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MANAGEMENT INNOVATOR

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Editorial

Indian business has been bolstered by the International markets with the renewed interest in the area of manufacturing. Services continue to hog limelights. However, the changes in the leadership of major countries with the inward focus is shifting self sustainability in all the economies. The trend of students migrating from one country to developed countries may continue but with the infrastructure and other amenities in place, this trend will slowly change. Indian management institutes are witnessing the inflow of students from other countries as well. With the new regulations in place, the grip on the quality of education may improve further.

The articles in this edition are focused on the emerging areas of Marketing, Human Resources, Operations, Finance and the importance of Waste management. Each of the article is well researched, thought provoking and provides immense contribution to the body of knowledge. These articles will provide new directions in the field of research. The need for entrepreneurship and intrapreneurship is also discussed in detail. The contemporary research areas like demonitisation, e-governance, employee engagement etc., have been dealt in detail. I am sure you will find the journal worth in terms of academic and research outputs and I expect suggestions for improving the standards of this journal.

Thanking you

Dr.K.S.Chandrasekar
Chief Editor

AUTHOR GUIDELINES AND ETHICAL CONSIDERATIONS

Management Innovator (ISSN 0974-6749) is a peer-referred research journal published by Researchers' Forum, Institute of Management in Kerala, University of Kerala and approved by University of Kerala. Management Innovator invites original papers from both academics and practitioners on management and business based on theoretical or empirical research for its future issues. A double blind peer review process is followed for the screening of articles. Authors are requested to make their paper submissions by sending a soft copy of the paper through e-mail at editorialmanagementinnovator@gmail.com with a copy to kscnair@keralauniversity.ac.in. The authors are advised to submit their papers based on the guidelines below:

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Organized Retailing – A Study on Perception of Customers in Thiruvananthapuram District

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Abstract: The present world witness many changes occurring in everyday world. Industrial and technological growth has made a phenomenal impact on our everyday life. Retailing plays a very important role in the economy. It means the business activities involved in selling goods and services to their customers for their personal, family or household use. The retailing provides the satisfaction to customers and also provides employment opportunities to the people. It developed our economy into most significant position. But sometimes the entry of organized retailer creates a lot of problems to our society. It will affect the interest of small entrepreneurs. Some conventional customers also looks them with very suspicious. The main aim of the study is to study the perception of customers towards organized retailing. For this purpose both secondary and primary data were used. Primary data are collected from 100 customers of Thiruvananthapuram city.

Keywords: Organised retailing, customers, satisfaction, entrepreneurs

1. Introduction

The past century has been witness to many changes occurring in the world. Industrial and technological growth has made a significant impact on consumers. One such industry which has made such a significant impact on our daily is retail. The Indian retail industry has emerged as one of the most dynamic and fast paced industries due to the entry of several new players. It accounts over 10 per cent of the country's GDP and around the eight per cent of employment. India is the world's fifth largest global destination in the retail space. India's retail market is expected to grow to US\$1trillion by 2020. The fact that the largest corporation in the World, Wal-Mart is a retail chain confirms the significance of the industry.

Retailing encompasses the business activities involved in selling goods and services to their consumers for their personal, family or household use. Often people think of retailing only as the sale of products or services but it is not so includes every sale to the final consumers ranging from cars to apparel, to meals at restaurant to theatre tickets (Berman and Evans). Over the years it has changed to reflect the varying need of consumers. Today retailing is evolving into a global, high tech business. Wal-mart the world's largest corporation has mow become the largest food retailer in the Unites States. French based Carrefour, the world's second largest retailer operates hypermarkets in many countries. Some of the retailers in the United States A and P, Food Lion , Stop and Shop and T Eleven are owned by companies with headquarters in Europe and Japