastic industry, the factor affecting customer satisfaction in the industry and customer satisfaction and perception towards the product and services quality with reference to M/s Shivashakti Plastics.

Key Words : Plastic Industry, Customer Satisfaction, Strategic Marketing, Consumer Perception

INTRODUCTION

The plastics industry is highly fragmented industry in India. There are about 22,000 plastic processing units, of which three-fourth are in the small scale sector, which also accounts for a quarter of the total polymer consumption. About 30 per cent of the total polymer consumption accounts for recycled plastic. Plastics have a high volume –to-weight ratio, which makes their collection and transport a major cost factor. Industry has also

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“SHIV SHAKTI PLASTIC” industry partnership agreement defines clearly relationship through agreement, numbers of partner, capital, management, unlimited liabilities, statutory position etc.

Major Products

LDPE GRANUALES - LDPE Granules Low-density polyethylene (LDPE) is an easily recycled, versatile thermoplastic, used as grocery bags, food wrapping material, power cable sheathing and worktable coating

HDPE GRANUALES - A linear polymer, high density polyethylene (HDPE) is prepared from ethylene by a catalyst process. The absence of branching results in a more closely packed structure with a higher density and somewhat higher chemical more resistant than LDPE. HDPE is also somewhat harder and more opaque and it can withstand rather higher temperatures (120 degree Celsius for short periods, 110°C Celsius continuously). High density polyethylene lends itself particularly well to blow molding e.g. for bottles, cutting boards, dipping baskets, trays and containers.

REVIEW OF LITERATURE CUSTOMER SATISFACTION

Hokanson (1995), identified the major factors affecting customer satisfaction, these factors mainly are friendly employees, courteous employees, knowledgeable employees, helpful employees, accuracy of billing, billing timeliness, competitive pricing, service quality, good value, billing clarity and quick service.

Kotler (2000) defined satisfaction as: “a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations”. Hansemark and Albinsson (2004), “satisfaction is an overall customer attitude towards a service provider, or an emotional reaction to the difference between what customers anticipate and what they receive, regarding the fulfillment of some need, goal or desire”. Hoyer and MacInnis (2001)

defined it as “satisfaction can be associated with feelings of acceptance, happiness, relief, excitement, and delight. There are many factors that affect customer satisfaction.

There are three methods which direct towards measuring Customer satisfaction are, Business Related (Measuring customer satisfaction helps an organization to identify the efficiency of its business strategies and marketing tactics); Customer Related: By measuring customer related aspects of customer satisfaction following details can be entailed and Suppliers Related following are the supplier's specific information that could be generated while measuring customer satisfaction.

RESEARCH METHODOLOGY

To study and understand the various factors affecting on the customer satisfaction of M/s Shivshakti Plastics primary survey was conducted with preset questionnaire. M/s Shivshakti Plastics has been a leading supplier to around 110 plastic processors, out of which 50 clients were being interviewed and surveyed. Descriptive research and convenient sampling research methodology was used to analyze and interpret data. Chi-square analysis has been done to understand interdependency of the various factors affecting the customer satisfaction.

Research Objectives

To know the factors affecting customer satisfaction.

To know customer satisfaction with respect to products provided by organisation.

To study various factors that motivates the customers towards products.

To analyze the level of customer satisfaction towards the services provided by the organisation.

Hypothesis Formation

Following Hypothesis were tested through the result, and chi-square method for identifying co. relations and dependency were used to understand and interpret data.

Plastics. Descriptive analysis of research has been used to analyze data.

An Over view of Plastic Industry in India

Plastics, the material of the new generation, have been catching up faster than was expected since the 1980s, because of its light weight, ease in maintenance and natural sparkle, it is substituting not only wood but also metal and glass. Plastics have revolutionized lives, creeping into every nook and corner of homes and offices.

However, India's per capita consumption of plastics is still 6 kg compared to 25 kg in developed countries. Consumer plastics mainly comprise polymers such as polypropylene, high and low density polyethylene, and vinyl chloride.

Various types of plastics compositions have been explained in Diagram 1

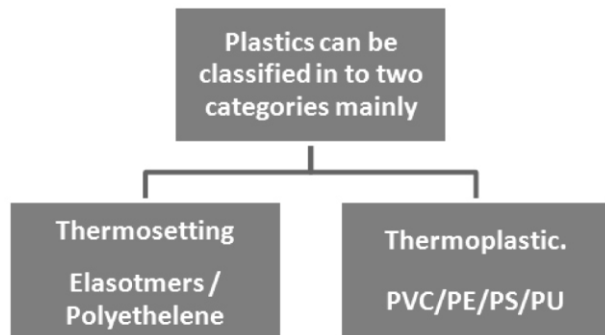


Diagram 1 : Types of Plastics

The type of plastics includes HDPE, LDPE, PVC, PP, PS, PETE and vinyl plastics are the further classifications of Plastic. Plastic polymers are classified into thermoplastics and thermosettings. Thermoplastics include elastomers (unvulcanised), polyvinyl chloride (PVC), polyethylene (PE), polystyrene (PS), polyurethane (PU) and other resins. Thermosetting include elastomers (vulcanized), polyethylene (crosslinked), phenolics, alkyds, polyesters.

The Indian plastic industry has been growing at a phenomenal rate of 15 per cent over last five plus years at the consistent rate. Annually around six million tones of plastic is produced in the country, with the plastic packaging sector growing fastest. India will be the third largest plastic consumer after the US and china by 2010 at over 12 million tones. As predicted India's market for finished plastic good is expected to be \$300 billion by 2012, while exports are expected to reach a level of \$200 billion in the same period. India ranks highest in recycling of plastic with 60 per cent of plastic recycled compared with a world average of 20 per cent.

Major Players in this sector includes Reliance 32%, IPCL 22%, DCM Sriram 4%, Finolex 5%, Chemplast 3%, DCW 3%, etc.

The per capita consumption of polymers in India is around 5 kg. The average per capita global consumption of polymers is estimated to be about 17 kg. The plastic and polymer industry has been expanding at a rate of 11% a year. Presently the consumption/demand is estimated at around 5.5 million tonnes. The demand estimates for all polymers including engineering polymers is envisaged to increase from 1.8 million tonnes in 1995-96 to 7.5 million tones in 2006-07 and to 9.5 million tons in 2009-10. It is projected at close to 14 million tones in 2014-15. India is one of the fastest growing polymer market in the world.

M/s Shivshakti Plastic –An Introduction.

M/s Shivshakti Plastic Industry is was established in the year 1998, by two brothers Mr.K.V.Bhanushali and Mr.S.V.Bhanushali in Valsad district of Gujarat. They ventured to go for manufacturing of plastic granules in small scale. Partnership firm today has grown to manufacture plastics Granules, agro shade net, tubing rolls. It deals mainly with Indian companies. The capacity of production has gone up from first ever capacity was 1 ton to 6 tons daily.

H0: price and level of customer satisfaction are independent.

H1: price and level of customer satisfaction are not independent.

Ho: customer service and level of customer satisfaction are independent.

H1: customer service and level of customer satisfaction are not independent.

Ho: product quality and level of customer satisfaction are independent.

H1: product quality and level of customer satisfaction are not independent.

DATA ANALYSIS AND INTERPRETATION

(A) Respondents Profile analysis :

Data analysis regarding respondents' profile indicates that, majority of customers who responded, were of age between 20 to 35 and 36 to 50. It is also noted that 88% were male and remaining 12% were female. While 36% of customers were graduate, 36% of customers were up to metric, and 26% of customers were postgraduate and 2% of customers had no education.

(B) Purchase Pattern :

This question is about the purchasing habit of customers. From the data analysis the researcher has analyzed that majority of the respondents (31/50) buy Agro Shade Net, 13 respondents buy tubing rolls, 12 respondents buy LDPE Granules. On determining about the frequency of requirement of products by customers it is found that majority of the respondents (54%) buy the products monthly, remaining buy the products on weekly and on yearly basis.

(C) Perception Regarding motivation for purchase :

Data interpretation regarding 'the features that drive customers to buy products from the company' - various types of factors that drives

to buy includes quality products, availability of goods when demanded and prompt services. From the data analysis the researcher has analyzed that:

Quality of Products: 27 out of 50 (60%) respondents feel quality of products drives them to buy the products, and remaining 23 (40%) states that it is not important.

Availability of goods when demanded: 26 out of 50 (55%) states that availability of goods when demanded is important factor that drives them to buy the products.

Prompt services: 13 out of 50 respondent's states that prompt services are helpful for driving customers to buy the products.

(D) Perception regarding Product Characteristics and Quality Features :

There are various factors which are helpful for satisfying the customers. Researcher has considered overall quality, good value for money, and usage experience. From the data analysis it could be analyzed that:-

- Overall quality : 60% of respondents are satisfied, 28% of respondents rated neutral and 12% of respondents are highly satisfied.
- Good value for money : 18% of respondents are highly satisfied, 46% of respondents are satisfied, 30% of respondents responded neutral, and 6% of respondents are dissatisfied with money value.
- Usage experience : 18% of respondents are highly satisfied, 58% of respondents are satisfied, 20% of respondents responded neutral, and 4% of respondents are dissatisfied with the usage experience.

(E) Perception regarding Pricing :

Data analysis the researcher has analyzed that majority of the respondents (64%) are satisfied with the price, 20% of respondents were highly satisfied, 14% of respondents are neutral but there were few respondents who were dissatisfied with the price of the products.

(F) Perception regarding Delivery Time :

Data analysis it could be analyzed that majority of the respondents (60%) rates that product delivery is good, (10%) rates excellent about the product delivery, (28%) rates neutral about the product delivery, but there were few respondents feels poor about the delivery of products.

(G) Overall Experience with M/s Shivshakti Plastics :

From the data analysis the researcher has analyzed that majority of respondents (60%) are satisfied with M/s Shivshakti plastics. (24%) of respondents feel neutral about ShivShakti plastics but there were few respondents who were dissatisfied with ShivShakti plastics.

Hypothesis Testing

H0: price and level of customer satisfaction are independent.

H1: price and level of customer satisfaction are not independent.

Test Statistics

	Price	Overall
Chi-Square	43.920 ^a	18.320 ^a
DF	3	3
Asymp. Sig.	.000	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 12.5.

Interpretation: The Asymp significance value .000 is less than .05 so reject the null hypothesis and accept the alternate hypothesis. The price and level of customer satisfaction are not independent.

Ho: customer service and level of customer satisfaction are independent.

H1: customer service and level of customer satisfaction are not independent.

Test Statistics

	Service	Overall
Chi-Square	25.840 ^a	28.240 ^a
DF	3	3
Asymp. Sig.	.000	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 12.5.

Interpretation : The Asymp significance value .000 is less than .05 so reject the null hypothesis and accept the alternate hypothesis. The customer service and level of customer satisfaction are not independent.

Ho: product quality and level of customer satisfaction are independent.

H1: product quality and level of customer satisfaction are not independent.

Test Statistics

	Quality	Overall
Chi-Square	53.520 ^a	28.240 ^a
DF	3	3
Asymp. Sig.	.000	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 12.5.

Interpretation : The Asymp significance value .000 is less than .05 so reject the null hypothesis and accept the alternate hypothesis. The product quality and level of customer satisfaction are not independent.

CONCLUSION

M/s Shivshakti Plastics is a small scale partnership firm has grown well in the last few years, but have been facing competitive

challenges. The nature of competitive rivalry has gone up these days and they need to fight for market place. They believed that customer retention is the key to success and for that it was indeed important for them to understand their customer needs and perception regarding their product and quality. It is found that there are various types of characteristics associated with product which includes overall quality, good value for money and usage experience. Majority of the respondents are satisfied with quality of the product but they are expecting to minimize lead time and effective deliveries. It is found that there are various factors which motivate customers to buy the products which include quality products, availability of goods whenever demanded and prompt services. Majority of the respondents are satisfied with quality products as well as with the sales and service personal's attitude. However, prompt delivery and post sales services are the area of improvement and organization need to focus on the services provided to the customers. Customer also gave an input that they are not getting adequate and complete quantities of their total order and material is being received in pieces, which is to be corrected as many a times the same is affecting to the production planning.

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- www.technocraftgroup.com

ABUSIVE SUPERVISION AND ORGANIZATIONAL LOYALTY IN BANKING SECTOR

Garima Mathur and Richa Banerjee***

ABSTRACT

Industrialization has changed the scenario of organizations entirely and every office, every organizations has developed its own unique culture. In every organization superior gets power to control subordinates so as to get the work done from them. However, this power informally allows them to exercise control over others and at times managers or supervisors start abusing their subordinates. In the present study it has been tried to find out how abusive supervision affects employee's loyalty towards organization. The results of the study indicate that the Abusive supervision (independent variables) have significant impact on the organizational loyalty (dependent variable).

Keywords : Abusive Supervision, Organizational Loyalty, Banking Sector

INTRODUCTION

Abusive supervision

In recent years, abusive supervision has emerged as a non-trivial variable in understanding employees' attitudes and behaviours. Abusive supervision is nonphysical forms of hostility perpetrated by supervisors against the subordinates reporting directly to them. Abusive supervision includes public derogation, undermining, and explosive outbursts. Abusive supervision refers to ongoing manifestations of hostility which includes shouting at team members for eliciting greater task performance. However, abusive supervision is a subjective assessment, as the behavior in one context is considered as abusive may not be considered same in other context, and two subordinates could render different interpretations of the same supervisor behavior. Similar concepts that have been the focus of research include bullying, petty tyranny, and downward mobbing.

Tepper (2000) characterized Abusive supervision as "subordinates' perception of the degree to which their administrators take part in the maintained show of antagonistic verbal

and nonverbal practices, barring physical contact" (p.178). Injurious supervision incorporates conduct descriptors like utilizing slanderous comments, shouting, harassing, undermining, mortifying before others (Keashly, 1998).

Hornstein (1996) defined abusive supervision as an activity the purpose of which is to control subordinates for which he creates fear and intimidation".

Further Tepper (2000, P.178) defined abusive supervision in the following words, as "Abusive Supervision refers to subordinates' perception of the extent to which supervisors engage in the sustained display of the hostile verbal and non-verbal behaviors, excluding physical contact".

However, abusive supervision is a subjective assessment which means that while one subordinate may view a supervisory action as abusive, another may not.

Harris et al. (2007) referred abusive supervision to a "sustained display" of negative supervisory behaviors.

As stated above abusive supervision refers to both hostile verbal and nonverbal behaviors,

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but does not include beating or abusing physically. Physical assault is considered as violent behavior. Abusive supervisory behaviors do not refer to the intentions of the actions, but only to the behaviors themselves (Tepper, 2001).

Keashly & Colleagues (1994) also proposed that there are two kinds of abuses; physical abuse and non-physical abuse. Physical abuse includes throwing things, punching, beating, threatening with weapons, and so forth. Physical abuse occurs more frequently and commonly than the earlier. It badly reduces the subordinates' performance and satisfaction.

To attract and retain qualified, highly dedicated and devoted workforce, it is very much important to provide a healthy work environment because dedicated and devoted employees strengthen employees' motivation to act in the favor of organization in which they work. With this point of view, the researchers and practitioners are attracted towards this topic. The important factor of work environment is to maintain the organizational justice and group support and cohesiveness which is helpful in creating the positive perception and attitudes about organizations. In this way, if faithful and submitted workers are to be held, these worries ought to be unequivocal in the formal reward allocation process. From now on, it is fascinating to explore whether government representatives in the State of Kuwait see that their organizations really compensate loyalty, and to look at the relationship between organizational loyalty and saw procedural equity, distributive equity, and gathering cohesiveness. Examining this subject in Kuwait is of prime significance, where public sector representatives appreciate high pay rates and advantages, conversely with workers in many nations. This makes other non fiscal motivating forces more imperative vehicles which open associations ought to work concentrate on with a specific end goal to improve representatives' organizational loyalty and accordingly their execution. To the best of researchers' learning, no research yet has explored this issue in the Kuwaiti open administration.

REVIEW OF LITERATURE

Abusive Supervision

As of late, a developing assemblage of logical request has centered consideration around abusive supervision. Various develops catch this thought somehow, including negligible oppression (Ashforth, 1994) and work environment tormenting (Hoel and Cooper, 2001). In any case, the larger part of flow research falls under the space of abusive supervision, characterized as subordinates' view of threatening activities, both verbal and nonverbal, went for them by their immediate managers (Tepper, 2000; Tepper, Duffy, Hoobler, and Ensley, 2004). An extensive research has been finished by Tepper (2007) to compress the forerunners, results, and a developing model of the harsh supervision writing. As obvious by the audit, the vast majority of what we think about injurious supervision includes its negative outcomes, including diminished employment fulfillment (Tepper, 2000; Tepper et al., 2004, Duffy et.al, 2002), expanded anxiety, part struggle (Duffy et.al, 2002) and expanded turnover aims (Schat, Desmaris, and Kelloway, 2006, Duffy et.al, 2002). An survey in U.S. likewise brought about an intriguing result. The survey reports that through its impacts on non-attendance, human services expenses, and lost efficiency, abuse costs U.S. enterprises an expected \$23.8 billion every year (Tepper, Duffy, Henle, and Lambert, 2006). Past research has revealed a plenty of negative repercussions coming from manhandle; this kind of supervision has significant harming impacts on associations and the workers inside them.

A study was led on subordinates' view of abusive supervision and afterward their impact on reports of prosocial authoritative conduct (Ike E. Onyishi, 2012). The subordinates' view of abusive supervision were observed to be adversely related with their prosocial authoritative practices and with the measurements of expert social conduct (Ambrose, Seabright, and Schminke, 2002). Ambrose et al (2002) additionally express that representative's abuse by bosses brings about to low resolve of workers in connecting with themselves in the behaviours which are helpful to association.

Organizational Loyalty

A study was directed on subordinates' impression of abusive supervision and after that their impact on reports of pro-social authoritative conduct (Ike E. Onyishi, 2012). The subordinates' impressions of abusive supervision were observed to be adversely related with their prosocial hierarchical practices and with the measurements of expert social conduct (Ambrose, Seabright, and Schminke, 2002).

Ambrose et al (2002) additionally express that representative's abuse by bosses brings about to low confidence of workers in drawing in themselves in the behaviours which are helpful to association.

Lind (2001) Organizational loyalty has been explored in numerous exact studies and is as of now confronting enormous difficulties from the exceptional effect of outer variables. The suspicion is that if people see a choice as being reasonable, they will probably respond with higher duty, more prominent occupation fulfilment, and take part in additional part conduct. Look into shows that an association's dedication to representatives is imperative for keeping up more elevated amounts of responsibility.

Krishnan (2004) all in all, upgrading business related connection through controlling, training, or assignment can bring about more hierarchical dedication. The nature of association has been appeared to foresee subordinate results like utilization of upward impact strategies and non-appearance among other emotional results like fulfillment and loyalty. A few researchers examined the part of value recognitions and trades and demonstrate that restricted in which Subordinates can respond these connections is by either amplifying or constraining their parts so that they either take after just the agreement or broaden their practices past ordinary part necessities.

HYPOTHESIS

Ho: There is no significance impact of abusive supervision on organization loyalty.

RESEARCH METHODOLOGY

The Study: The study tried to establish cause and effect relationship between the variables hence the study is causal in nature and Survey method was used to gather the data from the individual employee out of population of employees of banking sector and financial and institutions. These were the employees who were residing in Gwalior during the data collection phase of the study. Non probability purposive of sampling technique was used for identifying the respondent of the study.

The Measures: Self designed questionnaires on a scale of 1 to 7, where 1 stands for minimum agreement and 7 stands for maximum agreements was used to collect data of Abusive supervision and organizational loyalty on banking sector. The questionnaire on Organizational Loyalty is based on the survey conducted questions available at <http://www.loyaltyrules.com/loyaltyrules/surveys.pdf>. For Abusive supervision the scale of (Tepper, 2000) has been considered. In all 200 questionnaires were distributed and out of which 164 were returned. 27 questionnaire were discarded as they were either incomplete or the responses were on the extremes. The total 137 questionnaires were considered for analysis.

ANALYSIS

Reliability Measure

Reliability methods have been applied to calculate reliability of all items in the questionnaire. The entire items in the questionnaire were based on abusive supervision reliability test using SPSS software and the reliability test measures are given below:

S. No.	Variable	Cronbach's Alpha Value	No. of Items
1	Abusive Supervision	.764	10
2	Organizational Loyalty	.788	12

The measures are reliable as indicating by their reliability measure which is higher than 0.6, it is acceptable (Fabrigar et al, 1999).

Regression Analysis

Variable Name	R square value	F-Value	Significance Level	Beta value	T value	Significance level
Abusive supervision and Organisational Loyalty	.261	9.901	.002	-.261	-3.147	0.002

The above table is showing statistics of different test. The R square value is 0.261 which indicates that the 26.1% of variance in dependent variable (organizational loyalty) can be explained with the help of independent variable (abusive supervision). The F value 9.901 which is significant at 0.002 level of significance shows that the model on which we worked is predictable. Beta value is -0.261 and T value is -3.147 at 0.002 level of significance which can be interpreted as there is significant impact of abusive supervision (independent variable) on organizational loyalty (dependent variable), but the negative beta value suggest that the this impact is negative. With increasing abusive supervision the loyalty towards organization decreases. This implies that abusive supervision plays negative role towards organizational loyalty.

The results were also supported by the findings Faique Bin Fakhar (2014); Ike E. Onyishi (2012); Kelly L. Zellars and Bennett J. Tepper (2002); Dr. Wisal Ahmad, Awais Jamal Khattak and Ghayur Ahmad (2016); Fred Ebeid, Tej Kaul, Kathleen Neumann, Hugh Shane (2011); GAO Riguang, WANG Biying (2010); Saima Ashraf Naila Ashraf (2016); Mehdi, Aziz; Raju, R. Madhusudana; Mukherji, Ananda (2012).

CONCLUSION

The study has been done to evaluate the relationship between the Abusive supervision and organisational loyalty. In this study the Abusive supervision is independent variable and organizational loyalty dependent variable. The study has been done on the employees of

banking sector of the Gwalior region. The finding indicates that abusive supervision has impact on negative impact on organizational loyalty. Although result are consistent with our finding which indicates that employees yet face abusive supervision which affects their loyalty toward their organisation. It was observed that during our study many employees accepted that they are vulnerable in such environment.

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AN ORGANIC APPROACH TO HUMAN RESOURCE MANAGEMENT –A KEY TO SUCCESS

*Apurva Agrawal *and Sonal Gupta***

ABSTRACT

A unanimous proverb – “*History Repeats Itself*”, now a day is having its own implication where the people are finding themselves to be chaotic and stranded in the digital matrix of the recent world. Every person is getting pleated in a cyclostyled way of living, more they try to get out of it more they stuck themselves into it. At the end, stemming into a beleaguered life having the dearth of enjoyments/celebrations in it. These kind of terms (supra) are lost with their biological aroma in the overlapping synthetic fragrance/s, day today.

Similarly as the overlapping of artificial fertilizers has adulterated the natural fragrances of the agricultural and other produces occasioning in the lack of minerals, to be there in them from the very original source of earth. To overcome these factors, the contemporary scientists have decided to bring back the traditional methods of agri-business/cultivation, so as to obtain the biological fragrances of the produces (been enriched with natural minerals and dietary supplements).

The approach of management, majorly the Human Resource Management also necessitates to be brought in and equipped with a impressive synthesis of traditional as well as modern methods to bring in a significant and strategical emphasis on the principles of management and its applications to the subjected scenarios, which may be able to bring on some substantial growth to the clarifications that may be able to adapt the changes with all duly connoted results – termed as *Organic Approach to the Human resource Management*.

Authors (supra) of this article are of the parallel views that such an efficient blend of managerial approaches may bring some new and synthetic approach to resolve the matrix of homo-sapiens in an organization/s and a new theory may be proposed to play a vital role for such growth and architect of both resourceful and operational management stemming into a enhanced and worldwide style.

Key Words : Organic Approach, Synthesis, Managerial Matrix, Cyclostyled way.

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INTRODUCTION

Today's human resource techniques and approaches are persuaded by the contemporary society and economic regulations, also with the hasty growth of global commerce and electronic technology (with a concept of "VASUDEVA KUTUMBAKAM"), it can be projected, that such techniques will be based on managing highly conversant workers who provide for the competent services.

While most of the research papers on Human Resource Management focus on techniques that work to advantage the workforce unabridged, from favorably skilled to lesser skill intensities, but on the other hand they are unable to establish a new perspectives of bring some NEW THEOREM for the betterment of objectives resolving the digital matrix which is causing troubles to properly organize the available load of human being. Hereby, vide this research article, the authors (supra) have tried to bring on a new theory, which may outdo to bring back the paralyzed system on their true stand and thus sought to value the organization as a whole. This theorization principle is termed as "ORGANIC MANAGEMENT", by the respective authors (supra) of this research paper.

Management research papers point out that there are disagreements of 'lead roles' in the human resource development, however, those applied to populace's management have been given the most thoughtfulness by the industries. Managing personnel circumspectly has become the prima-facie exertion to design a distinctive and proficient business strategy for an organization. The application of new and scientific styles of management more so the objective defined management in order to obtain more and more output out of the

minimum input resulted into the contra-results at various places having shown thereby the unorganized bathe of such associations with a suffrage of finale output. Training, worker participation and teamwork are indispensable to its competitive edge, but to be focused with adaptive culture and civilization of development with regards to policy change in the taste-buds of the affected people. There are those industries whose market will move too speedily to merit an investment in 'people management'. Unfortunately, there is also a trend toward shorter employment periods and high turnovers in many organizations, which are the results of applying scientific tool for management of human beings as a resource/s per-se. Such policies have resulted into many hash-backs; vide termination of many people from workforce from time to time and recruitment of new workforce replacing the old ones and thus a continuous process of uncertainty development and regardless ethics. These organizations may dither to invest in training or utilizing employees who may move to a competitor, therefore overlooking the fact that the lack of training builds for an anemic and ineffectual work force. Heedlessly, most industries can advantage by accumulating the scope of employee training, teamwork and involvement within their organization; not only these (supra), the organizations may also think of adapting a new theory of Organic Management by propounding a synthetic blend of traditional and contemporaneous approaches to the management. Authors of this research paper are of the view that an effective synchronization of artistic & scientific management OR a citrus combination of traditional honey management with newly designed structural output mechanism may

¹Yeung.A & Ulrich, D., (1990), "Effective human resource practices competitive advantage: An empirical assessment of organizations in transition. In Niehaus R.J & Price K.F (Eds.) *Human resource strategies for organizations in transition*, New York. Plenum Fp 31 1- 326.

²AmbaRao. S (1994) *US HRM Principle: "Cross Country Comparison and two case Application in India"* *International Journal of Human Resource Management* 5(3): 755 - 778

³Casey Ichniowski, Kathryn Shaw, Giovanna Prennushi (1995), *The Effects of Human Resource Management Practices on Productivity; The National Bureau of Economic Research, NBER Paper No. 5333; Retrieved on the 8th day of October 2016 at 19:19 Hrs. IST from: <http://www.nber.org/papers/w5333>*

result in a harmonious construction of effective and efficient personality management, directly impacting on the higher demand with healthier impacts on the organization, further detoxifying the poisonous sensations of recent matrix. Hence, an ORGANIC MANAGEMENT.

REVIEW OF LITERATURE (1990 – Till Recent)

Last but not the least, a competitive edge may be given to the performance of the work force management by indulging the common interests of both the employers and employees.

In a cross country comparison done on the analysis of Human Resource Management, it was testified that no single methodology of a system control may prove itself to be operational or resourceful but it needs a harmonious synthesis of 'what is originally present' and 'what is actually needed', to get the bestowed results out of managing the work force.

A yet another empirical study on the recent methods of Human Resource Management has evidenced that the implementation of intelligible system in the management of work force, if supports the employees with regards to the facilities like 'work teams, flexible job assignments, employment security, training in multiple jobs and extensive reliance on incentive pay produces' makes an effective productivity, than placing confidence either only on the scientific OR on the traditional approach to the management of work force. An interpretation of it supports for the blend of theoretical models, which stress the importance of complementarities' among an organizational work practices.

An another performance based research study on the work forces of Asia Pacific rim Countries, states that the focus of any strategy in management shall be based on its appliances in consonance with the social backgrounds of that country, which may thereby be able to establish a performer way to the output as demanded.

Under a survey analysis performed on the employer and employees of the banks, it has been reported that, in some declared effects specifications, gratification with the attribute of communiqué plays a vital role in establishing an effective human resource management.

"Human Resource Management research mainly follows employer objectives; it primarily analyses performance-related variables." stated by famous management thinker Prof. (Dr.) Werner Nienhueser in his famous empirical study on Human Resource Management.

Accordingly, the organizations are nowadays focused on the objective attainment for employers and not the employees. It clarifies the goal of organizations vide 'performance based analysis'. This approach from the beginning of scientific management has brought up with a narrower and goal oriented development of mechanism. Resultantly the factor of societal benefits OR the co-ordinate benefits of Employer-Employee has been put to an end.

All the above reviews and researches analysis helps the authors of this article to theorize their new concept for Human Resource Management, for the betterment of organizations at large and a solution to the way-out from day to day matrix created for now.

⁴ JohngeskBae, Shyh-Jer Chen, Tai Wai David Wau, John J. Lawler and Fred SchiengWalumbwa (2003), "Human resource strategy and firm performance in Asia Pacific Rim Countries", *International Journal of Human Resource Management* 14:8 December 2003, 1308- 1332.

⁵ Ann P. Bartel (2004), *Human Resource Management and Organizational Performance: Evidence from Retail Banking; Industrial and Labor relation Review*, Vol. 57 No. 2 January (2004); Cornell University, New York. Retrieved on the 8th day of October 2016 at 18:49 Hrs. IST from: https://www0.gsb.columbia.edu/faculty/abartel/papers/human_resource_management.pdf

Theorization of Neo-concept 'Organic Management'

Authors of this research paper, focuses to intellectualize the propositioned theory of 'Organic Management', by exercising the traditional fundamentals of management in the contemporary time/s. They also focus to have a significant blend of these fundamentals to outdo the performance of Human Resource Management with the modern trends to put forth a formula, which thereby try to resolve the puzzles of it.

With the above methodology in mindset, the authors are stepping to the Neo-Concept of 'Organic Management'. This methodology will work on the analysis of data focusing of the know-how and impact-management reflecting the 5 W's and 1 H of the management principles. Hence the analysis:-

On the basis of 'WHAT' –

Authors of this research paper are focused to explain, what actually they mean to state about the nature of 'Organic Management', hence providing for the practical definition of the concept. According to the authors –

“The concept of 'Organic management', theorizes the perfect blend of various fundamentals irrespective of their traditional nature OR the modern/contemporary, which thereby suffice to head the success of the organizations.”

EXPLANATION

Irrespective of the nature and scope, those principles, which are forming the base to hoist the flag of success for an organization, are to be considered and kept on the top priorities and placed with the first lane of it.

There are many concepts, which play the outstanding role in improvising the fundamentalism of work force management. Like the traditional methods of giving proper value addition to the dignity of work force, by considering their day to day needs OR by paying some attention on special occasions for their family members OR to provide a security theme for future OR to develop an habit of working for their own organization OR to organize certain family functions etc., which have further been replaced by modern trend of getting the work force engaged in objected works with objected payments and surplus engagements with an intention to earn surplus gains. 'The less be the input and the more be the output', this concept has made the human behave like a machine and hence the behavior of work force has completely messed up to get puzzled in a web matrix of 'giving for earning'.

Nothing is there, which may motivate him/her for living with dignity and to focus on improvising the standard of life as also fundamentally enshrined by the framers of Indian Constitution. These odd concepts are to be removed and some pleasant concepts are to be introduced according to the authors.

This concept also focuses on a proper formulation of policies having the respective principles of both scientific as well as artistic management.

On the basis of 'WHO' –

'Heads' of the organizations, being the 'Leaders' may do better works and not being the 'Bosses'. Hereby analyzing the above concept of abovementioned, explains the best of four terms, which are used as the basis of the statement and gives the recognition to the operational definition of term 'WHO', used in by the authors (supra).

The terms states –

a)Heads: whereby the 'Heads' are those persons

⁶ Werner Nienhueser (2011), *Empirical Research on Human Research Management as Production of Ideology*; Retrieved on the 8th day of October 2016 at 18:24 Hrs. IST from: http://www.managementrevue.org/papers/mrev_4_11_Nienhueser.pdf

⁷ 5 W's of management reflects the work to be done on the basis of – What, Who, When, Why & Where.

⁸ 1 H of the management states about the 'How' of the subject matter/s.

representing the one 'Who' of this very theory to be conceptualized. Those who are packed for the top and to command over the others (may be subordinates or super subordinates). The 'Heads' situate their position on the top of organizations.

b) Bosses: This term reflects the property of 'Heads', where they act themselves as the superior most and tries to command, unreasonably.

c) Leaders: This term states about the individual competences (personality). They try to form the people through their starts up and motivational elongations to get the work done by the people for the attainment of objectives. They are leaders because they do not command but they get the acts done consequently, fulfilling their obligations towards the work force.

On the basis of 'HOW' -

The workload of the work force may be distributed according to the principle of – 'Let the people be, what they are' and not by loading them by the concept of - 'Let them do, whatever they are'. This fundamentalist difference both the principles (supra), creates a thin line but major differences between the optimization of output from the workforce.

When the workforce is allowed to do what they are, the work is done and completed with a significant ratio of success. As the people are getting higher level of motivation in doing such works and progress for the attainment of their objectives set by the organizations. These also help them getting involved into their own optimism and not the targeted work.

While on the other hand if the workforce is asked to work according the Bosses (supra), it creates a strict and absolute liability on them instead of any kind of obligations. This concept

is termed to be as Let them do, whatever they are, which bounds the people to do mandatorily and not creates an atmosphere to do what they want to do. The skills of the workforce are to be used in a modus, which boost their energy levels to be on the part of higher platform and that to in a recognized manner.

On the basis of 'WHEN' –

'Needs are the necessities for inventions', it is the concept that authors want to conceptualize in their theorization of Organic Management. It shall be a process, which may give boost to the mental as well as physical aroma of the work force. The work force shall feel like they are working for what they are trained and born for. They must be able to recognize their objectives. They may be able to purify their skills in their work atmosphere. They may be able to think and outdo, for what they have dreamed and got the skills out of a large investment of time and money.

Whenever the people are in need of something their needs shall be recognized with due diligence of care and atmosphere. The Leaders of the organizations are needed to develop a kind of system to recognize people and their needs. It may not be trimmed strictly according any propounded theorem like that of 'Maslow's Need Hierarchy Theory' OR any other one, but a modern theme may be added to put a weightage to the respect and needs of the organization.

Right time paves an equal role as that of right place/s and right person/s. Herewith including the right time into the Master Plan of an organization towards be grateful to the workers may be able to change the concept of –

'OBLIGED into the concept of BEING OBLIGED'. These variations may result into a beautiful recognition towards change of attitude in workforce.

⁹ Practical definition is the definition propounded by the authors of this research paper, for the purpose of operationalizing this research work.

¹⁰ The author is trying to focus on the 'Right to Life and Personal Liberty' as enshrined under Article 21 (Part III) of the Constitution of India, 1950.

On the basis of 'WHERE' –

An organization is a place of worship, where the works are taken into for the first priority stands. The work environment plays a significant role in up bringing a mood recharge to the workforce.

Authors of this article (supra) have placed due reliance in the case of being a top leader in corporates – Google Incorporation. Where they tried to put the best of efforts in providing the working environment to the people of their work force. As a result they have attained great goals for success. These environment has provided varieties of work environment in the organization itself, which includes – free haircuts, on-site Doctors, shuttle buses etc.

In an analysis it was found that Google has a unique culture. Its not the typical corporate culture. In fact, just by looking at pictures inside the Googleplex, you can see that it looks more like an adult playground, not a place of work. And the Google success can be attributed to this culture. Google has people who has sole job to be to keep employees happy and maintain productivity. Where on one hand Google is able to manage 2.5 million applicants each year (approximately 5 applicants per minute), on the other hand they are able to manage all the applicants by reviewing them on the sole basis.

This (supra) case study has strongly impacted the ideas of the present authors to conceptualize the concept of Organic Management.

On the basis of 'WHY' –

'There is only one phenomenon, which never changes and that is Change', hence any organization shall remain changing with the change in time and taste of people. This remains to be the base of theorizing the concept of Organic Management.

Any plot, if remains unchanged gets paralyzed, and to make the organization immune to such kind of paralytic attacks it is essential that it remain updated with the changing know how of the people/workforce.

This is how the 'why' of this concept has proven to be of a sharp edge. The loopholes may be decided by a mid-shared opinion of the management and work force. It may be a focus not to dictate but to organize the order among the work force.

Organic Management may thus be a bang towards the beauty of an organization and its settled growth.

CONCLUSION

With the above all analysis and researches, it may be concluded that the concept theorized by the authors of this research paper i.e. 'The Introduction to the Concept of Organic Management- The key to Success', is conceptualized in a well versed manner, where they are trying to put forth a new concept for the betterment of the workforce as ever may be dignified and so arranged that they may be interested in setting the norms of themselves for the consideration of organizational norms to be as their own and not the norms only of the organization.

A proper blend of theories in a strategic way may induce to the betterment of the structural benefits and an establishment of good relation between the management and the workforce.

A Chinese Business man, while stating his views after a raid of income tax at his organization, stated that even if the officers doing raid took every possible assets of his organization, he would be happy to rebuild more than that in one single year just on the basis of his workforce.

¹¹ 'Obliged' is a concept of virtual attitudes developed in a person when his/her prayer has been taken into due consideration. It has been mentioned under the concept of H.L.A. Hart. Michael D.A. Freeman; Dennis Lloyd. Lloyd's Introduction to Jurisprudence. Vol. 2, Edition 8th, Sweet and Maxwell/Thomson Reuters Publication 2010.

¹² 'Being Obligated' is a concept of virtual attitudes developed in a person, when any function/need of that person has subjudiced with a Suo-Motto action of the leader. It has been mentioned under the concept of H.L.A. Hart. Michael D.A. Freeman; Dennis Lloyd. Lloyd's Introduction to Jurisprudence. Vol. 2, Edition 8th, Sweet and Maxwell/Thomson Reuters Publication 2010.

The management of workforce in a proper and productive manner is a vital part thereof. To bring on such changes it is essential to bring certain kind of hybrid innovations in the organizational workforce system so as to co-habitat with the modern philosophies.

The need is spirited and indispensable, thus the theorization of neo-concept by the authors plays a momentous role in building some productive arena, positioning a vivacious clarification to the mysterious web-matrixes.

The acknowledgement to this tool named 'Organic Management' may engender a fuelled label to the workforce and appropriately suffice the objective accomplishment of the organization to be on the top priority, where there would be no chance of getting a new matrix building.

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CORPORATE SOCIAL RESPONSIBILITY IN INDIAN CORPORATE SECTOR

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ABSTRACT

The Corporate Social Responsibility is the commitment of the corporate for the equitable growth & sustainable development of the society. CSR is a sustainable process which helps balance the three levels of sustainable development- financial growth, Environmental protection and Social development. Under the new Companies Act, 2013, passed by Parliament in August 2013, Companies with net worth over 500 crores or turnover of over 1000 crores or net profit of 5 crores, two per cent of average profit of previous three years needs to be spent for social cause. Corporate Social Responsibility (CSR) has gained considerable interest among academicians and business organizations in the past decade. Corporate social responsibility has become an inevitable priority for business leaders across the globe in recent times. More and more Indian business organizations embrace the practice of CSR under different names such as corporate sustainability, social responsibility, and corporate citizenship. CSR is concerned with treating the internal and external stakeholders of the firm ethically or in a socially responsible manner and the wider aim of corporate social responsibility is to create higher and higher standards of living, while preserving the profitability of the corporation, for its stakeholders. The aim of this paper is to describe the existing practices of corporate social responsibility in Public Sector Enterprises in India. Key words- Corporate Social Responsibility, Corporate Citizenship, Stakeholder, Public Sector Enterprise.

Key Words : Corporate Social Responsibility; OIL, Empowerment, Rural Development Capacity Building, Agriculture.

INTRODUCTION

CSR is not a new concept in India. Ever since their inception, corporate like the Tata Group, the Aditya Birla Group, and Indian Oil Corporation, to name a few have been involved in serving the community. Through donations and charity events, many other organizations have been doing their part for the society. The basic objective of CSR in these days is to maximize the company's overall impact on the society and stakeholders. CSR policies, practices and programs are being comprehensively integrated by an increasing

number of companies throughout their business operations and processes. A growing number of corporate feel that CSR is not just another form of indirect expense but is important for protecting the goodwill and reputation, defending attacks and increasing business competitiveness.

Companies have specialised CSR teams that formulate policies, strategies and goals for their CSR programs and set aside budgets to fund them. These programs are often determined by social philosophy which have clear objectives and are well defined and are aligned with the mainstream business. The

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programs are put into practice by the employees who are crucial to this process. CSR programs ranges from community development to development in education, environment and healthcare etc.

At least two companies, Vedanta Ltd and Tata Motors, did not have any obligation to meet the CSR threshold as they did not meet the requirement due to losses. The exact figures for Sun Pharma could not be ascertained. (PTI).

In a disappointing start to the much-touted CSR regime, a vast majority of the country's top blue-chip companies have failed to spend the minimum 2 per cent of profits on social responsibility activities in the first year by missing the target by one-third on an average.

Collectively, the 30 Sensex companies are estimated to have spent about Rs 3,500 crore on CSR initiatives during the 2014-15 fiscal, when they were required to spend nearly Rs 5,000 crore on such activities under the new Companies Act.

Together, they are estimated to have clocked a three-year-average net profit of Rs 2.5 lakh crore, of which they were required to spend 2 per cent on Corporate Social Responsibility (CSR).

Making the scorecard even worse, just seven of them could meet this two per cent threshold in time. These firms Reliance Industries, ITC, Mahindra and Mahindra, Wipro, Hindustan Unilever, Tata Steel and Coal India, while Infosys also managed to meet the target although after a delay by a few days for a small amount of Rs 3 crore.

Interestingly, quite a few companies have also tried to defend their failure to meet the threshold with reasons like 'money already having been earmarked' and 'delays in getting requisite approvals for spending the prescribed amounts'.

REVIEW OF LITERATURE

Heugens, P., & Dentchev, N. (2007)¹ have stated in their article "Identifying and Mitigating the Corporate Social Responsibility Risks" that the Companies are exposed to seven risks by investing in CSR activities. He used

Grounded Theory Method to study the risks and discussed various strategies to mitigate the risks. He analyzed if the risks identified above had any applicability in the business field and concluded that it is dangerous to experiment with CSR activities in the competitive business field.

Jorge A. Arevalo and Deepa Aravind (2011)² in their article "Corporate Social Responsibility Practices in India: Approach, Drivers, and Barriers" found that the Stakeholder Approach is the most approved one in the Indian situation followed by the Profit Motive for pursuing CSR. The study also states that the difficulties in the implementation of CSR are lack of resources and difficulty in understanding due to the complexity of CSR.

Dd.Dipl.-Vw. Malte Kaufmann,(2012)³ in his article on "The Impact of Corporate Social Responsibility on Business Performance can it be measured, and if so how" covered the recent developments in the CSR and adopted Stakeholders Approach for measuring the impact of CSR on the benefits of the business.

Sunanda Poduwal (2013)⁴ in the article on "Section 135 –CSR Spending Estimation –BSE top 100 companies", he estimated the CSR amount to be spent by the Companies in the financial year 2013-14 and 2014-15 and studied as to how many companies are over spending and under spending on CSR activities. His article revealed that fourteen companies out of Top hundred companies spent more than the mandatory limit (2%) on CSR activities and concluded that year by year amount to be spent CSR activities will increase.

Suprava Sahu (2014)⁵ in his article on "CSR Activities of Maharatna Companies in India: Analytical case based approach" explained the Maharatna Companies CSR policies and the activities taken up by them. He has concluded that the Companies should go beyond 2% mandatory limit for the betterment of the Society.

Dr.D.K.Soni, P.K.Mishra,Dr.K.M.Agarwal and Dr,Sarbani Mitra (2014)⁶ in their article on "Green Initiatives Under Corporate Social Responsibility: An Empirical Study on

Maharatna Companies of India” explained the Green initiatives taken by the Maharatna Companies under their CSR Policy and concluded that Social Responsibility is considered as a key business issue of the Indian Companies irrespective of size, sector, business goal and location of the Company.

Kalpeshkumar L Gupta and Rachana Arora (2014)⁷ in their article on “Study of Corporate Social Responsibility in the Central Public Sector Enterprises of India” concluded that they are more or less following the CSR guidelines issued by the Department of Public Enterprises and mandatory CSR provision under Companies Act 2013 is a very good step towards societal, environmental and sustainable development.

Vivek Wankahde (2014)⁸ in his article on “Analysis of Corporate Social Responsibility Spending of the Indian Companies” concluded that the amount spent on CSR by the Public Sector Companies and the Private Sector Companies is not equal to 2 % of profits as per Section 135 of Companies Act 2013 and there is no significant difference in the amount spent by the Public Sector Companies and Private Sector Companies.

EVOLUTION OF CORPORATE SOCIAL RESPONSIBILITY IN INDIA

Corporate Social Responsibility (CSR), a term widely use for defining the responsibilities of Corporate world towards the society & environment. Although the term is not new in this Corporate world but its scope & meaning has undergone major changes from treating it as a mere charity in comparison with the responsibilities/duties of the Corporate towards the outer world.

There are many big entities who have been actively engaged in the CSR activities but unfortunately the number is relatively less. In order to encourage more entities to participate in the process of development of the society via- CSR, the Government of India has actually implemented the concept of CSR in the new Companies Act 2013, On 27th February, 2014, the Government of India has notified the rules

for CSR spending u/s 135 of the New Companies Act 2013 along with Companies (Corporate Social Responsibility Policy) Rules, 2014 effective from 1st April 2014. Turning the CSR from voluntary activities to the mandated responsibilities, also governed by the bundle of regulations as follows:

Eligibility Criteria:

Company (includes foreign company with branches or project in India) having:

Minimum net worth of rupees 500 Crore.

Turnover up to "1000 Crore"

Having a net profit of at least '5crore'.

during any financial year, are covered by this provision

Composition of CSR Committee

The Company should constitute a Corporate Social Responsibility Committee as follows:

The CSR Rules provides the manner in which CSR committee shall formulate, monitor the policy and manner of understanding for CSR activities.

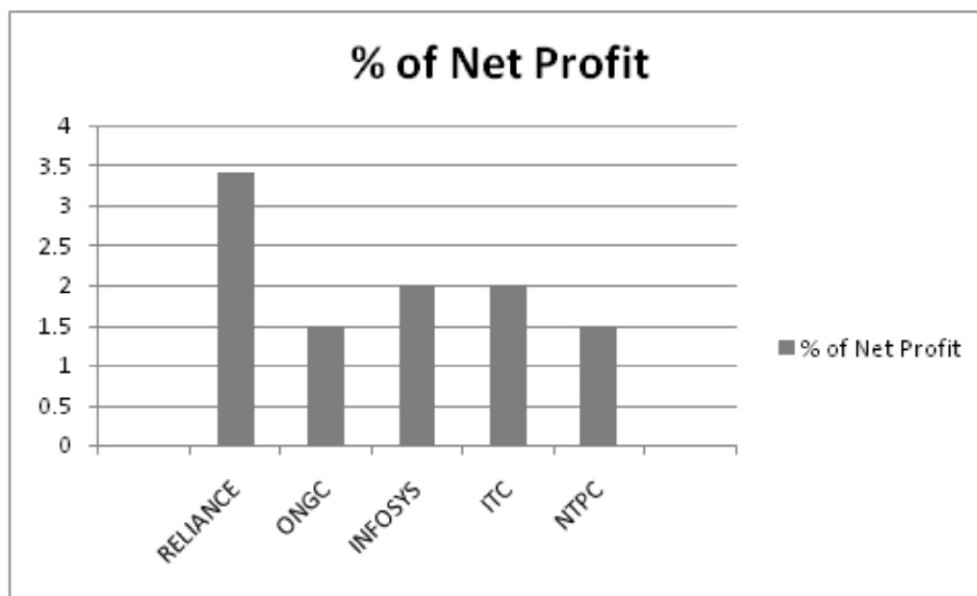
Under the rules, the Government has also fixed a threshold limit of 2% of the "Average' Net Profits of the block of previous three years on CSR activities and if Company fails to spend such amount, disclosures are to be made for the same. But an exemption has been given to the Companies that do not satisfy the above threshold for three consecutive years.

This means all the Companies falling in the aforesaid criteria needs to ensure CSR compliance but it is debatable to say that the same is for welfare of the society or the companies are doing it just to avoid penalties. CSR stands to support the Company's Vision as well as directions to what Organization stands for and will sustain its clients. An ISO 26000 is the accepted worldwide standard for Corporate Social Responsibility (CSR).

CSR term has been reevaluated with an aim to embrace responsibility for the Company's actions and encourage a positive impact through its activities on the environment, consumers, conscience, corporate citizenship, social performance, employees, communities and all stakeholders.

CORPORATE SOCIAL RESPONSIBILITY TOP CSR SPENDERS IN NIFTY

	Actual amount spend on CSR	% of Net Profit	amount should spend as per CSR 2013	% of Net Profit	Difference
RELIANCE	760.5	3.4	447.35	2	313.15
ONGC	495	1.5	660.00	2	-165
INFOSYS	243	2	243.00	2	0
ITC	214.06	2	214.06	2	0
NTPC	205.18	1.5	273.57	2	-68.39



Quite a few public sector companies have also failed to meet the target.

The companies whose actual CSR spending was less than 2 per cent during the year included HDFC Bank, ICICI Bank, Axis Bank, SBI, Dr Reddy's, HDFC, Bajaj Auto, Bharti Airtel, Hero Motocorp, Hindalco, Larsen and Toubro, TCS, Lupin, Cipla, Maruti Suzuki, GAIL, NTPC, BHEL and ONGC.

All of them have expressed commitment to the CSR work.

Corporate giant Reliance Industries Ltd (RIL) spent the the maximum amount (Rs 761 crore) among the Sensex companies on CSR during 2014-15 – the first financial year for which the

new law has been in force.

RIL is followed by ONGC in terms of absolute amount at Rs 495 crore, although it could spend only 1.5 per cent of its three-year-average net profit.

There is no penalty as such for missing this threshold, but the company needs to explain the reasons for its failure to spend at least 2 per cent on CSR. The government has set up a six-member panel to suggest steps for improved monitoring of social welfare activities done under the Companies Act.

At least two companies, Vedanta Ltd and Tata Motors, did not have any obligation to meet the CSR threshold as they did not meet the

requirement due to losses. The exact figures for Sun Pharma could not be ascertained.

Vedanta said there was “no obligation for the company to spend on CSR as the average profit computed as per provisions of the Companies Act for last three years is negative”.

Still, it had spent Rs 25.5 crore (1.3 per cent of its last fiscal profit after tax) in CSR projects and initiatives.

The new law applies to companies with a net worth of Rs 500 crore or more, or a turnover of Rs 1,000 crore or more or a net profit of Rs 5 crore or more in a financial year.

They are also required to constitute a CSR committee with three or more directors, at least one of whom should be an independent director. If a company fails to spend full or part of the prescribed amount, it needs to explain the shortfall.

Bharti Airtel spent Rs 41.1 crore (0.6 per cent), Hero MotoCorp's CSR spending was Rs 2.37 crore (0.1 per cent), Hindalco's was Rs 32.42 crore (1.86 per cent), L&T spent Rs 76.54 crore (1.44 per cent), TCS's CSR bill was Rs 219 crore (1.5 per cent) and Lupin spent Rs 12.6 crore (0.6 per cent).

Among others, Cipla could spend Rs 13.43 crore (0.8 per cent) and Maruti Suzuki spent Rs 37.25 crore (1.5 per cent).

Among PSUs, NTPC spent only 1.45 per cent (Rs 205.18 crore) and BHEL spent Rs 102.06 crore (1.24 per cent).

Bharti Airtel said, “Being the initial year, the company was in the process of evaluating the focus areas/locations of intervention for CSR activities to cater to the pressing needs of society and deliver optimal impact.”

“As a socially responsible company, your firm is committed to increase its CSR impact and spend over the coming years, with its aim of playing a larger role in India's sustainable development by embedding wider economic, social and environmental objectives,” the company informed investors in its Annual Report.

Hero MotoCorp said it “has in place a robust plan, monitoring mechanism and enabling infrastructure to ensure that CSR activities

initiated by the company are sustainable and truly beneficial to the society in the long run.”

“However, the formal initiatives on CSR could start only in the later part of the financial year after the approval of CSR policy by the Board. While the work was initiated only on few programmes, pre-work activities have been detailed out for most of the initiatives and during 2015-16 your company would see a huge action and corresponding spend on CSR.

“The current financial year will not only see the statutory spending but will also make up the deficiency of 2014-15, wherein the ground work has taken place,” it added.

CONCLUSION

CSR liability under CPSE Guidelines on CSR and Sustainability is more or less equal to CSR liability under Section 135 of Companies Act 2013 for the financial year 2014-15. The provisions of Section 135 are more flexible. Considering immediately three preceding financial years profit is better for the Companies having good profits during the last financial year. However, it is not favorable to those Companies having losses during the last immediately preceding financial year because section 135 considers three preceding years' profits. Compared to CPSE CSR and Sustainable Guidelines, Section 135 of Companies Act is deferring the CSR liability of the Companies having more profits during the last financial year, and losses during the other two preceding financial years. There is no such flexibility under CPSE Guidelines on CSR and Sustainability, because CSR liability depends only on the last year profitability. Consideration of preceding three financial years' average profits will give true picture of profitability of a Company. Hence, it can be said that CSR under section 135 is more flexible to Maharatna Companies.

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CREATIVE INSIGHTS FOR DISRUPTIVE INNOVATION: THE POWER OF STRATEGIC DIFFERENTIATION

*Pallavi Kapooria**

ABSTRACT

Strategic management is a constantly evolving field of research that seeks to understand why organizations behave the way they do and the influences on their success or failure. Strategic management is argued to be centred on the formation and sustainability of competitive advantage. The world has changed significantly and with dramatic shifts in almost everything we do. These shifts have profound implications on the world of strategy and there is a growing challenge to rethink the strategies driving the organizations. There is a rising need for organizations of every stripe to simultaneously pursue differentiation to stand out in the market and a low cost in what they do. That's what we call value innovation, the cornerstone of blue ocean strategy. This paper highlights upon the crucial concepts concerning innovation like blue ocean strategy and disruptive innovation. The paper examines their contribution to the field of strategic management and describes the way these concepts have shifted how strategic management thinks in relation to organisations gaining sustained competitive advantage.

Keywords : Disruptive Innovation, Blue Ocean Strategy, New Market Innovation, Market Pull Strategy

INTRODUCTION

Despite massive investments of management resources, innovation remains a frustrating pursuit in many companies. Innovation initiatives frequently fail, and successful innovators have a hard time sustaining their performances. The capacity to innovate remains so hard to build and the reasons go much deeper than the commonly cited cause: a failure to execute. The problem with innovation improvement efforts is rooted in the lack of an innovation strategy. A strategy is a commitment to a set of coherent, mutually reinforcing policies or behaviors aimed at achieving a specific competitive goal. Good strategies promote alignment among diverse

groups within an organization, clarify objectives and priorities, and be focused around them. Companies regularly define their overall business strategy and specify how various functions—such as marketing, operations, finance, and R&D—will support it. But the firms rarely articulate strategies to align their innovation efforts with their business strategies. An organisation without an innovation strategy won't be able to make trade-off decisions and choose all the elements of the innovation system.

1. Emergence of Need to Strategize Innovation

In the past decade, the world has changed in

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significant ways and with dramatic shifts in almost everything we do. These shifts have profound implications on the world of strategy and there is a growing challenge to rethink the strategies driving the organizations. There is a rising need for organizations of every stripe to simultaneously pursue differentiation to stand out in the market and a low cost in what they do. That's what we call value innovation, the cornerstone of blue ocean strategy. Blue ocean strategy (BOS) is more imperative than ever. A decade ago there were many forces driving the importance of creating blue oceans. At the top of the list was the fact that the competition in existing industries was growing fiercer, and pressure on costs and profits was increasing and these forces have only intensified.

The market today is much more crowded than ten years ago, thanks to the increased participation of global players from emerging economies and the emergence of tools for global communications, transactions and advertising that generally make it faster and easier to become a global player. There has hardly been a time in the history when

achieving innovative value at lower cost was such a pressing need in so many industries and sectors. Furthermore, the rising influence and use of social media has shifted the power and credibility of voice from organizations to individuals, making it increasingly impossible for organizations to over-market their me-too offerings. All these developments and emerging trends have made the methodologies and tools of blue ocean strategy more relevant and in greater demand than ever.

2. Popular Strategic Frameworks

3.1 Porter's competitive forces that shape strategy

Firstly, competitive forces, which were conceived by the Porter in 1979, have been used for over 3 decades and are still influencing the world. Its basic logic is that, for an organization to survive and thrive, it must understand its competitive environment, which not only involves competitors, but also greedy suppliers, sensitive customers, ignorant new entries and hostile substitutes. The key is to confront competition and win it over.

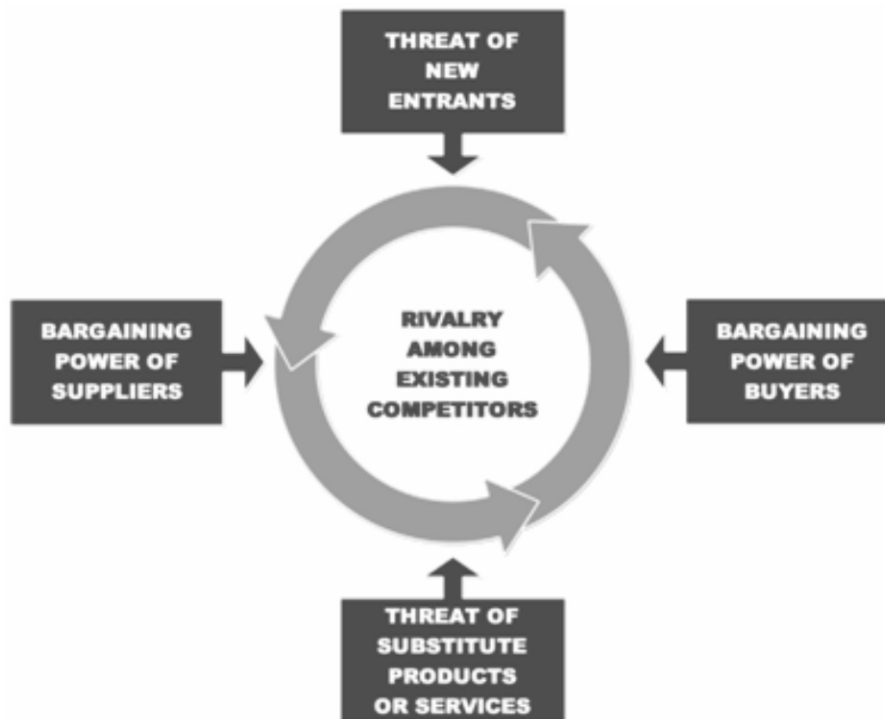


Fig 1 : Porter's Five Forces

3.2 Value-Innovation: the key to blue ocean strategy

Blue Ocean Strategy (BOS), which was introduced not too long ago in 2005, has been very popular recently, with the help of strong advocacy from popular organizations. The

basic logic is that, any form of competition is considered bad. For an organization to thrive, it should avoid competition and always keep on searching for untapped market and the key is to make competition irrelevant.

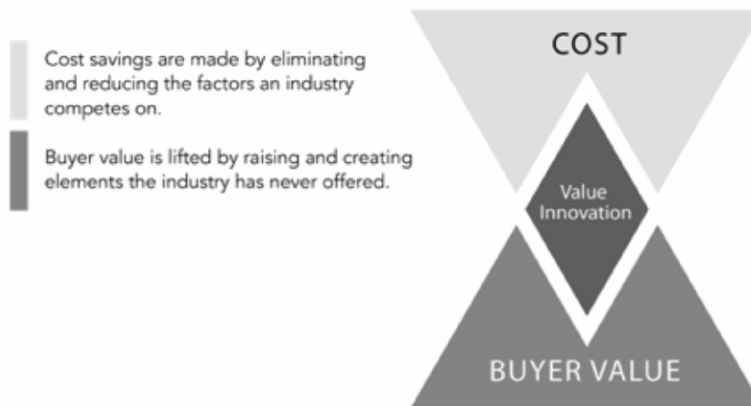


Fig 2: Blue Ocean Approach & Value Innovation

3.3 Disruptive Innovation

Thirdly, Disruptive Innovation (DI), for an organization to thrive, it must continuously think of innovation, which can either throw competitors out of balance or create a very new, untapped market. While competitive forces and

Blue Ocean strategy are somewhat contradictory to each other, disruptive innovation is overlapped with both. To be more specific, disruptive innovation can help a company beat competitors (low-end disruption) and also help it create a new market



(new market disruption).

Fig 3 : Disruptive Innovation

1. Blue Ocean Strategy Vs Disruptive Innovation

An alternative theoretical perspective to blue ocean strategy (BOS) is disruptive innovation (DI). Unlike blue ocean strategy, disruptive innovation has a much stronger focus on creating new technologies that revolutionize old ways of doing things. This theory notes that the key characteristics of disruptive innovation are that it starts out worse than the current offerings in terms of the performance attribute mainstream customers value. Despite this it introduces new performance attributes that appeal to a different market. This is similar to blue ocean in that it looks to serve a market not being served by incumbents. Where it differs, however, is in the customer acquisition strategy.

While companies pursuing blue oceans strategy will need to constantly look for new untapped markets to survive, disruptive innovation demonstrates that new technologies can improve to a level where they are able to satisfy mainstream customers on the performance attribute they are demanding. Disruptive innovation isn't customer-driven in the same way that blue ocean strategy is. Blue ocean strategy exclusively looks for a market that has not been targeted and works to create a product to target them. Disruptive innovation is far more focused on the innovation wherein a new market is created based around who the innovation appeals to rather than finding a market and targeting a product towards them. Disruptive innovation identifies the gaps in the market based on what incumbents are not producing rather than what customers are demanding. Disruptive innovation, therefore, is not focused on value innovation but on improving the technologies and developing new performance attributes.

The blue ocean strategy must have a market-pull approach meaning that careful analysis of the target market is needed when deciding innovation. Altering attributes of a product must align to what the customer demands rather than simply being different from the competitors. To ensure difference, blue ocean strategy requires organizations to look at the alternatives and non-customers in an industry

and consider where a valuable gap exists. They must actively seek to create new critical success factors in an industry. To ensure a market-pull approach, organisations must encourage an open culture where market insights can be passed on to the people with the power to act.

Unlike Blue Ocean, disruptive innovation focuses less on market-pull and more on the technology-push. Therefore, the organizations must first determine if an innovation is disruptive or sustaining. A sustaining innovation does not create new markets or introduce new performance attributes, rather it improves an existing performance attributes in a product or service to give them better value. An innovation is more likely to be disruptive if there is a disagreement about the new venture particularly between finance and technology departments as disruptive innovation does not appeal to financial departments because it initially yields less profit. Disruptive innovation creates new markets so information must be created. Companies must consider who the customers will be, which dimensions of the product performance matter and what the right price points will be.

CONCLUSION

This paper has described various innovation theories that have shifted how strategic management thinks in relation to organisations gaining sustained competitive advantage. The theories aim to create new markets rather than exploiting current ones which shifts the perspective from competitive strategies where is a limited number of customers. Blue ocean strategy looks at how companies can create a new market through shifting the industry boundaries. Disruptive innovation creates new customers through introducing performance attributes not offered by current competitors.

Disruptive innovations are the kinds of breakthroughs that can shake up the categories, revive sluggish brands, and turn market challengers into market leaders. But many companies are unwilling to invest the resources required to develop and implement such innovations, or accept risks. They lack an

effective innovation strategy; rather they try to leverage technologies they already have instead of cutting new paths, and often pull the plug too early during the process. Renowned players such as Apple and Amazon are accredited masters at disruptive innovation, with cultures that are designed to encourage creativity and leaders who accept the risks that come with innovations; not every company has that in their DNA. Many need help from outside – whether that means hiring an innovation luminary externally to build a team and manage the process or turning to experts who know how to drive innovation.

Innovation is not only about products; it can be about across domains like packaging, or communications or a service and may be a much quicker way to make a big difference in the marketplace. Moreover, innovation entails risk; not all companies are comfortable with that. However, the returns can be substantial and long-lasting, which is where companies can make really huge money. Companies need sound strategic framework for innovation. Blue Ocean strategy and Disruptive Innovation are ideal approaches that may help companies identify high-potential areas for innovation that competitors have yet to discover.

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CUSTOMER SATISFACTION AND NET BANKING SERVICES IN SELECTED BANKS WITH SPECIAL REFERENCE TO ELECTRONIC FUND TRANSFER SERVICES : EMPIRICAL EVIDENCE

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ABSTRACT

EFT as a modern, global consumer payment method continues to expand rapidly by comparison with credit cards and traditional paper-based forms of payment. In today's global market, the competitive advantage lies in delivering high quality service to the customers. This paper discusses the impact of EFT services on Customer Satisfaction in net banking environment. This is an effort to examine the relationship between the demographics and customers satisfaction in internet banking. Present research shows that, demographics of the customers are one of the most important factors which influence the use of internet banking services on EFT services.

Key Terms : Customer Satisfaction, Net Banking and EFT.

INTRODUCTION

The term loosely covers a system which is replacing paper symbols of value such as cheques, withdrawal slips and other payment vouchers with 'invisible' symbols capable of being processed by computers.

The bank customers play a vital role in the banking sector. They are the key players of the banking industry and all the efforts are made by the banks to satisfy the desirable needs of the customers. Indian banking industry has suddenly witnessed a major boom. E-banking is an improvement over traditional banking system because it has reduced the cost of transaction processing, improve the payment efficiency, financial services and improve the banker-customer relationship.

Electronic funds transfer or EFT refers to the computer-based systems used to perform financial transactions electronically. In India the fund transfer are basically done through mail transfer, draft or telegraphic transfer. In

case of telegraphic transfer the department of telecommunication was the sole provider of telephone, telex and telegram facilities. With the process of liberalization private operators have started providing alternative voice communication channels through mobile phones and vase communication as an alternative channels for data communication. It was normal for any telegraphic transfer to be credited to the beneficiary's account after delay of 2 to 4 days.

The transfer of funds from one party to another over electronic media is known as electronic payment system. The different approaches to electronic payments include, card payment, mail order and online payment. Online transactions are a daily activity for almost everyone today. With the introduction of the Internet, online transactions became easy. Most of the big product and service companies made their network presence prominent and started interacting with their customers over the web.

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Features and Benefits of Electronic Fund Transfer

- Access the account anytime, anywhere.
- Transfer Funds to own or other Federal Bank Account or Non-Federal Bank Accounts.
- Safe, Secure and Fast method of transferring funds.
- Nomination Facility available.
- Higher Transaction limits can be assigned on submitting an application for the same to the branch.

REVIEW OF LITERATURE

Electronic Funds Transfer is a form of payment where by funds move from one account to another account by electronic means. It may take place in the same bank or across different banks. The customer requests or authorizes his/her bank to make regular payments to a named payee/beneficiary and it is done within a faster period of time (Bank of Africa, 2007).

Electronic Funds Transfer has mainly two features, the credit transfer and the debit transfer. Credit transfer involves a customer's request which instructs the bank to debit his/her account with funds which are then transferred to another account in the same or another financial institution. On the other hand, debit transfers involve a customer's request where by his account is credited with funds that are received from the customer's debtors following an agreement independently arranged between the customer and his debtors for example utilities. Electronic Funds Transfer is highly emphasized compared to the traditional payment systems because it facilitates secure and timely payments and that's why in February 2007, the system was introduced to educational institutions.

According to Mugerwa and Ntabadde (2006), Electronic Funds Transfer payment is a remedy for long queues and delays in paying school fees. This is supported by Akampurira (2007) who emphasizes that the system is faster, efficient and reliable. Therefore considering the loopholes that were embedded in cheques like bouncing, variability in physical characteristics and security features and their

lack of a code line to facilitate automatic cheques clearing as postulated by Jjuuko (2006), in 2002 the banking community developed Electronic Funds Transfer standards and in August 2003, the clearing banks started exchanging Electronic Funds Transfer transactions through the clearing house and in February 2007, it was extended to educational institutions. Ali (2006) also supported Jjuuko adding that cheques increase queue times and variable to fraud.

Mugerwa and Ntabadde (2006) pointed out that EFT is the solution to the long queues and delays in making payments in banks. This is because it is very fast as an EFT instruction/transaction is processed within eight working hours, compared to cheques which take 4 working days. Bank of Africa (2010) added that EFT facilitates secure transfers of funds between banks and is a cheaper payment system for salaries and standing instructions. Akampurira (2007) supports the above view but adds on that EFT is a must necessity due to advent of information technology. He further emphasizes that due to technological developments and continuous application of computer systems, its advantageous to use EFT since the banking industry is also influenced by developments in information and technology.

Aula (2010) argues that perception about risk by bank customers is one of the factors that seem to contribute to less usage. The acceptance of any new development especially in banks is weighed in relation to risk. Some customers consider electronic banking as risky, and its probable that they fear to surrender their particulars to third parties as it is when filling Direct Debit Agreements since the applicant has to fill in his/her account number, signature, account name and branch. Rahmath et al. (2010) added that peoples' perception of electronic banking as involving major security failures poses risk and hence people shun away from it. This is because they have a perception that government could access their incomes and there are chances of fraud and there is no information security. This is what exactly Wamala (2009) put forward that banks' IT staff collaborate with fraudsters and swindle

customers' money.

Mobarek, Asma (2009) in her article "E-Banking Practices and Customer Satisfaction - A Case Study in Botswana" cleared that Banks' external environment, including globalization and deregulations, have made the banks highly competitive. Banks find it difficult to compete on price, and need to look at other ways to retain customers. Sultan Singh, Ms. Komal (2009). Impact of ATM on Customer Satisfaction (A Comparative Study of SBI, ICICI & HDFC bank) presents the impact of ATM on customer satisfaction. This is a comparative study of three major banks i.e. State Bank of India, ICICI bank and HDFC bank. Dilijonas et al., (2009) examined the essential aspects of ATM service quality in Baltic States.

Hamadi, Chakib (2010) in his article "The Impact of Quality of Online Banking on Customer Commitment" demonstrates the existence of a causal relationship between perceived quality, satisfaction and commitment in the context of online banking. The results show that the perceived quality heavily influences the commitment of customers and that this effect is direct and not mediated by satisfaction.

Dash, Manoj Kumar and Mahaptra, D.M. (2006) in their article "Measuring Customer Satisfaction in the Banking Industry" explained that the working of the customer's mind is a mystery which is difficult to solve and understanding the nuances of what customer satisfaction is, a challenging task. Khaled, Al-Hashash and Bahzadi, Abdulrasoul Hussain (2008) in their article "Bank's Customer Satisfaction in Kuwait : An Exploratory Study" explained that Customer satisfaction is a significant subject for most marketers. Their proposal project aimed to investigate customer satisfaction in the retail banking in state of Kuwait.

OBJECTIVES OF THE STUDY

·To assess the impact of net banking services in select banks of Indore, Ujjain and Dewas cities

of Madhya Pradesh with special reference to Electronic Fund Transfer services.

·To examine the customers satisfaction on EFT services with various Demographic Variables.

·To know the Customer Perception towards the banking websites which allows consumers & Business to obtain account information?

·To evaluate the Customer Perception towards Time Saving and Convenient EFT Services.

RESEARCH METHODOLOGY

Survey Method has been followed for the study. Both primary and secondary sources of data are used. Well structured questionnaire is designed to elicit necessary data and details from the consumers of retail stores. The secondary data were collected from the books, journals, magazines and web portals.

A proportionate random sampling method was employed to elicit the necessary information from the credit cardholders in three cities i.e. Indore, Ujjain and Dewas. The sample size of 300 respondents, representing 50 in each of 6 private, public and foreign banks viz., ICICI Bank, IDBI bank, SBI bank, HDFC bank, Punjab National bank and State bank of Indore in Indore, Ujjain and Dewas cities, has been duly selected to represent the entire universe.

The primary data collected from the respondents has been analyzed with the help of Statistical Package for Social Sciences (SPSS), 17th version. Chi-square test and ANOVA has been employed for testing the hypothesis.

4.1 Relationship of Customers with the Banks

In order to investigate the relationship between e-banking and the level of customer satisfaction, it was important to explore for how long respondents held their accounts in the banks. Table presents the historical perspective on the banking relationship for the surveyed customer.

Table 1

History of Banking Relationship		
Duration of the Banking Relationship with the bank	Frequency	Valid Percent
Less than 1 Yrs	58	19.33
1-3 Yrs	42	14.01
3-5 Yrs	103	34.33
Above 5 Years	97	32.33
Total	300	100

The results in table indicates that large number of respondents (34.33%) have maintained a banking relationship with the banks between 3 to 5 Years and 32.33 percent of them have maintained such relationship Above 5 Years. However it could be observed that there is relatively high degree of stability of those customers who had maintained long term

relationship with the bank they deal with. In order to retain a long term relationship with its customers, the banks should adopt a diversified strategy by providing them financing schemes with different portfolios, innovative banking products, credit cards, internet banking, onsite and offsite ATMs, Mobile banking, PC banking etc. to achieve a higher rate of growth.

4.2 Various Dimensions of Service Quality for Drafting of Research Instrument

Reliability
1 It provides accuracy in billing.
2 It helps in keeping records correctly.
3 It performs the service at designated time.
Responsiveness
4 E-banking is very necessary for the development of new economy of India
5 It improves the quality of customer service.
6 Response of service through e-banking is very prompt and quick.
7 Availability of service is faster in e-banking as compare to manual banking.
Competence
8 Transfer of fund is easier through E-banking.
9 E-Banking provides more punctuality, transparency, accountability.
10 Transfer of funds is faster as compared to manual banking system.
11 It is trusted by young generation.
Access
12 E-Banking services are accessible via Internet banking, Mobile banking, EFT, ECS, ATM.
13 Online purchases of goods and services including online payment is easier.
14 It provides convenient location of service facility(location of ATM, POS terminals)
15 It reduces the waiting time to receive the service.
Courtesy
16 It helps in better customer relationship, attracting and retaining them.

Communication
17 E-Banking explains the service itself.
18 It explains the cost of service being used.
19 It assures the customer that problem will be handled.
20 It explains the tradeoff between service and cost.
21 E-banking provides up to date information.
22 It also provides information for well educated customers.
23 E-banking provides effective medium of promotion of various schemes.
Credibility
24 E-banking increases the reputation of the banks.
25 It increases the believability, honesty and trustworthiness of the customers in banks.
26 It ensures the ability to fulfill the requirement.
27 Degree of reliability involved in Interaction with customer is more in e-banking.
28 It provides unlimited network to the banks to approach customers.
Security
29 E-banking ensures physical safety of the transaction.
30 Password facilities provide confidentiality to transaction.
31 It also increases the financial security.
32 Privacy can be easily maintained.
Understanding
33 It provides individualized attention to the customers.
34 It provides necessary information to the customers.
35 Website of the bank is designed according to the need of the customer.
36 It ensures to provide necessary information to the customer.
37 E-banking learns the specific requirement of the customer.
Tangibility
38 Banks use advanced Computer/IT to serve clients.
39 E-banking provides modern looking equipment.
40 Physical representation of service through plastic card, credit and debit card is easy.
41 E-banking provides 24 hours, 365 days a year service to customers.
42 It helps in reducing the no. of queues in the bank branches.

HYPOTHESES

Hypothesis 1

Null Hypothesis H₀ : There is no significance between Demographic Variables and Fast and Hassel Free Services.

Alternate Hypothesis H₁: There is significance between Demographic Variables and Fast and Hassel Free Services.

Hypothesis 2

Null Hypothesis H₀: There is no significance between Demographic Variables and Time Saving & Convenient EFT Services.

Alternate Hypothesis H₁: There is significance between Demographic Variables and Time Saving & Convenient EFT Services.

Hypothesis 3

Null Hypothesis H_0 : There is no significance between Demographic Variables and Banking websites which allow consumers and business to obtain account information.

Alternate Hypothesis H_1 : There is significance between Demographic Variables and Banking websites which allow consumers and business to obtain account information.

Hypothesis 4

Null Hypothesis H_0 : There is no significance between Demographic Variables and Accurate and Safe Wire Transfer Services.

Alternate Hypothesis H_1 : There is significance between Demographic Variables and Accurate and Safe Wire Transfer Services.

Hypothesis 5

Null Hypothesis H_0 : There is no significance between Demographic Variables and Security of Bank site for Fund Transfer Procedure.

Alternate Hypothesis H_1 : There is significance between Demographic Variables and Security of Bank site for Fund Transfer Procedure.

DATA ANALYSIS AND INTERPRETATION

Data analysis is a process where researchers analyze the data using statistic methods and relevant software to run tests. Descriptive analysis has been adapted in this study. It is descriptive because descriptive data has been collected through detailed interviews and it is also explanatory since the researcher explained the relationship between the demographic variables and customer satisfaction and how these dimensions affect customer satisfaction. It is somewhat exploratory in nature since researcher explored the relationship between demographic variables and satisfaction based on the previous theory to develop a better understanding about the research area.

Table 2
Demographic Profile of the Respondents

Demographic Variables	Categories	Total Count
Gender	Male	207
	Female	93
Age	Below 20 Years	13
	20-30 Years	146
	30-40 Years	82
	Above 40 Years	59
Area	Rural	29
	Urban	271
Profession	Salaried	172
	Employed	64
	Self-Employed	19
	Unemployed	45
Monthly Income (Rs.)	50,000-100,000	78
	100,000-150,000	45
	150,00-200,000	69
	Above 200,000	108

TABLE 3

Hypothesis 1

EFT SERVICES ARE FAST & HASSEL FREE

Demographic Variables	Level of Significance	No. of Rows	No. of Columns	Degrees of Freedom	p-Value	Calculated value	Result
Gender	0.05	2	5	4	0.045	9.746	Reject H ₀
Age	0.05	4	5	12	0.114	18.05	Accept H ₀
Area	0.05	2	5	4	0.000	22.917	Reject H ₀
Profession	0.05	4	5	12	0.046	21.297	Reject H ₀
Income	0.05	4	5	12	0.002	31.438	Reject H ₀

In case of Fast & Hassel Free EFT Services, where the p-value is significant at 5 percent level, the calculated value of Chi-Square (X²) for Gender is 9.746, Age is 18.05, Area is 22.917, Profession is 21.297 and Income is 31.438. This shows all demographic variables have impact towards the above said service but Area does not influence the EFT Service much.

Above table shows that at 5 % level, the p-Value of Chi-Square (X²) is less than .05 for demographic variables such as Gender (0.045), Area (0.000), Profession (0.046) and Income (0.002). Hence, the researcher rejects the Null Hypothesis H₀ i.e.” There is no significance between Demographic Variables (Gender, Area,

Profession and Income) and Fast and Hassel Free Services” and accept H₁ i.e. “There is significance between Demographic Variables (Gender, Area, Profession and Income) and fast and Hassel Free Services”.

While studying the above table, it is clear that at 5 % level, the p-Value of Chi-Square (X²) is more than .05 for demographic variable Age (0.114), Hence for Age, Researcher accept the Null Hypothesis H₀ i.e. “There is no significance between Demographic Variables (Age) and Fast and Hassel Free Services” and Reject Alternate Hypothesis H₁ i.e. “There is significance between Demographic Variables (Age) and Fast and Hassel Free Services”.

TABLE 4

Hypothesis 2

EFT SERVICES ARE CONVENIENT AND SAVES TIME

Demographic Variables	Level of Significance	No. of Rows	No. of Columns	Degrees of Freedom	p-Value	Calculated value	Result
Gender	0.05	2	5	3	0.018	10.109	Reject H ₀
Age	0.05	4	5	9	0.031	18.403	Reject H ₀
Area	0.05	2	5	3	0.118	5.879	Accept H ₀
Profession	0.05	4	5	9	0.000	41.222	Reject H ₀
Income	0.05	4	5	9	0.007	22.543	Reject H ₀

As it is clear from its name, the services happens to be online, thus it depends mostly on the speed of Internet. It is convenient as user can do it from anywhere. At 5 percent significant level, the calculated value of Chi-Square (X^2) for Gender is 10.109, Age is 18.403, Area is 5.879, Profession is 41.222 and Income is 22.543. This shows all demographic variables have impact towards the above said service but Area does not influence the EFT Service much.

Above table shows that at 5 % level, the p-Value of Chi-Square (X^2) is less than .05 for demographic variables such as Gender (0.018), Age (0.031), Profession (0.000) and Income (0.007). Hence, the researcher rejects the Null Hypothesis H_0 i.e.” There is no significance between Demographic Variables (Gender, Age,

Profession and Income) and Time Saving & Convenient EFT Services” and accept H_1 i.e. “There is significance between Demographic Variables (Gender, Age, Profession and Income) and Time Saving & Convenient EFT Services”.

While studying the above table, it is clear that at 5 % level, the p-Value of Chi-Square (X^2) is more than .05 for demographic variable Area (0.118), Hence for Area, Researcher accept the Null Hypothesis H_0 i.e. “There is no significance between Demographic Variables (Area) and Time Saving & Convenient EFT Services” and Reject Alternate Hypothesis H_1 i.e. “There is significance between Demographic Variables (Area) and Time Saving & Convenient EFT Services”.

TABLE 5

Hypothesis 3

BANKING WEBSITES WHICH ALLOW CONSUMERS & BUSINESS TO OBTAIN ACCOUNT INFORMATION

Demographic Variables	Level of Significance	No. of Rows	No. of Columns	Degrees of Freedom	p-Value	Calculated value	Result
Gender	0.05	2	5	4	0.007	13.954	Reject H_0
Age	0.05	4	5	12	0.001	32.421	Reject H_0
Area	0.05	2	5	4	0.688	2.259	Accept H_0
Profession	0.05	4	5	12	0.007	27.386	Reject H_0
Income	0.05	4	5	12	0.008	26.784	Reject H_0

Above table shows that at 5 percent significant level, the calculated value of Chi-Square (X^2) for Gender is 13.954, Age is 32.421, Area is 2.259, Profession is 27.386 and Income is 26.784. This shows all demographic variables have impact towards the above said service but Area does not influence the EFT Service much. The calculated value of Chi-Square (X^2) is highest for Age which shows that to register for such services; bank requires a certain age while it is lowest for Area which shows its less impact towards the fact.

Above table shows that at 5% level, the p-Value of Chi-Square (X^2) is less than .05 for demographic variables such as Gender (0.007), Age (0.001), Profession (0.007) and Income (0.008). Hence, the researcher rejects the Null Hypothesis H_0 i.e.” There is no significance between Demographic Variables (Gender, Age,

Profession and Income) and allow consumers and business to obtain account information” and accept H_1 i.e. “There is significance between Demographic Variables (Gender, Age, Profession and Income) and allow consumers and business to obtain account information”.

While studying the above table, it is clear that at 5 % level, the p-Value of Chi-Square (X^2) is more than .05 for demographic variable Area (0.688), Hence for Area, Researcher accept the Null Hypothesis H_0 i.e. “There is no significance between Demographic Variables (Area) and allow consumers and business to obtain account information” and Reject Alternate Hypothesis H_1 i.e. “There is significance between Demographic Variables (Area) and allow consumers and business to obtain account information”.

TABLE 6

Hypothesis 4

WIRE TRANSFER SERVICES ARE ACCURATE & SAFE

Demographic Variables	Level of Significance	No. of Rows	No. of Columns	Degrees of Freedom	p-Value	Calculated value	Result
Gender	0.05	2	5	3	0.116	5.919	Accept H_0
Age	0.05	4	5	9	0.000	30.624	Reject H_0
Area	0.05	2	5	3	0.294	3.715	Accept H_0
Profession	0.05	4	5	9	0.010	21.678	Reject H_0
Income	0.05	4	5	9	0.012	21.154	Reject H_0

Above table shows that at 5 percent significant level, the calculated value of Chi-Square (X^2) for Gender is 5.919, Age is 30.624, Area is 3.715, Profession is 21.678 and Income is 21.154. This shows all demographic variables have impact towards the above said service but Gender and Area does not influence the EFT Service much. The calculated value of Chi-Square (X^2) is highest for Age (30.624) while it is lowest for Area (3.715) which shows its less impact towards the fact.

Above table shows that at 5 % level, the p-Value of Chi-Square (X^2) is less than .05 for demographic variables such as Age (0.000), Profession (0.010) and Income (0.012). Hence, the researcher rejects the Null Hypothesis H_0 i.e. "There is no significance between Demographic Variables (Age, Profession and Income) and

Accurate and Safe Wire Transfer Services" and accept H_1 i.e. "There is significance between Demographic Variables (Age, Profession and Income) and Accurate and Safe Wire Transfer Services".

While studying the above table, it is clear that at 5 % level, the p-Value of Chi-Square (X^2) is more than .05 for demographic variables Gender (0.116) and Area (0.294), Hence for Gender and Area, Researcher accept the Null Hypothesis H_0 i.e. "There is no significance between Demographic Variables (Gender & Area) and Accurate and Safe Wire Transfer Services" and Reject Alternate Hypothesis H_1 i.e. "There is significance between Demographic Variables (Gender and Area) and Accurate and Safe Wire Transfer Services".

TABLE 7

Hypothesis 5

BANK SITE IS SECURE FOR FUND TRANSFER PROCEDURE

Demographic Variables	Level of Significance	No. of Rows	No. of Columns	Degrees of Freedom	p-Value	Calculated value	Result
Gender	0.05	2	5	3	0.036	8.532	Reject H_0
Age	0.05	4	5	9	0.010	21.570	Reject H_0
Area	0.05	2	5	3	0.628	1.739	Accept H_0
Profession	0.05	4	5	9	0.078	15.490	Accept H_0
Income	0.05	4	5	9	0.001	27.516	Reject H_0

Above table shows that at 5 percent significant level, the calculated value of Chi-Square (X^2) for Gender is 8.532, Age is 21.570, Area is 1.739, Profession is 15.490 and Income is 27.516. This shows all demographic variables have impact towards the above said service but Area and Profession does not influence the EFT Service much. The calculated value of Chi-Square (X^2) is highest for Income (27.516) showing the users mostly belong to the entire Income group while it is lowest for Area (1.739) which shows its less impact towards the fact.

Above table shows that at 5 % level, the p-Value of Chi-Square (X^2) is less than .05 for demographic variables such as Gender (0.036), Age (0.010) and Income (0.001). Hence, the researcher rejects the Null Hypothesis H_0 i.e.” There is no significance between Demographic Variables (Gender, Age and Income) and Security of Bank site for Fund Transfer Procedure” and accept H_1 i.e. “There is significance between Demographic Variables (Gender, Age and Income) and Security of Bank site for Fund Transfer Procedure”.

While studying the above table, it is clear that at 5 % level, the p-Value of Chi-Square (X^2) is more than .05 for demographic variables Area (0.628) and Profession (0.078), Hence for Area and Profession, Researcher accept the Null Hypothesis H_0 i.e. “There is no significance between Demographic Variables (Area and Profession) and Security of Bank site for Fund Transfer Procedure” and Reject Alternate Hypothesis H_1 i.e. “There is significance between Demographic Variables (Area and Profession) and Security of Bank site for Fund Transfer Procedure”.

TESTING OF HYPOTHESES

ANOVA- In statistics, **One-Way Analysis of Variance** (abbreviated **one-way ANOVA**) is a technique used to compare means of two or more samples (using the F distribution). This technique can be used only for numerical data. The ANOVA tests the null hypothesis that samples in two or more groups are drawn from populations with the same mean values

ANOVA

Descriptives									
Demographic Variables	Total Count	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.
						Lower Bound	Upper bound		
GENDER	Male	207	25.691	4.10672	0.285	25.128	26.254	16	30
	Female	93	25.312	3.73869	0.388	24.542	26.082	18	30
	Total	300	25.573	3.99389	0.231	25.12	26.027	16	30
AREA	Rural	29	26.483	3.62157	0.673	25.105	27.86	18	30
	Urban	271	25.476	4.02566	0.245	24.995	25.958	16	30
	Total	300	25.573	3.99389	0.231	25.12	26.027	16	30
AGE	Below 20 Years	13	25.615	4.35007	1.206	22.987	28.244	16	30
	20-30 Years	146	25.959	3.97731	0.329	25.308	26.61	16	30
	30-40 Years	82	25.427	3.82658	0.423	24.586	26.268	18	30
	Above 40 Years	59	24.814	4.16254	0.542	23.729	25.898	18	30
	Total	300	25.573	3.99389	0.231	25.12	26.027	16	30
PROFESSION	Salaried	172	26.273	3.76204	0.287	25.707	26.84	16	30
	Employed	64	24.719	4.55467	0.569	23.581	25.857	16	30
	Self Employed	19	24.737	3.88504	0.891	22.864	26.609	18	30
	Unemployed	45	24.467	3.60303	0.537	23.384	25.549	16	30
	Total	300	25.573	3.99389	0.231	25.12	26.027	16	30

INCOME	50,000 - 100,000	78	26.397	3.45411	0.391	25.619	27.176	16	30
	100,000 - 150,000	45	24.889	4.39122	0.655	23.57	26.208	16	30
	150,000 - 200,000	69	23.841	4.2448	0.511	22.821	24.86	16	30
	Above 200,000	108	26.37	3.65215	0.351	25.674	27.067	18	30
	Total	300	25.573	3.99389	0.231	25.12	26.027	16	30

ANOVA						
VARIABLES		Sum of Squares	df	Mean Square	F	Sig.
GENDER	Between Groups	9.217	1	9.217	0.577	0.448
	Within Groups	4760.17	298	15.974		
AREA	Between Groups	26.551	1	26.551	1.668	0.197
	Within Groups	4742.84	298	15.916		
AGE	Between Groups	57.546	3	19.182	1.205	0.308
	Within Groups	4711.84	296	15.918		
PROFESSION	Between Groups	199.408	3	66.469	4.305	0.005
	Within Groups	4569.98	296	15.439		
INCOME	Between Groups	349.831	3	116.61	7.81	0.000
	Within Groups	4419.56	296	14.931		

The hypothesis test for analysis of variance for 300 populations:

$$H_0: \mu_1 = \mu_2 = \dots = \mu_{300}$$

H_a : not all μ_i ($i = 1, \dots, 300$) are equal

A one-way ANOVA between Demographic Variables and Electronic Fund Transfer Services was conducted to examine the effect of Gender, Age, Area, Profession and Income on the usage of Internet Banking Services with reference to EFT Services.

The test statistic is seen to be 0.577 for Gender, 1.668 for Area, 1.205 for Age, 4.305 for Profession and 7.81 for Income with the p-value < .05 for all the demographic variables i.e. for Gender is 0.448, for Area is 0.197, for Age is 0.308, for Profession is 0.005 and for Income is 0.00. Hence, researcher rejects Null Hypothesis H_0 i.e. "There is no significance between demographic variables (Profession and Income) and EFT Services" and Accept Alternate Hypothesis H_1 i.e. "There is significance between demographic variables (Profession and Income) and EFT Services".

The test statistic shows that the p-value .05 for

the demographic variables Gender (0.448), Area (0.197) and Age (0.308). Hence, researcher Accept Null Hypothesis H_0 i.e. "There is no significance between demographic variables (Gender, Area and Age) and EFT Services" and rejects Alternate Hypothesis H_1 i.e. "There is significance between demographic variables (Gender, Area and Age) and EFT Services".

The above ANOVA table also reveals that the maximum F-Value is 7.81 for Profession which shows that the EFT Service users mostly belong to various groups of Profession and it is least for Gender i.e. 0.577 showing that gender have less impact on the EFT Services.

FINDINGS OF THE RESEARCH

From the research and analysis undertaken for the paper, the principal findings are as follows.

1. EFT debit as a payment method continues to expand rapidly by comparison with credit cards and traditional paper-based forms of payment.
2. Previous literature on EFT regulation is limited and fragmented. Research and commentary on EFT regulation to date has

largely been domestic-focused and prepared in isolation by the respective institutional stakeholders involved.

3. Consumers at present do not benefit from adequate disclosure of the terms and conditions of use before obtaining EFT products and/or services. In practice, not all financial institutions have copies of their terms and conditions of use available for perusal prior to signing an EFT account application form ahead of obtaining EFT access.

4. It was found out that the acceptance rate of EFT is low and declining. A number of respondents pointed out lack of regular, active and relevant bank accounts (in commercial banks) and which had no conditionality like loan attachment because it is hard for them to manage multiple deductions from their accounts.

CONCLUSION

The need to achieve customer satisfaction lies in its ability to deliver better quality products to the customers. Therefore, customer satisfaction is considered as a pre-requisite for customer retention, loyalty and convenience which ultimately helps in realizing the goals of profitability, market share, growth, return on investment, productivity etc. considering all above said facts with various demographic variables, it has found that they have impact towards Fast & Hassel Free EFT Services and are convenient, saves time except Area. Since EFT services happens to be online therefore area has less impact towards it.

Public sector banks are providing more modern looking equipment to its customers whereas private sector banks are providing more physical facilities to customers whereas foreign banks concentrate on customer care. Regarding the competence dimension, both the sectors are giving the same service in this regard. Both the sector's services are trusted by the young generation, no hindrance in transfer of fund. In both the sectors the e-banking services are more punctual, transparent and accountable. Although there is no statistical difference found in two sectors but public sector is more trusted by the young generation than private sector. As far as

the transfer of funds is concerned private sector banks are offering it a better way than the public sector banks.

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- <http://www.slideshare.net/azmatm>
- <http://allAfrica.com/stories/200612181584.htm>

EMPLOYEES PERCEPTION TOWARDS PERFORMANCE APPRAISAL: AN EXPLORATORY STUDY

*Renu Bhadoria **

ABSTRACT

Today in the complex organizational structure it is very important to maintain the quality and setting the objectives for improved performance. Organizations think that the observations and understanding of the performance appraisal process helped reduce a monumental task into something much more manageable. Also, performing performance appraisals on highly technical people is much more difficult than doing it for employees that are performing routine or production oriented tasks. Many performance rating systems are used for the performance appraisal and different approaches are used for the same. Some approaches consider the past performance while some considers the overall development process. There is a large scope to identify the perceptions of employees' gender wise and age wise towards performance appraisal procedure. The research paper identifies the perception of employees' towards the performance appraisal.

Keywords : Performance Appraisal, Absolute Standards, Relative Standards, Performance Rating

INTRODUCTION

People always go for seeking constant improvement in the organization and different criteria of evaluation are available for performance appraisal of the employees who are working with the organizations. Employee is interested in the use and application of performance appraisals for improved performance. Originally, it is consider that the performance appraisal is an opportunity to find out the comparative status of an employee in view of higher authority.

Performance Appraisals has two prevalent approaches, the first approach has been the traditional approach. This approach has also been known as the organizational or overall approach. The traditional approach has been primarily concerned with the overall organization and has been involved with past performance. The second approach to performance appraisal has been the

developmental approach. This approach viewed the employees as individuals and has been forward looking through the use of goal setting. Organizational performance appraisal is typically primarily concerned with the past rather than being forward looking through the use of setting objectives or goals. Performance appraisal is usually tied to the employees' salary review. Dealing with salary generally overwhelmed and blocked creative, meaningful, or comprehensive consideration of performance goals.

REVIEW OF LITERATURE

The employee receives feedback, in anonymous form, on performance ratings from peers, superiors and subordinates (Kaplan & Palus, 1994). Feedback from multiple sources, such as superiors, peers, subordinates and others has a more powerful impact on people than information from a single source, such as

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their immediate supervisor. Employees view performance information from multiple sources as fair, accurate, credible and motivating.

They are more likely to be motivated to change their work habits to obtain the esteem of their co-workers than the respect of their supervisors (Edwards & Ewin, 1996). Research obtained by Roberto Rivera's research project "Performance Appraisals: A Change from Single Source to Multi Source Evaluations", (1996) indicated that multi source assessments are the wave of the future. The human resource system can become more effective by having a valid and accurate appraisal system used for rating performances of employees (Armstrong, 2003; Bohlander & Snell, 2004). The number of organizations using an effective performance appraisal system (PAS) is limited (Hennessey & Bernadin, 2003).

Francis O. Boachie-Mensah and Peter Awini Seidu (2012) focused on employees' perceptions of performance appraisal biases or errors, and examined the implications for developing and implementing an effective appraisal system in a polytechnic in Takoradi, Ghana. Ramaswamy and Chaube (2014) tried to find out whether self performance appraisal helps an employee who works in various industrial sectors and their study indicated that Self-Appraisals offer numerous benefits to the appraisal process including greater perceived accuracy, fairness and improved understanding of the demands and expectations of the employees as well as the organizations.

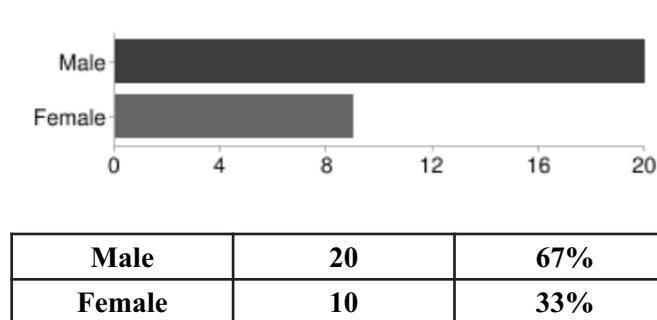
Prabhjot Kaur Dilawari (2016) remarked that the object of Performance Appraisal is to improve the efficiency of an enterprise by attempting to mobilize the best possible efforts from individuals employed in it.

OBJECTVES & METHODOLOGY OF THE STUDY

The study has been conducted to identify the need of performance appraisal in the organizations and to review related literature. A sample design is a definite plan for obtaining a sample from a given population. It refers to the technique or the procedure the researcher would adopt in selecting items for the sample. The sample of 30 people has been taken from different organizations through internet and the samples are collected by the questionnaire. There are different combination of persons on the basis of gender & age. The random convenience method was used in collection of data. The data was collected through primary sources. Primary data collection requires lot of consideration and procedure that have been done carefully through the study. For the collection of primary data, survey method was used i.e. questionnaire. For data analysis the data obtained from respondents have been analyzed. All data collected from respondent is analyzed with the help of percentage analysis.

DATA ANALAYSIS

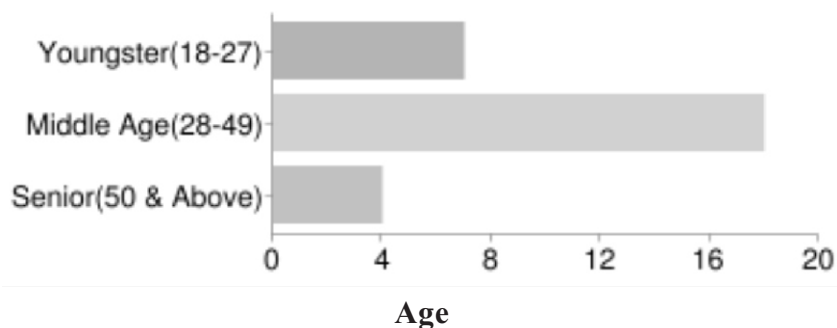
Figure and Table: 1



Source: Based on data collected from respondents

It can be interpreted from the graph that in the study 67% male and 33% female participated

Figure and Table: 2



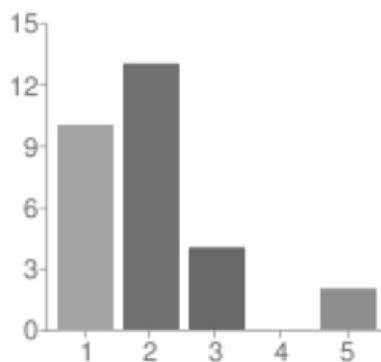
Youngster(18-27)	7	24
Middle Age (28-49)	18	62
Senior (50 & Above)	5	14

Source: Based on data collected from respondents

It can be interpreted from the graph that total 62% middle Age employees from the organizations provided input for the study while 24% youngsters and 14% seniors' participation is noted

Q.1 Criteria of evaluating job knowledge in your Performance Appraisal.

Figure and Table: 3



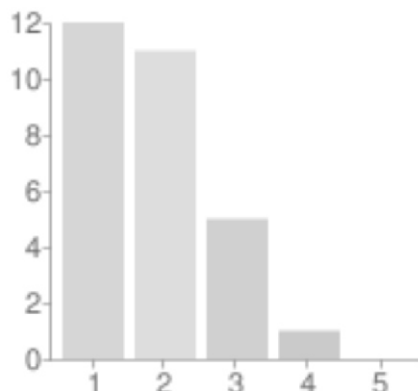
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
10	13	5	0	2
34%	45%	14%	0	7%

Source: Based on data collected from respondents

45% of respondent are agree to have job knowledge as one of the criteria for performance appraisal. 34% show strong agreement towards it. 14% respondents are neutral and no disagreement found. 7% respondents show strong disagreement towards it.

Q.2 Criteria of evaluating Work Quality in your P.A

Figure and Table: 4



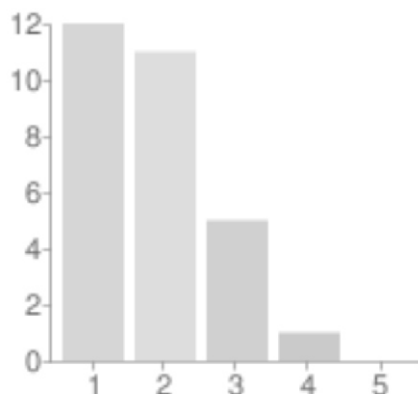
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
13	11	5	1	0
41%	38%	17%	3%	0

Source: Based on data collected from respondents

Evaluation of work quality in performance appraisal is supported by 41% with strong agreement while 38% are agreed with it. 17% respondents are neutral and only 3% are disagree with the question. Therefore, the evaluation of work quality is very important aspect of performance appraisal.

Q.3 Criteria of evaluating Work Rate i.e. how much work you produce in your P.A.

Figure and Table: 5



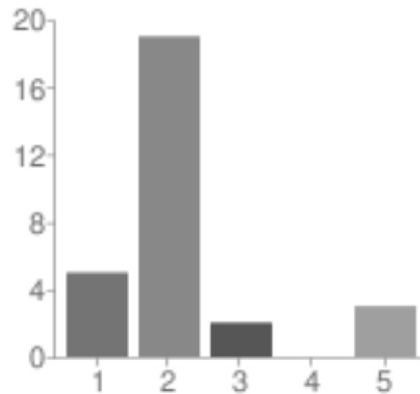
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
7	14	1	3	3
24%	48%	3%	10%	10%

Source: Based on data collected from respondents

48% of respondent are agree to have Work rate as one of the criteria for performance appraisal. 24% shows strong agreement towards it. 3% respondents are neutral and 10% shown disagreement. 10% respondents show strong disagreement towards it.

Q.4 Criteria of evaluating Communication (i.e. How well the employee communicate) in your P.A

Figure and Table: 6



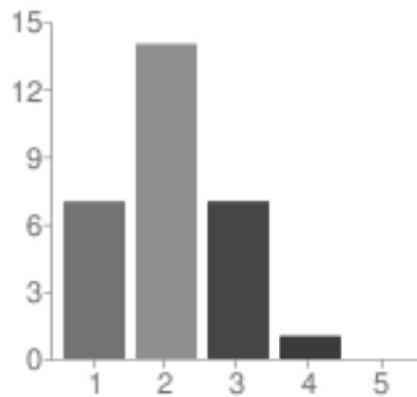
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	20	2	0	3
17%	66%	7%	0%	10%

Source: Based on data collected from respondents

66% of respondent are agree to have communication as one of the criteria for evaluating performance appraisal. 24% have shown strong agreement towards it. 3% respondents are neutral and 10% shown disagreement. 10% respondents show strong disagreement towards it.

Q.5 Criteria of evaluating Attendance (i.e. is the employee available for work when expected) in your P.A

Figure and Table: 7

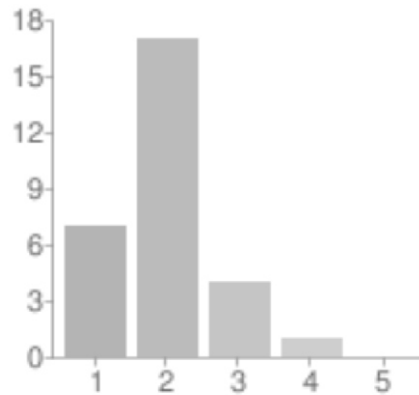


Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
7	15	7	1	0
24%	48%	24%	3%	0%

Source: Based on data collected from respondents

Q.6 Criteria of evaluating time management (i.e. Is the employee available for work on scheduled office hours) in your P.A

Figure and Table: 8

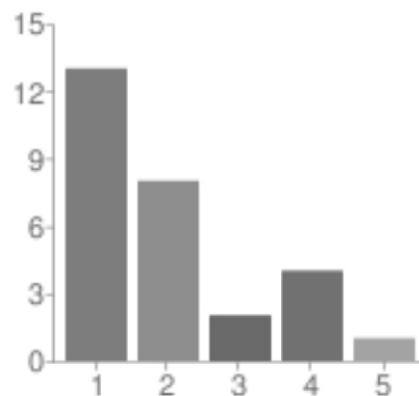


Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
7	18	4	1	0
24%	59%	14%	3%	0%

Source: Based on data collected from respondents

Q.7 You believe in Constructive Intention (negative Appraisal to help you overcome present difficulties and to improve your future performance.)?

Figure and Table: 9

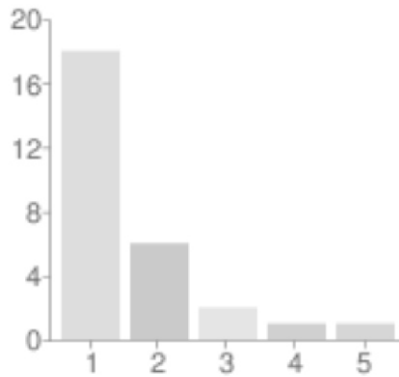


Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
14	9	2	4	1
45%	28%	7%	14%	3

Source: Based on data collected from respondents

Q.8 Appraisal is beneficial to you in your future coerce of action

Figure and Table: 10

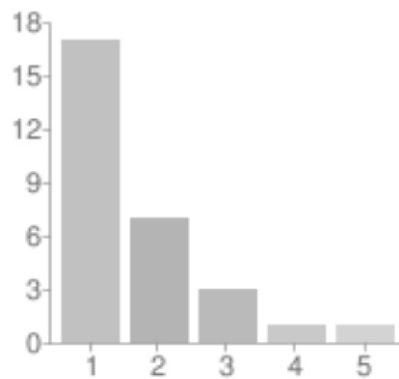


Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
19	7	2	1	1
62%	21%	7%	3%	3%

Source: Based on data collected from respondents

Q.9 Is P.A. beneficial to you in Motivation and Satisfaction?

Figure and Table: 11

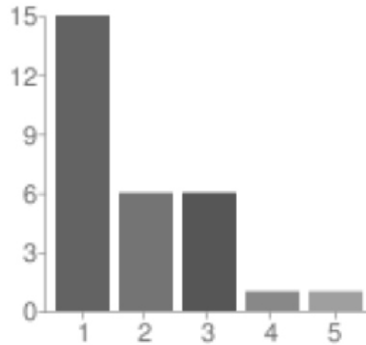


Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
17	8	3	1	1
59%	24%	10%	3%	3%

Source: Based on data collected from respondents

Q.10 Is P.A. beneficial to you in Training and Development?

Figure and Table: 12



Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
15	6	6	1	1
52%	21%	21%	3	3

Source: Based on data collected from respondents

Q.9 Is P.A. beneficial to you in Motivation and Satisfaction?

Scope of the Study

This study can be further used for identifying the employees' perception within the organization of large size as well as sample from global environment can be consider for the same.

CONCLUSION

The Study shows that maximum employees want the procedure of performance appraisal. Performance appraisal is need of today's complex business environment to improve corporate performance, all the while harming the targeted individuals and even discouraging the commitment and energy of the survivors. Developing clear, realistic performance standards can also reduce communication problems in performance appraisal feedback among managers, supervisors, and employees.

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EMPIRICAL RESEARCH ON VOLATILITY OF INDIAN BOND MARKET

*Ghanshyam Das Soni**

ABSTRACT

The author tries to explain the behavior of Indian Bond market and number of factors that have an effect on it. This paper examines s studied conducted with respect to Indian and International context. This paper tries to find out the important factors those are affecting the Indian Bond Return directly or indirectly. During this analysis two major bond markets Great Britain Bond and U.S. Bond and one Indian exchange, BSE are taken as poignant factors. Data of three years was collected from the web site of BSE India .com, yahoo finance.com and finance.com and Johansen Cointegration test is applied. This paper is split into four sections. First section covers review of literature, second section covers objective of the study and methodology, third section is on result and findings and fourth section covers conclusion and scope for further study.

Keywords : Bond Market, Indian Bond, UK Bond, US Bond, BSE, Cointegration and Long Term Volatility.

INTRODUCTION

A bond is an instrument of liability of the bond institution to the holders. Government Securities are securities issued by the government for raising a public loan or as notified within the official Gazette. They incorporate Government commitment Notes, Bearer Bonds, Stocks or Bonds control in Bond Ledger Account, they will be within the kind of Treasury Bills or Dated Government Securities. people have tried to forecast financial markets, in the hope that good forecasts would bring them great fortunes. In financial practice it is not the question whether it is possible to forecast, but how the future path of a financial time series can be forecasted. In academia, however, it is merely the question whether series of speculative prices can be forecasted than the question how to forecast. Therefore, practice and academics have proceeded along different paths in studying financial time series data. Perfect volatility

forecasts are important to traders, investors, and risk managers, as well as researchers seeking to understand market dynamics. Such volatility forecasts may be obtained from either time-series models or implied volatilities calculated from observed option prices. Although theoretically implied volatilities should reflect all available information, including time-series information, evidence is mixed on which of the two forecasts better. Moreover implied volatilities cannot simultaneously be used to price the derivative assets from whose prices they are calculated and are only available for specific time horizons for a limited set of assets. Consequently time-series models are the major source of volatility forecasts. In practice, cointegration is often used for two I(1) series, but it is more generally applicable and can be used for variables integrated of higher order (to detect correlated accelerations or other second-difference effects).

* *Professor, Maharani Pushpamala Raje Pawar Govt. Girls College Dewas*

REVIEW OF LITERATURE

Chittedi (2008) analyzed the performance of the Sensex vs. FIIs in Indian stock exchange and a few of the foremost talked regarding movements of Sensex beginning with the secondary market outline of every year. FIIs investments in BSE Sensex reveal that the liquidity moreover as volatility was extremely influenced by FII flows. FIIs are vital issue determinant the liquidity and volatility within the stock exchange costs.

Andersen et al. (2007) and Boyd et. al. (2005) investigated the results of economics news announcements on stock and bond markets in expansions and recessions. They argue that the income result might dominate throughout contractions, whereas the discount rate result could also be more necessary throughout expansions, therefore leading to completely correlate stock and bond returns in expansions and lower, maybe even negative, correlations throughout recessions.

Griffioen (2003) ascertained that the economical markets hypothesis states that in extremely competitive and developed markets it's not possible to derive a commerce strategy which will generate persistent excess profits when correction for risk and dealings prices.

Goetzmann and Massa (2002) document that fund worth formation in equity markets. These findings indicate that fund flows and financial factors will have an effect on returns and volatility additionally to liquidity. Edelen and Warner(2001) show a positive association between mixture and cooccurring market returns. Remolon (1997) document that monetary shocks are associated with large changes in bond and stock prices.

OBJECTIVE OF THE STUDY

To analyze volatility in the returns of the Indian Bond and factors affecting the volatility.

HYPOTHESES

H₀1: There is no cointegration between the variables

H₀2: There is at least one cointegration Variable.

H₀3: There are at least two cointegrating Variables

H₀4 : There are at least three cointegrating Variables

RESEARCH METHODOLOGY

The Study : The present study is an exploratory study and is based on secondary data.

The Sample : To conduct the present study the following data were collected as sample. The study uses daily closing levels for three bond market India, UK and US. BSE Data also collected for same period. The time duration was 1 July 2010 to 1 July 2013. This is appropriate from the point of view of the quantitative standards laid down by the Basel (second) accord (International Convergence of Capital Measurement and Capital Standard, 2006) for implementation of the internal models approach to market risk which require a minimum historical period of two year for calibrating models.

Tools for Data Collection : Secondary data have been collected from the web site of BSE India .com, yahoo finance.com and finance.com.

Tools for Data Analysis : The data have been analyzed ADF test, by using E- Views software for checking the unit root of data. All data series was converted to their first difference in order to make them stationary. Hence ADF test is significant for all variables at First difference.

Table for ADF:

Variables	Probability	Result after first difference
IBR	0.635374	Stationary
UKB	1.915872	Stationary
USB	0.787006	Stationary
BSE	0.946005	Stationary

Testing of Hypothesis using trace Test

Cointegration shows that there is some statistical relation between two or more variables.

Unrestricted Johansen Cointegration Rank Test (Trace)

Hypothesized No. of CE(s)	Eigenvalue	Trace Statistic	0.05 Critical Value	Prob.**
None *	0.097238	55.62498	47.85613	0.0079
At most 1 *	0.077778	34.65421	29.79707	0.0128
At most 2 *	0.062001	18.05552	15.49471	0.0701
At most 3 *	0.023781	4.934106	3.841466	0.0763

Trace test indicates 4 cointegrating eqn(s) at the 0.05 level

* denotes rejection of the hypothesis at the 0.05 level

**MacKinnon-Haug-Michelis (1999) p-values

H01: There is no cointegration between the variables

Hypothesis is not accepted because the probability value is.0079, which is less than .05. Thus the hypothesis that there is no cointegrating variable is not accepted.

H03: There are at most two cointegrating Variables

Hypothesis is accepted because the probability value is.0701, which is more than .05. Thus the hypothesis that there is at most two cointegrating variable is accepted.

H02: There is at most one cointegration Variable.

Hypothesis is not accepted because the probability value is.0128, which is less than .05. Thus the hypothesis that there is at most 1 cointegrating variable is not accepted.

H04: There are at most three cointegrating Variables

Hypothesis is accepted because the probability value is.0763, which is less than .05. Thus the hypothesis that there is at most two cointegrating variable is accepted.

Unrestricted Johansen Cointegration Rank Test (Maximum Eigenvalue)

Hypothesized No. of CE(s)	Eigenvalue	Trace Statistic	0.05 Critical Value	Prob.**
None *	0.097238	20.97077	27.58434	0.2780
At most 1 *	0.077778	16.59869	21.13162	0.1918
At most 2 *	0.062001	13.12141	14.26460	0.0852
At most 3 *	0.023781	4.934106	3.841466	0.0763

Max-eigenvalue test indicates no cointegration at the 0.05 level

* denotes rejection of the hypothesis at the 0.05 level

**MacKinnon-Haug-Michelis (1999) p-values

H01: There is no cointegration between the variables

Hypothesis is accepted because the probability value is 0.2780, which is greater than .05. Thus the hypothesis that there is no cointegrating variable is accepted.

H02: There is at most one cointegration Variable.

Hypothesis is accepted because the probability value is 0.1918, which is greater than .05. Thus the hypothesis that there is at most 1 cointegrating variable is accepted.

H03: There are at most two cointegrating Variables

Hypothesis is accepted because the probability value is 0.0852, which is more than .05. Thus the hypothesis that there is at most two cointegrating variable is accepted.

H03: There are at most three cointegrating Variables

Hypothesis is accepted because the probability value is 0.0763, which is greater than .05. Thus the hypothesis that there is at most three cointegrating variable is accepted.

This equation shows that by changing the level by 10.49 times UKB and -0.9626 times USB and 0.0007 times BSE, one can generate the Value for IBR.

CONCLUSION

The present study covers the analysis in respect to volatility of IBR. The data used in this study were collected from the period of 01 July 2010 to 01 July 2013. Long term cointegration is calculated for identifying the factors which affect the IBR. The Trace test as well as Max Eigen value test shows that there are at most three factors which affect the IBR. The long term cointegrating Equation is also suggested taking into the test results. The results draw some concluding observations that the UKB and USB and BSE have positive impact on IBR.

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FACTORS INFLUENCING THE INVESTMENT BEHAVIOUR (FINANCIAL PLANNING) OF INDIVIDUAL INVESTORS – A STUDY OF SURAT CITY

*Namrata Khatri**

ABSTRACT

Introduction – Individual investments behaviour is concerned with choices about purchases of small amounts of securities for his or her own account. Investment decisions are often supported by decision tools. It is assumed that information structure and the factors in the market systematically influence individuals' investment decisions as well as market outcomes.

Research Methodology – The present study follows a descriptive research design. The study focuses to identify the factors influencing investment decisions. The variables for the study are identified through review of literature with modification. The data for the study is primary and is collected through structured questionnaire. The analysis of the data is done through both descriptive as well as inferential statistics like factor analysis.

Major Findings – The major findings of factor analysis is that the most important factors that influence individual investment decisions were: reputation of the firm, firm's status in industry, expected corporate earnings, profit and condition of statement, past performance firm's stock, price per share, feeling on the economy and expected dividend by investors.

Managerial Implications – The outcome of the study would provide an understanding of the various decisions to be made by investors based on the prevailing factors and the eventual outcomes for each decision. Influencing factors on the company's investors' behaviour on how their future policies and strategies will be affected since investment decisions by the investors will determine the company's strategy to be applied.

Key Words : Investment Behaviour, Risk Attitude, Motives of investment

INTRODUCTION

Individual investments behaviour is concerned with choices about purchases of small amounts of securities for his or her own account. This different behaviour in the individual investors is caused by various factors which compromise the investor rationality. Research in behavioural finance has developed rapidly in recent years and provides evidence that investors' financial decisions are also affected

by internal and external behavioural factors. Investors' investment decisions are influenced by psychological, demographical, interpersonal, and environmental and source related factors. It is generally believed that investment decisions are a function of several factors such as market characteristics and individual risk profiles, in addition to accounting information. The disposition error shows that regardless of accounting

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information, investors are influenced by sunk cost considerations and asymmetrical risk preferences for gain/loss situations. The current scenario such as local or international operations, environmental track record and the firm's ethical posture appear to be given only cursory consideration. The recommendations of brokerage houses, individual stock brokers, family members and co-workers go largely unheeded.

REVIEW OF LITERATURE

Behavioral finance is a new discipline in finance which replaces the traditional finance thoughts that the investors are rational. Investors' investment decisions are influenced by psychological, demographical, interpersonal, environmental and source-related factors. According to Frankfurter and McGoun., *“Behavioural finance, as a part of behavioural economics, is that branch of finance that, with the help of theories from other behavioural sciences, particularly psychology and sociology, tries to discover and explain phenomena inconsistent with the paradigm of the expected utility of wealth and narrowly defined rational behaviour. Behavioural economics is mostly experimental, using research methods that are rarely applied in the traditional, mainstream financial literature.”* (2000). Various researchers held different views on the concept of behaviour finance and the investment behaviour of the investors.

Cohn et al. (1975), conclude that provided tentative evidence that risk aversion decreases as the investor's wealth increases, while Riley and Chow showed that risk aversion decreases not only as wealth increases, but also as age, income and education increase. Dimitrios I. M, (2007) conducted a study on Investors behaviour in the (ASE) and concluded that individual investors rely more on newspapers/media and noise in the market when making their investment decisions, while professional investors rely more on fundamental and technical analysis and less on portfolio analysis. Market participants are exposed to a constant flow of information, ranging from quantitative financial data to financial news in the media, and socially exchanged opinions and recommendations.

Processing all this information is a difficult task.

Gnani D. V., Ganesh J., and Santhi V., concluded that accounting information is the most influencing group of the individual investor behaviour and neutral information is the least influencing group of the individual investor behaviour. They were of the view that some behavioural factors like the investors' financial tolerance, emotional risk tolerance and financial literacy are influencing the investors' behaviour. An exploratory study of factors influencing investment decisions of potential investor conducted by Philmore and Tracey in Barbados, West Indies (2010). The study used a questionnaire of a sample of business students in an undergraduate institutions. It was found that attitude, subjective norms, perceived behavior control, and risk propensity were significant predictors of investment intentions. It was also found that risk propensity did not moderate the relationship between the variables and the investment intentions. The findings showed that the education in business finance can help to influence the investment decision.

Sonali and Kalpana (2014) were of the view that investors are aware of the various investment avenues but still prefer to invest in bank deposit, real estate, metal (gold). They also concluded that safety is the most important factor considered by the investors while investing. According to Amari M. & Jarboui A., (2015) the portfolio returns of the small investors were somehow influenced by behavioural biases and the concluded that anchoring, familiarity, age and experience to be important contributory factors to the decision making performance and were of the view that their experience level can reduce the biases in the investors judgements. According to Carrie H. Pan and Meir Statman (2012), opined that investors' high risk taking attitude associate with high levels of Extraversion and Openness but low level of risk taking associate with high levels of Conscientiousness. Moreover high overconfidence associate with high levels of Extraversion whereas low confidence associate with high levels of Agreeableness. In the same manner tendency for regret is low among investors with high levels of Extraversion, but high among investors with high levels of

Conscientiousness. Filbeck, Hatfield and Horvath (2005) use the Myers-Briggs Type Indicator to assess risk tolerance of different personality characteristics. Their findings confirm that personality type does explain some aspects of investment behaviour. Although some studies use specific measures of personality in explaining investor behaviour.

RESEARCH METHODOLOGY

Problem Statement:

“Factors Influencing the Investment Behaviour (Financial Planning) of Individual Investors – A Study of Surat City”

Research Objective:

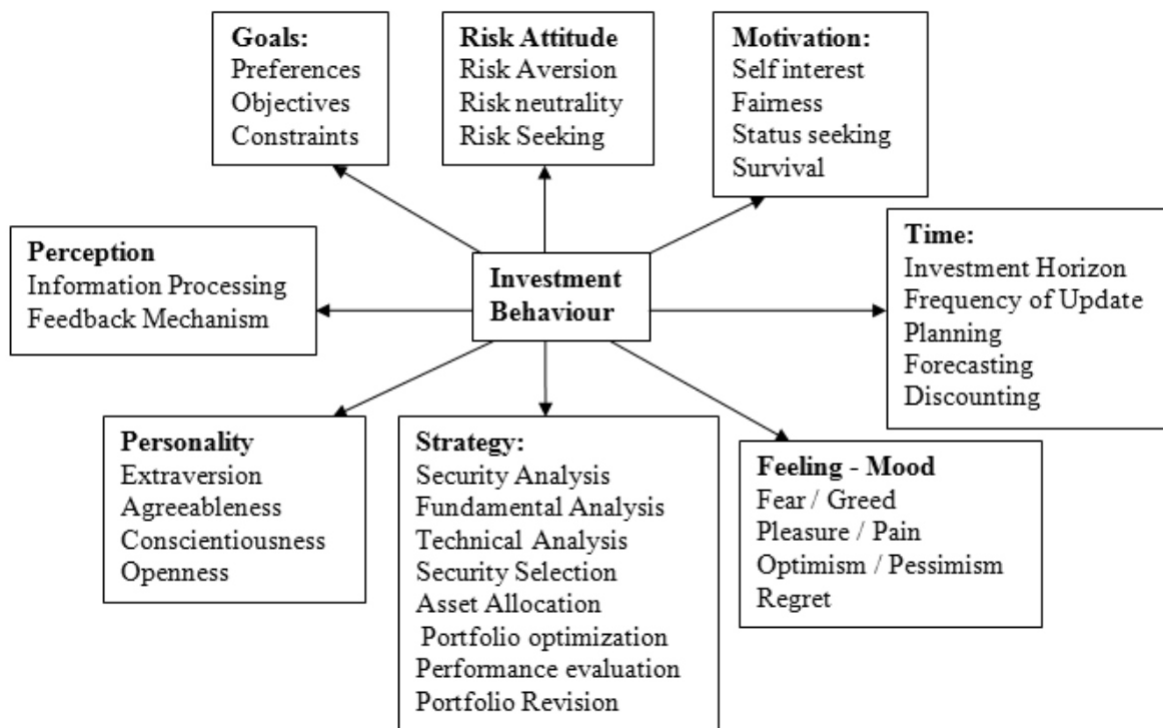
- To study the investors objectives and reasons of their investment
- To study the effect of the factors related to personal financial needs on the investor behaviour
- To study the investment pattern of the investors based on their risk taking abilities
- To identify the factors influencing the investment behaviour of individual investor

Significance of the study:

Any investment is made with the primary objective of earning return on the invested sum. So a better understanding of behavioural process and outcomes is important for financial planners because an understanding of how investors generally respond to market movements. This study helps to identify the factors influencing the investor's behaviour which would be useful to know the future policies and strategies of investment. The study can help to guide portfolio allocation decisions, both by helping to understand the kinds of errors that investors tend to make in constructing and managing their portfolio and also allowing understanding how to locate profit opportunities for investment.

Variables under study:

The variables are identified with modification and as per current scenario based on the prior researches of cognitive model of behavioural finance. The research framework is developed based on research done on A conceptual Model of Investor Behaviour by Milan Lovric, Uzay Kaymak and Jaap Spronk (2008) with modification as per changes in stock market.



Research Design:

A research design is an overall framework that indicates what information to be collected from which sources and by which procedures. The present study is descriptive research. Descriptive research is used to obtain information concerning the current status of the phenomena to describe, "What exists" with respect to variables or conditions in a situation. The focus of this study was on revealing the various factors influencing the individual investor behaviour.

Data Collection Plan:

For the study the data source is primary. Primary data is collected through structured questionnaire to obtain relevant information. The survey respondents are those investors who are investing in various avenues. A questionnaire survey is used to gather the opinion of the people to evaluate and investigate the factors considered while investing, time horizon of investment, goals, and risk taking ability. Therefore, a self administrated questionnaire was selected for the study.

Sampling Plan:

Population: People of Surat City investing in various avenues.

Type of Sample: It is non-probability sampling. Due to the complexities of the parameters involved in the study the sampling methods selected by the researcher was convenient judgemental sampling.

Size of Sample: The sample size for the study is 160.

Cost: The cost involved in this study is the time, questionnaire printing cost and other telecommunications charges.

Data Analysis:

The analysis of the data includes both descriptive and inferential statistics. The inferential statistics used in the analysis of the primary data is factor analysis, Kruskal Wallis Test and Mann Whitney U Test.

Benefits of the study:

- The study will help the share brokerage firms to take care of the factors influencing their investors and can give proper asset allocation strategy to their investors.
- The study would help the companies to look at the most influencing factors and can focus much on these factors to attract the investors to invest.

LIMITATION OF THE STUDY

- The people will hesitant to respond to the questionnaire.
- It was difficult to convince the respondents to respond to the questionnaire.

DATA ANALYSIS

Descriptive Statistics:

Purpose of Investment:

- The cross tabulation was done between the demographic factors and purpose of investment (wealth creation, tax saving, earn returns and future planning). The analysis reveals that below the age group of 25 the major purpose of investment of the respondents is wealth creation, between the age group of 25-34 the major purpose of investment is earn returns and future planning. Whereas in the age group of 35-49 and above 50 the major purpose is future planning.
- The cross tabulation between gender and purpose investment revealed that the major purpose of male investors is future planning and earn returns whereas of female respondents was tax saving.
- The cross tabulation between education level and purpose of investment indicates that the major purpose of investment is earn returns for the post graduates , future planning and wealth creation
- The cross tabulation between income and purpose of investment indicates that the respondents with income less than Rs. 10000,

and Rs. 10000-Rs. 30000 their major purpose of investment is future planning and wealth creation, while income level of Rs.30000-Rs. 50000 their major purpose is earn returns and above Rs. 50000 their major purpose is future planning.

- The cross tabulation between occupation and purpose of investment reveals that for businessman, and salaried the major purpose of investment is future planning, for professional the major purpose of investment is earn returns and for students the major purpose is wealth creation

Time period of Investment:

The analysis reveals that 36.9% respondents invest for 1 to 2 years, 30.6% invest for more than 3 years, 16.3% invest for 2 to 3 years, 11.3% invest for 6 months to 1 year and 5% invest for less than 6 months.

Expectation of investment growth:

The analysis of the data indicates that 30.6%

respondents expects short term and fast returns, 30% respondents expects long term profit seeking, 24.4% expects average rate of returns and 15% respondents expects steady income.

Percentage of income invested:

The analysis of the data states that 52.5% of the respondents invest 15% of the income in different avenues, 45% of the investors invest up to 16-30% of their income and 2.5% of the respondents invest about 30-50% of their income.

Objective of Saving:

The analysis of the data states that the major objective of savings is healthcare, children marriage, retirement benefits, and children marriage.

Total investment (In all type of securities Rank them from 1 to as many you are)

Table1: Investment Preference

Investment preferences:													
Avenues/ ranks	1	2	3	4	5	6	7	8	9	10	11	12	Total
Government securities	110	8	4	4	0	16	4	6	0	0	0	8	160
Fixed deposits	4	110	12	0	16	10	0	0	0	0	4	4	160
Bonds	0	4	78	12	20	12	14	8	0	12	0	0	160
Mutual Funds	4	0	20	82	8	12	12	4	6	12	0	0	160
Stocks	4	12	0	16	74	8	4	4	3	6	0	29	160
Insurance	7	4	16	4	14	83	12	8	12	0	0	0	160
PPF	15	0	12	18	9	0	74	20	0	8	4	0	160
NSC	4	7	0	4	12	14	12	81	4	4	0	18	160
Bank Saving Scheme	0	10	6	12	4	9	16	4	84	4	7	4	160
Post-office saving Scheme	0	0	10	0	4	12	7	8	13	98	8	0	160
Real Estate	13	4	4	0	0	0	0	8	12	20	99	0	160
Commodity	0	0	0	8	0	0	12	0	10	8	27	95	160

The above table indicates that 110 respondents prefer to invest in government securities and ranked the most preferred avenue. The second preferred is fixed deposit and the least preferred is commodity

Issues considered by Investors:

By using the scale the respondents were asked the strategies used by them for their investment decision.

Table2: Issues considered by Investors

	N	Minimum	Maximum	Mean	Std. Deviation
I use past price movements to predict future price.	160	1	5	2.23	.977
I use trend analysis of some representative stocks to make investment decisions for all stocks that I invest.	160	1	5	2.46	1.207
I always monitor trading volume/turnover in market	160	1	5	2.46	1.317
I use the company information, financial statements for better decision	160	1	5	2.23	1.154
I check Price to earnings ratio for selection of investment avenue	160	1	5	2.29	1.042
It does not matter for me of Company's dividend paying ability	160	1	5	2.57	1.044
I study about the market fundamentals of underlying stocks before making investment decisions.	160	1	5	2.35	1.128
I study Government Regulations/ Interventions for market and company	160	1	5	2.21	1.173
Valid N (listwise)	160				

The table indicates that the respondents do not take into consideration the dividend paying ability of the company with the mean of 2.57. Whereas, respondents consider the trend analysis and monitor's trading volume in market with the mean of 2.46.

Inferential Statistics: Factor analysis:

Factor analysis was performed to identify the factors that influence the investment behaviour of individual investors. The KMO value of 0.757 suggests that there is a adequate number of factors that can be extracted and again the significant value of Bartlett's Test of Sphericity is 0.000 which is < 0.001 so, the sample inter correlation matrix did not come from a population in which the inter correlation matrix is an identity matrix.

Table 3: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.757
Bartlett's Test of Sphericity	Approx. Chi-Square	2577.862
	Df	136
	Sig.	.000

There were five factors extracted by using the method of principle component analysis and rotation method of Varimax with Kaiser Normalization with criteria Eigen value more than one.

Table 4: Communalities

	Initial	Extraction
I buy 'hot' stocks and avoid stocks that have performed poorly in the recent past.	1.000	.847
I am confident of my ability to do better than others in picking stocks.	1.000	.702
I can control and take fully responsible for the results of my investment decisions.	1.000	.807
I believe that my skills and knowledge of stock market can help me to outperform the market.	1.000	.759
I have complete knowledge of stock market.	1.000	.761
Presently I will stay invested in the Stock market.	1.000	.756
I plan to increase my investment in the stock market in next 12 months.	1.000	.737
The prices of stocks will increase in next 12 months.	1.000	.832
I forecast the changes in stock prices in the future based on the recent stock prices.	1.000	.714
I am actively involved in trade activity.	1.000	.823
I make investment for making money quickly.	1.000	.843
I make riskier investments for enjoyment.	1.000	.872
I usually invest in companies I am familiar with.	1.000	.607
After a prior gain, I am more risk seeking than usual.	1.000	.959
After a prior loss, I become more risk averse.	1.000	.851
I invest mostly in companies with stable expected returns.	1.000	.805
I prefer to buy local stocks than international stocks because the information of local stocks is more available.	1.000	.867

The following screen plot graphically displays the Eigen values for each factor.

Figure1:

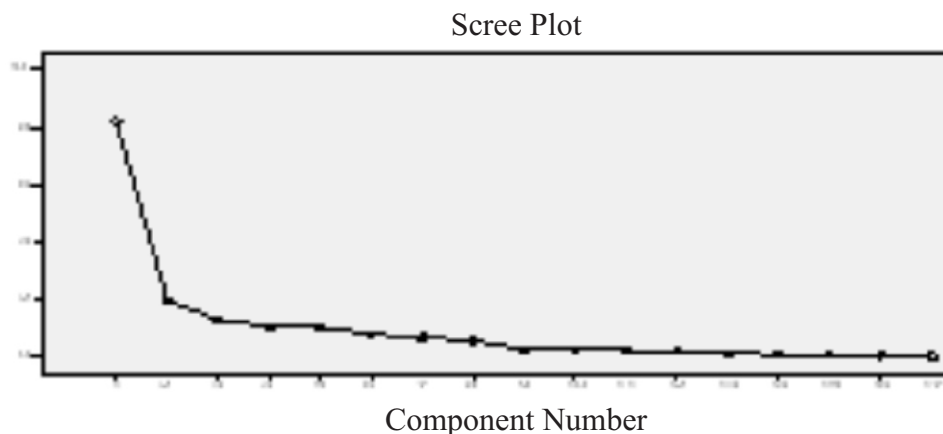


Table 5: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.180	48.116	48.116	8.180	48.116	48.116	3.804	22.379	22.379
2	1.955	11.502	59.618	1.955	11.502	59.618	3.596	21.154	43.532
3	1.309	7.699	67.317	1.309	7.699	67.317	2.523	14.841	58.374
4	1.060	6.235	73.552	1.060	6.235	73.552	2.414	14.198	72.572
5	1.040	6.116	79.668	1.040	6.116	79.668	1.206	7.097	79.668
6	.805	4.737	84.405						
7	.696	4.094	88.499						
8	.578	3.402	91.901						
9	.268	1.579	93.480						
10	.267	1.568	95.048						
11	.240	1.409	96.457						
12	.206	1.211	97.668						
13	.132	.774	98.442						
14	.097	.573	99.015						
15	.083	.488	99.503						
16	.055	.323	99.826						
17	.030	.174	100.000						

Table 6: Rotated Component Matrix:

	Component				
	1	2	3	4	5
The prices of stocks will increase in next 12 months.	.846				
Presently I will stay invested in the Stock market.	.824				
I have complete knowledge of stock market.	.749				
I plan to increase my investment in the stock market in next 12 months.	.676				
I believe that my skills and knowledge of stock market can help me to outperform the market.	.659			.534	
I am confident of my ability to do better than others in picking stocks.	.570				
I make riskier investments for enjoyment.		.858			
I am actively involved in trade activity.		.835			
I make investment for making money quickly.		.804			
I forecast the changes in stock prices in the future based on the recent stock prices.		.676			
I prefer to buy local stocks than international stocks because the information of local stocks is more available.			.787		
After a prior loss, I become more risk averse.			.760		
After a prior gain, I am more risk seeking than usual.		.596	.749		
I can control and take fully responsible for the results of my investment decisions.				.839	
I invest mostly in companies with stable expected returns.				.675	
I usually invest in companies I am familiar with.				.586	
I buy 'hot' stocks and avoid stocks that have performed poorly in the recent past.					.867

The factor analysis yielded five interpretable factors: Knowledge and skill of investment, Market movement and risk, past experience and stability. The analysis accounted for 79.668% of the variance. The first factor accounted for 48.116% of variance, followed by the second factor accounting for 11.502% of variance. The third factor accounted for 7.669% of variance while the fourth factor accounted for 6.239% of variance. The fifth factor accounted for 6.116% of variance.

Factor Analysis:

Factor analysis was performed to identify the external factors that influence the investment behaviour of individual investors. The KMO value of 0.791 suggests that there is a adequate number of factors that can be extracted and again the significant value of Bartlett's Test of Sphericity is 0.000 which is < 0.001 so, the sample inter correlation matrix did not come from a population in which the inter correlation matrix is an identity matrix.

Table 7: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.791
Bartlett's Test of Sphericity	Approx. Chi-Square	3305.467
	Df	136
	Sig.	.000

There were three factors extracted by using the method of principle component analysis and rotation method of Varimax with Kaiser Normalization with criteria Eigen value more than one.

Table 8: Communalities

	Initial	Extraction
Market information that is driven by rumours is important for stock investment.	1.000	.716
I follow News stories in the media.	1.000	.763
I consider the information from recommendation of professional broker.	1.000	.861
I consider the information from my close friends and relatives as the reliable.	1.000	.802
Major institutions & corporations currently buying the stocks of the company.	1.000	.795
You consider carefully the price changes of stocks that you intend to invest in.	1.000	.786
I follow my gut feelings for a firm's products and services.	1.000	.791
I check Reputation of the firm's shareholders decision.	1.000	.757
I take decisions as per my Religious reasons for investment.	1.000	.860
I avoid selling shares that have decreased in value and readily sell shares that have increased in value.	1.000	.868
I feel more sorrow about holding losing stocks too long than about selling winning stocks too soon.	1.000	.678
Other investors' decisions of the stock volume have impact on your investment decisions.	1.000	.587
You usually react quickly to the changes of other investors' decisions and follow them.	1.000	.705
Market information is important for your stock investment.	1.000	.700
The return rate of my recent stock investment meets my expectation.	1.000	.664
My rate of return is equal to or higher than the average return rate of the market.	1.000	.778
I feel satisfied with my investment decisions in the last year.	1.000	.742

The following screen plot graphically displays the Eigen values for each factor.

Figure2:

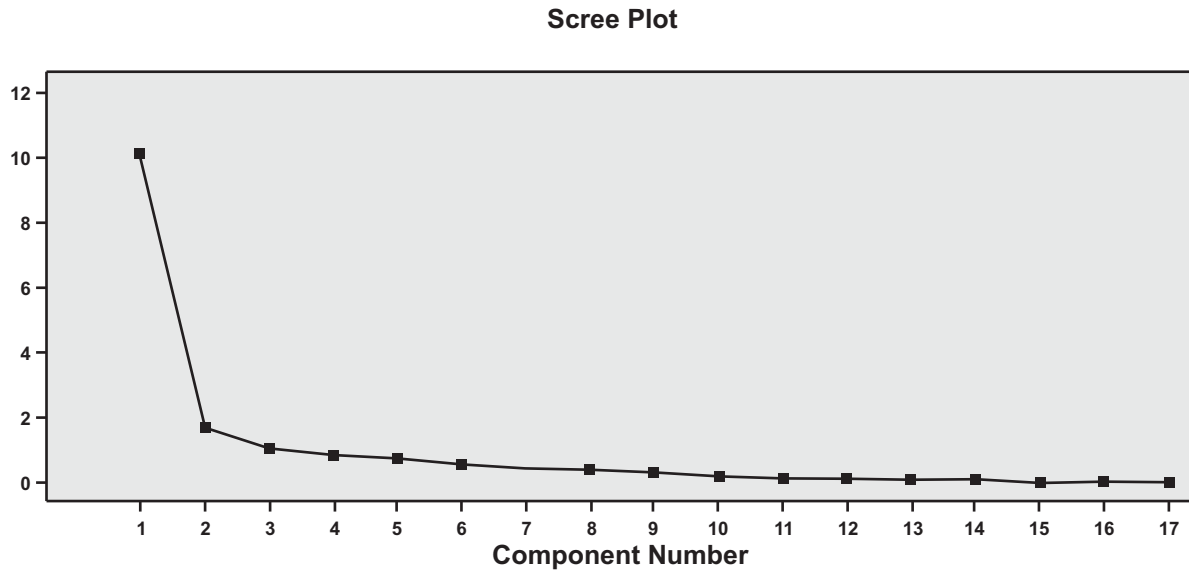


Table 9: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.111	59.475	59.475	10.111	59.475	59.475	6.139	36.113	36.113
2	1.687	9.921	69.396	1.687	9.921	69.396	4.533	26.664	62.777
3	1.058	6.224	75.619	1.058	6.224	75.619	2.183	12.843	75.619
4	.879	5.170	80.789						
5	.748	4.400	85.189						
6	.578	3.397	88.586						
7	.443	2.605	91.191						
8	.408	2.402	93.593						
9	.310	1.822	95.415						
10	.243	1.431	96.846						
11	.148	.872	97.719						
12	.117	.686	98.405						
13	.100	.588	98.992						
14	.068	.400	99.392						
15	.045	.265	99.657						
16	.037	.219	99.877						
17	.021	.123	100.000						

Table 10: Rotated Component Matrix:

	Component		
	1	2	3
Market information that is driven by rumours is important for stock investment.	.808		
I follow News stories in the media.	.531	.680	
I consider the information from recommendation of professional broker.		.856	
I consider the information from my close friends and relatives as the reliable.		.782	
Major institutions & corporations currently buying the stocks of the company.	.803		
You consider carefully the price changes of stocks that you intend to invest in.	.703	.534	
I follow my gut feelings for a firm's products and services.	.798		
I check Reputation of the firm's shareholders decision.	.805		
I take decisions as per my Religious reasons for investment.	.889		
I avoid selling shares that have decreased in value and readily sell shares that have increased in value.	.731	.576	
I feel more sorrow about holding losing stocks too long than about selling winning stocks too soon.		.642	
Other investors' decisions of the stock volume have impact on your investment decisions.			
You usually react quickly to the changes of other investors' decisions and follow them.	.592	.585	
Market information is important for your stock investment.			.631
The return rate of my recent stock investment meets my expectation.	.502		.572
My rate of return is equal to or higher than the average return rate of the market.		.701	.536
I feel satisfied with my investment decisions in the last year.			.861

The factor analysis yielded three interpretable factors: Market Information, Broker's & Friends Advice and Firm's Image. The analysis accounted for 75.619% of the variance. The first factor accounted for 59.475% of variance, followed by the second factor accounting for 9.921% of variance. The third factor accounted for 6.224% of variance.

Kruskal Wallis Test:

Hypothesis:

1. Ho: There is no significant difference in the mean rank of factors considered for investment and age
2. Ho: There is no significant difference in the mean rank of factors considered for investment and education.
3. Ho: There is no significant difference in the mean rank of factors considered for investment and income
4. Ho: There is no significant difference in the mean rank of factors considered for investment and occupation

Table 11: Test Statistics

		Safety of Principal	Low Risk	High Return	Maturity Period	Firms Performance	Investment Returns	Time Horizon	Tax Implication
Age	Chi-Square	9.001	9.262	9.147	2.588	8.216	10.436	16.767	23.003
	Df	3	3	3	3	3	3	3	3
	Asymp.Sig.	.029	.026	.027	.460	.042	.015	.001	.000
Education	Chi-Square	22.034	19.256	13.251	28.912	11.824	23.640	35.226	8.320
	Df	4	4	4	4	4	4	4	4
	Asymp.Sig.	.000	.001	.010	.000	.019	.000	.000	.081
Income	Chi-Square	8.025	27.317	17.523	7.450	6.017	8.410	9.477	36.290
	Df	3	3	3	3	3	3	3	3
	Asymp.Sig.	.046	.000	.001	.059	.111	.038	.024	.000
Occupation	Chi-Square	27.227	31.649	9.329	13.640	13.827	8.697	5.565	12.567
	Df	4	4	4	4	4	4	4	4
	Asymp.Sig.	.000	.000	.053	.009	.008	.069	.234	.014

The table indicates the following:

- As the p value of safety of principal, low risk, high returns, firms performance, investment returns, time horizon and tax implication is 0.029, 0.026, 0.027, 0.042, 0.015, 0.001 and 0.000 which is less than 0.05 at 5% level of significance, we reject the null hypothesis. Thus, there is significant difference in the mean rank of age and safety of principal, low risk, high returns, firms performance, investment returns, time horizon and tax implication. Whereas, maturity period as no significant difference in the mean rank of age.
- As the p-value of safety of principal, low risk, high returns, maturity period, firms performance, investment returns, and time horizon is 0.000, 0.001, 0.010, 0.000, 0.019, 0.000, 0.000 which is less than 0.05 at 5% level of significance, we reject the null hypothesis. Whereas the p-value of tax implication is 0.081 which is greater than 0.05 at 5% level of significance, we fail to reject the null hypothesis.
- The p-value of low risk, high returns, investment returns, and time horizon and tax implication is less than 0.05 at 5% level of significance, we reject the null hypothesis and thus, there is significance difference in the mean rank of income and these factors.
- The p-value of safety of principal, low risk, maturity period, firm performance and tax implication is less than 0.05 at 5% level of significance, we reject the null hypothesis and thus, there is significant difference in the mean rank of occupation and these factors. Whereas, the p-value of high returns, investment returns and time horizon is greater than 0.05 at 5% level of significance, we fail to reject the null hypothesis and thus, there is no significance difference in the mean rank of occupation and these factors.

Mann Whitney U Test:

H₀: There is no significant difference between the mean rank of influencing factors (safety of principal, low risk, high returns, maturity period, firm's performance, investment return, time horizon and tax implications) and gender

Table 12: Test Statistics

	Safety of Principal	Low Risk	High Returns	Maturity Period	Firms performance	Investment Return	Time Horizon	Tax Implications
Mann-Whitney U	2336.500	2138.500	2939.500	2742.000	2940.500	3083.000	3116.000	2994.000
Wilcoxon W	5496.500	5298.500	6099.500	5902.000	6261.500	6243.000	6437.000	6154.000
Z	-3.264	-3.917	-.948	-1.681	-.932	-.429	-.307	-.734
Asymp. Sig. (2-tailed)	.001	.000	.343	.093	.351	.668	.759	.463
a. Grouping Variable: Gender								

The table indicates that as p-value of safety of principal and low risk is less than 0.05 at 5% level of significance we reject the null hypothesis. Thus, there is significant difference between the mean rank of safety of principal and low risk with and gender. Whereas, as p-value of high returns, maturity period, firms performance, investment return, tax horizon and tax implication is greater than 0.05 at 5% level of significance we fail to reject the null hypothesis. Hence, there is no significance difference between the mean rank of these factors and gender.

CONCLUSION

The analysis of the data reveals that the major purpose of investment is wealth creation, tax saving, earns returns and future planning according to their age group. It can be stated that the major purpose of investment of male respondents was future planning and earn returns whereas of female respondents was tax saving. Based on the educational level post graduates major purpose of investment is future planning and wealth creation. The analysis of the data also indicates that the purpose of investment changes as per the income level and occupation. It can be concluded that 36.9% of the respondents invest for 1 to 2 years. It can be concluded that 30.6% respondents expects short term and fast returns and 52.5% of the respondents invest 15% of the income in different avenues. The major objective behind investment is health care, children marriage, retirement benefits. It is revealed from the analysis that investors prefer to invest in government securities and fixed deposits. While making the investment decision the investors

considers dividend paying capacity of the firms.

The factor analysis was carried out to identify the internal factors that affect the investor's behaviour. The KMO value of 0.757 suggests that there is adequate number of factors that can be extracted and the factor analysis yield four interpretable factors and the analysis accounted for 79.668 percent of the variance and the most important factor knowledge and skill of investment. The factor analysis was also carried out to identify the external factors that influence the investors' behaviour and the KMO value of 0.791 suggests that there is adequate number of factors that can be extracted and the factor analysis yield four interpretable factors and the analysis accounted for 75.619 percent of the variance and the most important factor is market information. The analysis of the data indicates that there is significant difference in the mean rank of age and safety of principal, low risk, high returns, firms performance, investment returns, time horizon and tax implication. Whereas, maturity period as no significant difference in the mean rank of age. There is significant difference in mean rank of safety of principal, low risk, high returns, maturity period, firms performance, investment returns, and time horizon with education whereas there is significant difference between income and low risk, high returns, investment returns, and time horizon and tax implication. It can further be concluded that there is significant difference in the mean rank of occupation and safety of principal, low risk, maturity period, firm performance and tax implication whereas there is significant difference between the mean rank of safety of principal and low risk with and gender.

Individual investments behaviour is concerned with choices about purchases of small amounts of securities for his or her own account. Investment decisions are often supported by decision tools. It is assumed that information structure and the factors in the market systematically influence individuals' investment decisions as well as market outcomes.

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IMPACT OF MERGERS AND ACQUISITIONS ON FINANCIAL PERFORMANCE – A STUDY OF INDIAN BANKS

*Munira Habibullah**

ABSTRACT

Introduction – Indian banks have been welcoming towards the technological advances so far. This has substantially given a rise to competition in the market and hence, several bank mergers have been witnessed in India. Mergers and acquisitions (from now on M&As) are common types of investments with in most cases unexpected outcomes. Knowing in advance the general effects of M&As in a certain country

Research Methodology – The present study follows a descriptive research design. The study focuses to study the impact of mergers and acquisitions o financial performance of Indian banks. The variables for the study are identified through review of literature with modification. The data for the study is secondary and is taken from the annual reports of the bank. The analysis of the data is done through Paired t-

Major Findings – The major findings of paired t- Test is that there is no significance difference in the pre and post merger Return on Assets, Net Interest Margin, Interest Ratio, Non Interest Income Ratio, investment to total asset ratio, advance net provision to total assets and total asset ratio and there is significant impact of merger on earning per share and cash to total asset ratio of the banks.

Managerial Implications – The outcome of the study would provide an understanding of the various effect of mergers and acquisitions on the financial performance of the bank. This will help to know in advance the general effects of M&As in a certain specific economic situation which in turn will help to make M&A investment decisions.

Key Words : Mergers and Acquisitions, Profitability, Liquidity, Leverage

INTRODUCTION

The year 1968 witnessed an ordinance issued by the Government of India and 14 large commercial banks in the country were nationalized. These fourteen banks, back then, contained a whopping eighty five per cent of the total bank deposits in our country. 1980, was witness to yet another round of nationalization and six more commercial banks came under the government control. With this

huge leap, an enormous ninety one per cent of the banking sector came under direct control of the Indian Government. With this, the number of nationalized banks in India rose to twenty. Sometime later, in the year 1993, the government took yet another stride towards economic prosperity and made a turn towards merger of banks. The New Bank of India was merged with the Punjab National Bank (PNB). This was the first merger between nationalized

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banks, ever witnessed in Indian history and consequently, the number of nationalized banks in India was reduced from twenty to nineteen and that remains the same till date. In the present time, the recruitment to all the nineteen nationalized banks is by a Common Written Examination, which is piloted in the country, by the Institute of Banking Personnel Selection (IBPS).

Indian banks have been welcoming towards the technological advances so far. This has substantially given a rise to competition in the market and hence, several bank mergers have been witnessed in India, over the years. Here is a run through of the mergers that have taken place among Indian banks.

REVIEW OF LITERATURE

Mergers and acquisitions are very common in the financial environment. Hence, it is no surprise that since the first merger wave many academic papers were written about this topic. The first wave started at the end of the 19th century and was followed by five other merger waves at the end of the 1920s, 1960s, 1980s, 1990s and the mid-2000s.

Healy, Palepu and Ruback (1992) studied the influence of M&As on firm performance and found that merged firms show significant improvements in asset productivity relative to their industries, leading to higher operating cash flow returns. These improvements are primarily explained by the book values of asset disposals. Andrade, Mitchell and Stafford (2001), endorse the conclusions of multiple event studies and conclude the following: “mergers create value for stockholders of the combined firms, with the majority of gains accruing to the stockholders of the target”. This statement suggests that in general M&As are profitable and have a positive impact on the stockholders of a merged firm. The hypothesis is also underlined by Gugler et al. (2002), who conclude that mergers in general result in significant profit increases for the combined company.

Nevertheless, there are also studies, such as the study of Ravenscraft and Scherer (1989), who found a decline in the profitability of acquired

firms. The reason for this decline is losing the control due to more complex organizational structures and lessened managerial competence and/or motivation.

Besides the post-merger effect it is also important, in case of determining the effects of M&As on firm performance, to take into account the stock market reaction around the M&A announcement dates. This reaction reflects the changes in expected future cash-flows that will accrue to the shareholders of the firms involved and can be seen as a proxy of the expected value arising from the merger (Campa and Hernando, 2004). Looking at the separate effects for the bidder and target firms around the M&A announcement date, a trend can be found in the literature. Dodd and Ruback (1977) conclude that in the month of the M&A announcement, the stockholders of the target firm earn large and significant abnormal returns of 20.58%. For the stockholders of the acquiring firm, they found a lower, but also positive, return of 2.83%. Also Franks and Harris (1989) conclude in their study that target firms benefit from a merger or acquisition around the announcement date, but regarding the acquiring companies they conclude that those companies earn zero return or generate just a modest gain.

Sinha and Gupta (2011) studied M&A during the period of 1993 – 2010 in the financial sector of India. This study was specially based on assessment of Merger and Acquisition with respect to accounting measures. The study results proved that profit after tax (PAT) and profit before depreciation, interest, tax and amortization (PBDITA) were enhanced, but the liquidity of firm's was reduced. In both pre & post, M&A situation the interest coverage found to be a main factor of return on shareholders' equity (ROE). Similarly, the profit margin found to be equally vital. Pankaj and Sushant (2011) did Pre and post analysis of firms and concluded a positive effect on the profitability of firms, but in most of the cases liquidity was declined. After reviewing the literature about the impact of Merger and Acquisition on the firm's performances it is found that there is relationship between Merger and Acquisition and the performance of

organizations. It is reviewed form various studies that Merger and Acquisition has not the same impact on the performance of all merged firms' in all over the World.

RESEARCH METHODOLOGY

Problem Statement:

“Impact of Mergers and Acquisitions on Financial Performance – A Study of Indian Banks”

Research Objectives:

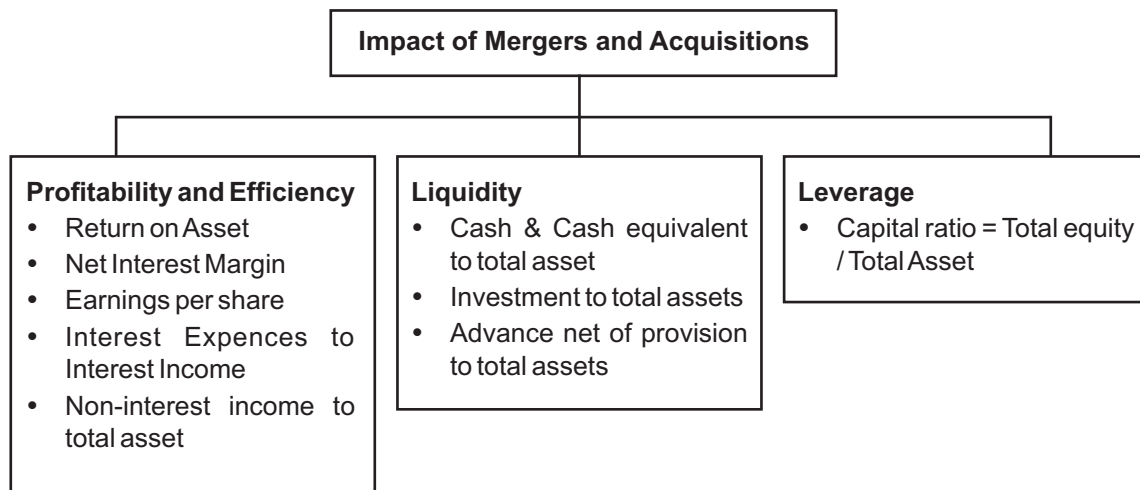
- To study the effect of merger and acquisition on profitability of the banks
- To study the effect of merger and acquisition on liquidity of the banks
- To study the effect of merger and acquisition on leverage of the banks

Significance of the study:

The banking system in India has undoubtedly earned numerous outstanding achievements, in a comparatively short time, for the World's largest and the most diverse democracy. There have been several reforms in the Indian banking sector, as well as quite a few successful mergers and acquisitions, which have helped it, grow manifold. This research is an insight picture for all the financial and non-financial institutions those are going to use the approach M&A, and the investors and stockholders should be familiar about performance of M&A in the industry

Variables under Study:

The variables are identified with modification and as per current scenario based on the prior researches.



Research Design:

A research design is an overall framework that indicates what information to be collected from which sources and by which procedures. The present study is descriptive research. Descriptive research is used to obtain information concerning the current status of the phenomena to describe, "What exists" with respect to variables or conditions in a situation.

The focus of this study was to study the impact of mergers and acquisition on the performance of Indian banks.

Data Collection Plan:

For the study the data source is secondary. Secondary data is collected websites and annual reports of the banks for the period 2006 to 2016.

	Acquiring bank	Acquired bank	Year
1	Kotak Mahindra Bank	ING Vyasa Bank	2014
2	ICICI Bank	Bank of Rajasthan Ltd.	2010
3	HDFC Bank	Centurion Bank of Punjab	2008
4	Indian Overseas Bank	Bharat Overseas Bank	2007
5	Federal Bank	Ganesh Bank of Kurandwad	2006
6	Industrial Development Bank of India	United Western bank	2006
7	ICICI Bank	Sangli Bank	2006

Sampling Plan:

Population : Indian Banks

Sampling Frame : The sampling frame is the banks listed on BSE. The sample includes all 'A' Scripts banks listed on BSE. There were 7 mergers during the period 2006 – 2016.

Type of Sample : It is non-probability sampling. Due to the complexities of the parameters involved in the study.

Size of Sample : The sample size for the study is 7 mergers of banks.

Cost: The cost involved in this study is the time and other telecommunications charges.

DATA ANALYSIS

The analysis of the data includes both descriptive and inferential statistics. The analysis is done on selected ratios using pre and post mergers and acquisitions for the banking sector in India. All the ratios are calculated taking the average of two years before and after merger and acquisition. Yener & David (2004) suggested that two years pre and post mergers and acquisitions are sufficient. They also argued that there might be negative effect of longer time due to some other external economic factors. To materialize the benefits of merger and acquisition two years are enough (Achtmeyer's 1994). The inferential statistics used in the analysis of the secondary data is Paired T – Test. To Measure the financial performance of banks accounting and financial data of selected banks from the period of 2006-2016 are used in this study. Two techniques are applied in this study to analyze the pre and post M&A financial ratios. First T-test (Paired two sample for means) is employed to check the significant difference between pre and post

M&A financial ratios individually for each ratio. Then to check the significant difference of overall financial performance between pre and post of M&A a paired sample t-test is employed.

Hypothesis:

- H1: There is an impact of mergers and acquisitions on the profitability of the banks
- H2: There is an impact of mergers and acquisitions on the efficiency of the banks
- H3: There is an impact of merger and acquisitions on the liquidity of the banks
- H4: There is an impact of merger and acquisitions on the leverage of the banks
- H5: There is an impact of mergers and acquisitions on the financial performance of the banks

Benefits of the study:

- The study will help to widen the knowledge that how a merger can boost the overall wealth.
- The study will help the investors to understand the effect of mergers on their wealth maximization and make their investment decision.
- The present study would be a source of empirical reference and literature review.

LIMITATIONS OF THE STUDY

- The study includes mergers and acquisition at domestic level and no cross border mergers and acquisitions are considered.
- The study includes the performance of the bidder banks.
- The cross sectional analysis of the variables is no undertaken.

Data Analysis:

Paired t – Test:

pre and post merger ratios of bidding bank

Table : 1

Bank name	year	pre ROA	post ROA
Kotak Mahindra bank ltd	2014	1.635	1.735
ICICI bank	2010	1.01	1.18
HDFC Bank	2008	1.215	1.205
Indian overseas bank	2007	1.295	1.2
Federal bank	2007	0.805	1.13
Industrial development bank of India	2006	0.545	10.06
ICICI bank	2006	1.245	0.955
		pre net int mar	post net int mar
Kotak Mahindra bank ltd	2014	0.04	0.04
ICICI bank	2010	0.04	0.03
HDFC Bank	2008	0.05	0.055
Indian overseas bank	2007	0.045	0.035
Federal bank	2007	0.035	0.03
Industrial development bank of India	2006	0.015	0.015
ICICI bank	2006	0.03	0.035
		pre EPS	Post EPS
Kotak Mahindra bank ltd	2014	18.115	24.155
ICICI bank	2010	41.205	45.635
HDFC Bank	2008	38.055	56.875
Indian overseas bank	2007	14.1	21.54
Federal bank	2007	23.615	30.085
Industrial development bank of India	2006	8.415	10.06
ICICI bank	2006	35.27	38.1
		pre int ratio	post int ratio
Kotak Mahindra bank ltd	2014	0.595	0.55
ICICI bank	2010	0.7468	0.6686
HDFC Bank	2008	0.446	0.514
Indian overseas bank	2007	0.5306	0.6123
Federal bank	2007	0.5803	0.626
Industrial development bank of India	2006	0.9841	0.9128
ICICI bank	2006	0.7435	0.7038

		pre non int inco	post non int inco
Kotak Mahindra bank ltd	2014	1.43	1.75
ICICI bank	2010	-0.01	1.05
HDFC Bank	2008	0.185	0.305
Indian overseas bank	2007	-0.15	-0.155
Federal bank	2007	0.11	0.59
Industrial development bank of India	2006	0.155	0.34
ICICI bank	2006	0.325	0.02
		pre cash to asset	post cash to asset
Kotak Mahindra bank ltd	2014	0.042	0.0635
ICICI bank	2010	0.0871	0.0954
HDFC Bank	2008	0.097	0.1025
Indian overseas bank	2007	0.1005	0.1467
Federal bank	2007	0.0916	0.0883
Industrial development bank of India	2006	0.0499	0.0642
ICICI bank	2006	0.0724	0.0877
		pre invest to asset	post invest to asset
Kotak Mahindra bank ltd	2014	0.335	0.29
ICICI bank	2010	0.2752	0.3321
HDFC Bank	2008	0.3605	0.345
Indian overseas bank	2007	0.3476	0.2858
Federal bank	2007	0.3244	0.2944
Industrial development bank of India	2006	0.3438	0.2692
ICICI bank	2006	0.3212	0.2747
		pre adv provision to	post adv provi to asset
Kotak Mahindra bank ltd	2014	0.0405	0.053
ICICI bank	2010	0.0028	0.0029
HDFC Bank	2008	0.025	0.03
Indian overseas bank	2007	0.013	0.012
Federal bank	2007	0.0081	0.012
Industrial development bank of India	2006	0.0146	0.0158
ICICI bank	2006	0.0046	0.0031
		pre capital ratio	post capital ratio
Kotak Mahindra bank ltd	2014	0.005	0.004
ICICI bank	2010	0.0028	0.0029
HDFC Bank	2008	0.0039	0.0025
Indian overseas bank	2007	0.0099	0.006
Federal bank	2007	0.004	0.0043
Industrial development bank of India	2006	0.0091	0.0076
ICICI bank	2006	0.0046	0.0031

The analysis of the data is done using Paired t-Test. The average of pre and post M&A performance is taken. Paired t- test is applied to measure the significant difference at 5% level between pre and post M&A of each ratio collectively for all the banks which are taken as a sample for the study. For each pre and post M&A financial ratio P-value (two-tail) is taken to check the significant impact. Below in the fourth

column of table 2 P-value is shown for each ratio. If the P-value is less than 0.05, it means there is a significant difference in the financial ratios between pre and post M&A. And if the P-value is greater than 0.05, there will be no significant difference between the financial ratios for pre and post M&A. The mean results are also discussed for each ratio

Table : 1

Pair no.	Ratio	Significance	H0 rejected/accepted
1	Pre Return on Assets – Post Return on Asset	0.582 > 0.05	Accepted
2	Pre Net Interest Margin - Post Net Interest Margin	0.407 > 0.05	Accepted
3	Pre Earning per share – Post Earning Per Share	0.019 < 0.05	Rejected
4	Pre Interest ratio – Post Interest ratio	0.837 > 0.05	Accepted
5	Pre Non Interest Income ratio – Post Non Interest income ratio	0.154 > 0.05	Accepted
6	Pre cash to Total asset ratio – Post cash to Total Asset ratio	0.041 > 0.05	Rejected
7	Pre Investment to total asset ratio – post Investment to total asset ratio	0.108 > 0.05	Accepted
8	Pre advance net provision to total asset – post advance net provision to total asset	0.171 > 0.05	Accepted
9	Pre capital ratio – post capital ratio	0.051 > 0.05	Accepted

The table 2 indicates the following:

- As the p – value of return on asset is 0.582 which is greater than 0.05 at 5% level of significance; we fail to reject the null hypothesis. Hence, there is no significance difference in the pre and post merger Return on Asset of the banks.
- As the p – value of Net Interest Margin is 0.407 which is greater than 0.05 at 5% level of significance; we fail to reject the null hypothesis. Hence, there is no significance difference in the pre and post merger Net Interest Margin of the banks.
- As the p – value of Earning Per Share is 0.019 which is less than 0.05 at 5% level of significance; we reject the null hypothesis. Hence, there is significance difference in the pre and post merger Earning Per Share of the banks.
- As the p – value of Interest Ratio is 0.837 which is greater than 0.05 at 5% level of significance; we fail to reject the null hypothesis. Hence, there is no significance difference in the pre and post merger Interest Ratio of the banks.
- As the p – value of Non Interest Income Ratio is 0.154 which is greater than 0.05 at 5% level of significance; we fail to reject the null hypothesis. Hence, there is no significance difference in the pre and post merger Non Interest Income Ratio of the banks.
- As the p – value of cash to total asset is 0.041 which is less than 0.05 at 5% level of significance; we reject the null hypothesis. Hence, there is significance difference in the pre and post merger cash to total asset ratio of the banks.

- As the p – value of investment to total asset is 0.108 which is greater than 0.05 at 5% level of significance; we fail to reject the null hypothesis. Hence, there is no significance difference in the pre and post merger investment to total asset ratio of the banks.
- As the p – value of advance net provision to total asset is 0.171 which is greater than 0.05 at 5% level of significance; we fail to reject the null hypothesis. Hence, there is no significance difference in the pre and post merger advance net provision to total asset ratio of the banks
- As the p – value of capital ratio is 0.051 which is greater than 0.05 at 5% level of significance; we fail to reject the null hypothesis. Hence, there is no significance difference in the pre and post merger investment to total asset ratio of the banks

CONCLUSION

Merger and acquisition is done to create synergies and competitiveness. According to current scenario and government policies bank needs to focus on having huge market penetration by acquiring banks to get more number of customers and lenders. Countless researches have been done throughout the world to determine the impact of this strategy on corporate sector. The analysis reveals that there is no significance difference in the pre and post merger Return on Assets, Net Interest Margin, Interest Ratio, Non Interest Income Ratio, investment to total asset ratio, advance net provision to total assets and total asset ratio. It can be concluded that there is significant impact of merger on earning per share and cash to total asset ratio of the banks. The results of the study show that there is no significant difference in the financial performance of banks between pre and post M&A. That means the performance of banks is not affected by the M&A.

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OCCUPATION EFFECT ON CONSUMERS' PERCEPTION TOWARDS MARKETING MIX OF ICE CREAMS

*Rajeev K Shukla*and Ajit Upadhyaya***

ABSTRACT

Changing socio-economy status and life style backed by increased purchasing power of Indian consumers created a potential for growth of Ice cream industry in India. Indian consumers are shifting from traditional eating habit to western eating habit like –parting, mall culture and outing culture. Due to this customer prefer to eat outside from home and attraction towards ice cream eating is continuously increasing compare to traditional deserts.

The study was intended to know occupation Effect upon Consumers' Perception towards Marketing Mix of Ice creams. The study revealed significant difference in perception among different occupation group of respondents towards Taste, Quality, frequency of consumption, selection of ice cream as a dessert in menu, flavors and for prices of ice cream.

INTRODUCTION

With vast population base, growing middle class population and strong macroeconomic environment, the Indian food & drinks market has emerged as the rapidly growing segment in the Indian retail industry. Rapid transformation in the lifestyle of Indians, particularly those living in Urban India, has resulted in a dramatic increase in the demand for processed or health food, packaged and ready-to-eat food products. Arrival of food multinationals and proliferation of fast food outlets has further added to the growth in this industry. The changing scenario of Indian retail industry, like opening up of new supermarkets/ hypermarkets, shopping malls and fast food outlets, coupled with favorable industry trends, is about to bring radical shifts in Indian food and drink industry.

The Indian ice cream market was reserved for the small-scale sector. It was opened to large-scale manufacture only in 1997. De-reservation of ice cream industry along with

eliminating the import ban by the government allowed mergers and acquisitions among producers and opening up the market to multinational brands. Dairy cooperatives entered the market, touching off a price war that forced most small operators to merge with larger firms. The market has been witnessing fierce battles and huge investments on the part of major players in cold chains and infrastructure. The overall industry has been growing at a sluggish rate of 3-4 %. But the organized sector has been growing in the region of 15 % over the last five years. Ice cream market in India is characterized with High profit margins ranging between 30-50% and currently, the ice-cream market is worth Rs 2,000 crore. It is divided between branded and grey-market players. The branded market is of 60 million litres, worth Rs 500 crore. The main players here are Amul, Kwality Walls, Mother Dairy, Vadilal, Dairy Fresh, Baskin Robbins. Apart from these national names, there are other premium international brands like Movenpick, Haagen Dazs and Snowberry

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which are in expansion mode through their planned number of outlets. Many others have carved out a niche for themselves in regional markets, some with even a prominent share in the metros. This second tier, taken along with the grey market, has close to 2,000 units and is dominated by Tulika, Metro Daily and Rollicks in the east; Nature World, Pastonji, Naturals, Dinshaws, Havmor and Yum in the west; Nirula's in the north; and Arun, Joy, Aavin and Nandini in the south. However, despite the presence of so many players, per capita consumption of ice-cream in India is one of the lowest in the world.

Indians consume just 106 ml of ice-cream per year, while it is 22 litres in the US, 18 litres in Australia, 14 litres in Sweden and 5 litres in the UK.; per capita ice cream consumption is still far less for India than for its neighbors Pakistan (400ml) and Sri Lanka (300ml).

Indian Ice Cream market can be segmented in three different ways, namely on the basis of flavors; on the basis of stock keeping units / packaging and on the basis of consumer segments. On the basis of flavors the market today has a number of flavors like vanilla, strawberry, chocolate, mango, butterscotch a number of fruit flavors; dry fruit flavors traditional flavors like Kesar- Pista, Kaju-Draksh etc. The market is totally dominated by Vanilla, Strawberry and chocolate, which together account for more than 70% of the market followed by butterscotch and other fruit flavors. Ice cream market in india can be characterized as northern and western regions together account for 70% of total market consumption, 60% of ice cream sales occur during the summer months of April-June and Profit margins range from 30% to 50% depending on the product segment.

A well established unorganized sector with market share of more than 55% creates a fiercely competitive environment for the larger players, occupying nearly 45% of market share. Amul has combated competition like Kwality Walls, Mother Dairy and achieved the No 1 position in the country. This position was achieved in 2001 and it has continued to remain at the top with 38% market share in organized sector. Ice cream distribution in India typically involves a distributor, wholesaler and retailer. Most

domestic brands have small regional operations, with plants situated near their major markets due to the lack of cost-effective cold chain facilities. National brands have owned or leased cold storage facilities in major metropolitan areas, which ship to distributors or direct to retailers. Some major brands have begun serving smaller cities by acquiring smaller plants and improving distribution networks. Distributors' margins are about 18-20%.

REVIEW OF LITERATURE

Kroger (1992) conducted a research to measure the effect of sugar and fat on the acceptability of ice cream. The research concluded that sugar and, to a lesser extent, fat were key determinants of ice cream acceptability and that too little or too much sugar or fat was detrimental to ice cream quality'.

Guinard (1996) revealed that male participants rated the flavor of ice creams higher than the female participants, although no gender differences were found for overall degree of liking of ice creams.

Wansink et al. (2003) examined the consumption of 'comfort foods' and found that ice cream was the second most popular comfort food. Women preferred candy and chocolate, whereas men preferred meal-related foods.

Ice cream has global market, as ice creams is made and eaten in almost every county in the world. However, sales of ice cream is substantially affected by the weather conditions and certain periods have substantial impacts on sales for example in France, 65% of sales are made between June and September (C. Clarke 2004)

Ben & Jerry brand of ice creams has redesigned its consumer market on various social media platforms specific to consumer preference for its ice creams for children, youth, gender-specific and health conscious consumers (Rajagopal, 2015).

OBJECTIVE OF THE STUDY

- To study Occupation Effect on Consumers' Perception towards Marketing Mix of Ice creams

HYPOTHESES

Derived from the objective of the study following Null Hypotheses formulated:

$H_{0(1)}$ Occupation wise there is no significant difference in consumers' preference for Test of Ice creams.

$H_{0(2)}$ Occupation wise there is no significant difference in consumers' preference for Quality of Ice creams.

$H_{0(3)}$ Occupation wise there is no significant difference in consumers' preference for Availability of Ice creams.

$H_{0(4)}$ Occupation wise there is no significant difference in consumers' consumption frequency of Ice creams.

$H_{0(5)}$ Occupation wise there is no significant difference in consumers' preference for Ice creams as Menu Item.

$H_{0(6)}$ Occupation wise there is no significant difference in consumers' preference for Ice creams as substitute of sweet or desert item.

$H_{0(7)}$ Occupation wise there is no significant difference in consumers' preference for Flavors of Ice creams.

$H_{0(8)}$ Occupation wise there is no significant difference in consumers perception that Price influences their preference for Ice creams.

$H_{0(9)}$ Occupation wise there is no significant difference in consumers perception that Advertisement influences their preference for Ice creams.

RESEARCH METHODOLOGY

Research Design

The present study is descriptive in nature. During the study consumers of Ice cream were contacted and their preferences were recorded as a source of data generation.

Data Collection

This study is based on Primary data collected through self structured questionnaire. Secondary sources of information reviewed from Business magazine, News papers, trade journals, white papers, industry portals, government agencies, trade associations, monitoring industry news and developments and research survey. Secondary

sources of information provided an insight to understand the concept of Ice cream sales potential and inclusion of items in questionnaire for the study. Preferences of consumers are measured with the help of Three point Likert scale ranging from 1 to 3. 1 for agree, 2 neither agree nor disagree, 3 to disagree.

Sampling Plan

The present study has been conducted at Indore city of Madhya Pradesh. Convenient Judgmental sampling method used for data collection. Ice cream consumers of Indore city were considered as sampling unit. 125 questionnaires were distributed at random. Responses from 13 respondents were not received and insufficient data provided on 11 questionnaires, so only 101 responses were considered for further analysis of the study.

RESULTS AND DISCUSSION

The result of occupation wise Analysis of Variance for consumer's perception towards marketing mix of Ice creams is exhibited in Table 1. It exhibits significant difference in perception among different occupation group of respondents towards Taste, Quality, frequency of consumption, selection of ice cream as a dessert in menu, flavors and for prices of ice cream. Hence the Null hypotheses $H_0(1)$, $H_0(2)$, $H_0(4)$, $H_0(5)$, $H_0(7)$ and $H_0(8)$ were rejected.

Self employed respondents were found to be highly choosy for taste preferences of ice creams. Similarly Private employees were found to be highly quality conscious for their ice cream preference and also highly choosy for flavors preferences of ice creams. Frequency of ice cream consumption and the chances of selection of ice cream as a dessert in menu were found significantly high among self employed respondents. Findings of the study also revealed that unemployed respondents were found to be significantly highly price conscious for ice cream purchase. (Table 2)

Findings of the study also revealed that occupation wise there is no significant difference in consumers' preference for availability of Ice creams, Ice creams as substitute of sweet or desert item, and that Advertisement influences their preference for Ice creams. Hence the Null

hypotheses H0(3), H0(6), and H0(9) were not rejected at 5% level of significance (Table 1).

However it was observed that Availability of ice cream was given relatively higher preference by unemployed respondents. Private and self employed group of respondents preferred ice cream as substitute of sweet dishes and to be included ice cream in menu for special occasions. Self employed and unemployed group of respondents were found to be highly influenced by advertisements of ice creams. (Table2)

CONCLUSION

Changing socio-economy status and life style backed by increased purchasing power of Indian consumers created a potential for growth of Ice cream industry in India. Indian consumers are shifting from traditional eating habit to western eating habit like –parting, mall culture and outing culture. Due to this customer prefer to eat outside from home and attraction towards ice-cream eating is continuously increasing compare to traditional deserts. The study revealed significant difference in perception among different occupation group of respondents towards Taste, Quality, frequency of consumption, selection of ice cream as a dessert in menu, flavors and for prices of ice cream.

Findings of the study will provide an insight for understanding the preferences of consumers toward ice cream consumption. Players of Ice cream market have to understand the different needs of consumers, be it health conscious people, kids, youngsters, young etc, and should come up with variety of products specific for them and with portfolio of flavors. The consumer is increasingly conscious about what they eat, both in terms of evolved health, i.e natural and functional foods, and in terms of ethics and provenance. Innovations from the ice cream industry required in order to meet these challenges with introducing new innovative products like Fruit Crunch and Sugar free probiotic.

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Table 1 Occupation wise Analysis of Variance for consumer's perception towards Marketing Mix of Ice creams

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Taste	Between Groups	3.030	3	1.010	3.389	.021
	Within Groups	28.910	97	.298		
	Total	31.941	100			
quality	Between Groups	3.201	3	1.067	3.272	.024
	Within Groups	31.631	97	.326		
	Total	34.832	100			
available	Between Groups	.956	3	.319	.540	.656
	Within Groups	57.282	97	.591		
	Total	58.238	100			
frequency	Between Groups	4.491	3	1.497	3.694	.014
	Within Groups	39.311	97	.405		
	Total	43.802	100			
menu	Between Groups	4.809	3	1.603	5.781	.001
	Within Groups	26.894	97	.277		
	Total	31.703	100			
sweet	Between Groups	2.529	3	.843	2.044	.113
	Within Groups	40.006	97	.412		
	Total	42.535	100			

flavors	Between Groups	6.545	3	2.182	7.793	.000
	Within Groups	27.158	97	.280		
	Total	33.703	100			
Price	Between Groups	3.929	3	1.310	2.964	.036
	Within Groups	42.863	97	.442		
	Total	46.792	100			
Advertisement	Between Groups	1.969	3	.656	1.919	.131
	Within Groups	33.160	97	.342		
	Total	35.129	100			

Table 2 Occupation wise Mean and Standard Deviation of consumers' perception towards Marketing Mix of Ice creams

Occupation								
	Govt Employee		Pvt Employee		Self Employed		Un employed	
	Mean	Std. Devn	Mean	Std. Devn	Mean	Std. Devn	Mean	Std. Devn
Taste	1.875	0.64	1.32	0.529	1.208	0.415	1.468	0.621
Quality	1.75	0.469	1.27	0.45	1.33	0.481	1.625	0.751
Availability	2.5	0.926	2.29	0.701	2.33	0.761	2.156	0.807
Frequency	2.625	0.52	2.24	0.596	1.875	0.536	2.07	0.762
Menu Item	1.875	0.641	1.24	0.435	1.16	0.38	1.56	0.669
Sweet	1.75	0.707	1.27	0.56	1.33	0.481	1.56	0.8
Flavors	2.08	0.755	1.135	0.346	1.291	0.464	1.562	0.669
Price	2.25	0.707	2.24	0.683	2.41	0.717	1.906	0.588
Advertisements	1.75	0.88	1.67	0.529	1.41	0.503	1.406	0.614

STUDY OF ANALYSIS AND SYNTHESIS MODEL OF COMPILER

*Suresh Jain**, *Piyush Choudhary***, *Rajeev Raghuvanshi****

Every language is a World. Without translation, we would inhabit parishes bordering on silence” – George Steiner

ABSTRACT

No two languages are alike, every language has their own unique style and methodology. If we talk about human languages there are wide no. of languages available in the world but technically computer understands only Machine Languages. Machine code is written in binary bits pattern (or hexadecimal pattern), which requires programmer exceptionally skilled with machine language. Understanding the need of programmers, various tools are developed to convert one language into another language. One of the tools to transform one language into another is Compiler. This paper presents the study of structure of compiler viz. Analysis and Synthesis Model of Compiler. First we define the definition of compiler along with the brief history of compiler and then moved towards compiler structure: Analysis and Synthesis model of Compiler.

Keywords : Compiler, Lexical Analyzer, Scanner, Syntax Analyzer, Semantic Analyzer, Intermediate Code Generator, Code Optimizer, Code Generator, Tokens, Lexemes, Sentinels, Three Address Code, POSIX notation, Quadruples.

INTRODUCTION

A Compiler is a program that reads a program written in one language known as Source Language and Translate it into an equivalent program in another language known as Target Language. As an important part of this translation process, the compiler reports to its user, the presence of error in the source program.

The Compiler takes a source program as higher level language such as C, Pascal, FORTRAIN and convert it into low level language or a machine level language such as assemble language.

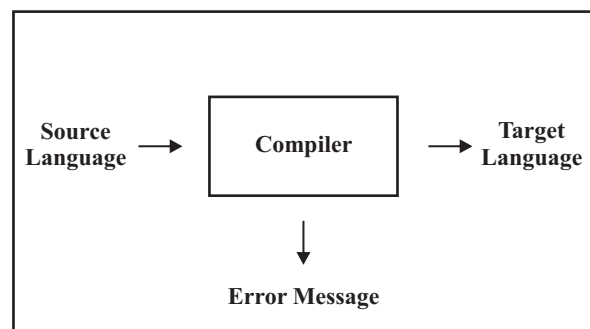


Fig : Compiler : A Basic Model

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Compiler is a system software: As we all know that there are two types of software:

- a) System Software
- b) Application Software

Application Software are the collection of programs that are used to perform a particular task, such as Calculator.

System Software consists of a variety of programs that supports the application of a computer. They were developed to make computers better adapted to the needs of their users. It allows us to focus on application without knowing details of machine.

Examples of System Software are text editor, Compiler, Loader or Linker, Debugger, Macro Processor, Operating System etc.

1.1 Text Editor

Text Editor is used to create and modify the program.

1.2 Compiler

Compiler translates the user program into machine language

1.3 Loaders

Loaders are system programs that prepare machine language programs for execution.

1.4 Debugger

Debugger helps to detect errors in the program

1.5 Translator

Translator is used to translate assembly code into machine code. This translator is called an Assembler.

All these above mentioned system software integrate in a special software called **Operating System**.

1. Compiler : A Brief History

In the early days of computers, programmers had to be exceptionally skilled since all the coding was done in Machine Language. Machine Language code is written in binary bits pattern (or hexadecimal pattern). With the evolution of assembly language, programming was made simpler. These languages used mnemonics, which has close resemblance, with symbolic instructions and executable machine codes. A programmer must pay attention to far more

details and must have complete knowledge of the processor in use.

Towards the end of the 1950s, machine independent language were introduced. These language had a high level of abstraction. Typically, a single high level instruction is translated into several executable machine language instructions.

Grace Murray Hopper conceptualized the first translator for the A-0 programming language from his experimental studies. This was coined as a compiler in the early 1950s.

John Backus at IBM introduces the first complete compiler for FORTRAN in 1957.

2. Compiler Structure: Analysis and Synthesis Model

The compilation can be done in two parts:

- 1. Analysis
- 2. Synthesis

In analysis part the source program is read and broken down into constituent pieces. The syntax and the meaning of the source string is determined and then an intermediate code is created from the input source program.

In synthesis part this intermediate form of the source language is taken and converted into an equivalent target program. During this process if certain code has to be optimized for efficient execution then the required code is optimized.

The analysis and synthesis model is shown below:

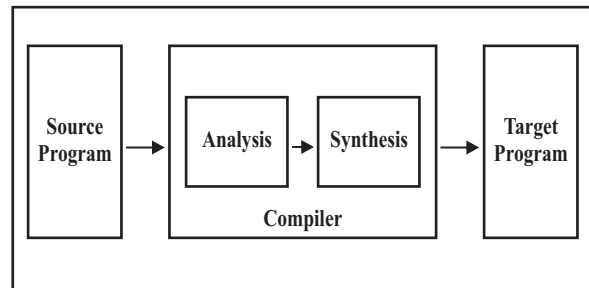


Fig : Analysis & Synthesis Model

The analysis part is carried out in three subparts and synthesis is carried out in another three subparts:

3.1 Lexical Analysis : The lexical analysis is also called Scanning. It is the phase of compilation in which the complete source code is scanned and is

broken up into group of strings called token. A token is a sequence of characters having a collective meaning.

For example: If some assignment statement in source code is,

Total = count + rate*60;

Then the lexical analysis phase broken up this statement into series of tokens as:

- Total - identifier
- = - assignment symbol
- count - identifier
- + - additive operator
- rate - identifier
- * - multiplicative operator
- 60 - number

The blank characters which are used in the

programming statement are eliminated during the lexical analysis phase.

3.2 Syntax Analysis : The syntax analysis is also called **Parsing**. In this phase the tokens generated by the lexical analyser are grouped together to form a hierarchical structure. The syntax analysis determines the structure of the source string by grouping the tokens together. The hierarchical structure generated in this phase is called **Parse Tree or Syntax Tree**.

For e.g.:For the expression, total = count + rate* 60 the parse tree can be generated as follows:

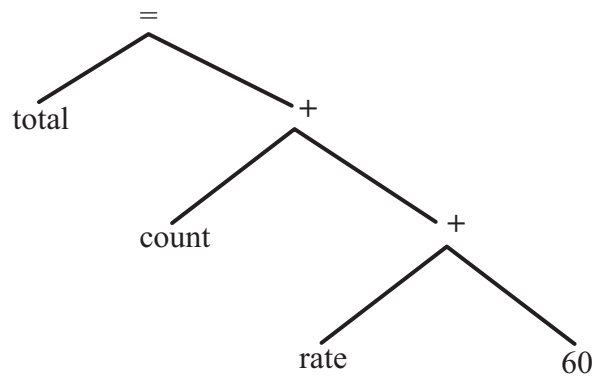


Fig : Parse Tree

3.3 Semantics Analysis : Once the syntax is checked in the syntax analysis phase the next phase i.e semantic analysis determines the meaning of the source string.

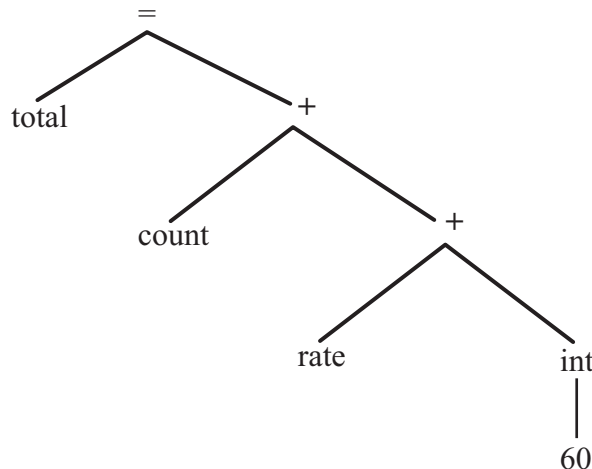


Fig : Semantic Analysis

3.4 Intermediate Code Generation : The intermediate code is a kind of code which is easy to generate and this code can be easily converted to target code. This code is in variety of forms such as three address code, quadruples, triples, posix.

For e.g.: The three address code for total = count + rate * 60 will be:

```
t1 := (int) 60
t2 := rate * t1
t3 := count + t2
total := t3
```

3.5 Code Optimization : The code optimization phase attempts to improve the intermediate code. This is necessary to have a faster executing code or less consumption of memory. Thus by optimizing the code the overall running time of the target program can be improved. This phase doesnot provide any intermediate code, it simply improves the code.

3.6 Code Generation : In code generation phase the target code gets generated. The intermediate code instructions are translated into sequence of machine instructions.

```
For e.g.: Mov rate, R1
          Mul #60, R1
          Mov count, R2
          Add R2, R1
          Mov R1, total
```

1. Symbol Table Management

To support the analysis and synthesis model of compiler a symbol table is maintained. The task of symbol table is to store identifiers used in the program.

The symbol table also stores information about attributes of each identifier. The attributes of identifiers are usually its types, its scope, information about the storage allocated for it.

The symbol table also stores information about

the subroutines used in the program. In case of subroutines the symbol table stores, the name of the subroutine, number of arguments passed to it, types of these arguments, the method of passing these arguments and return types if any.

2. Error Detection and Handling

In compilation each phase detects errors. These errors must be reported to error handler whose task is to handle error, so that the compilation can proceed.

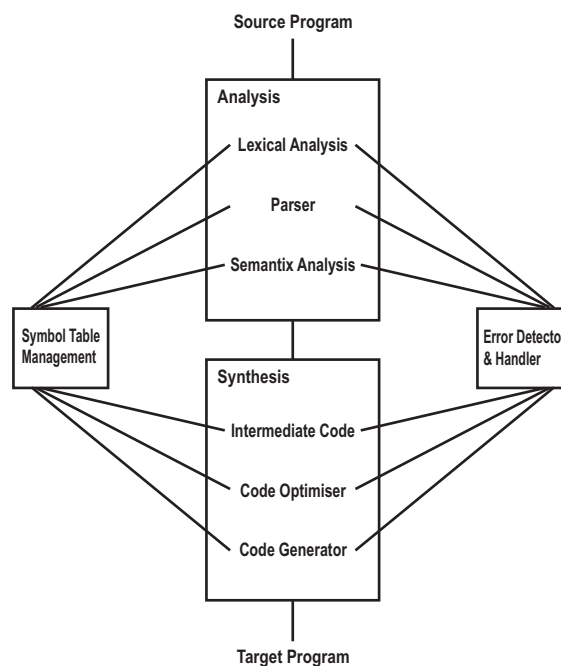


Fig : Analysis & Synthesis Model of Compiler

CONCLUSION

The structure of compiler is difficult to understand but suggests a base for future studies in the field. This paper provides a base to learn compiler design by knowing the role of each phase of compiler and their parts as analysis and synthesis model of compiler. This study enable the science policy makers and administrators to understand and grasp the growth, development and impact of research and to know the countries, institutions and the individual scientists who are active in particular field of research activity.

“The best way to compile inaccurate information that no one wants is to make it up”
– Scott Adams

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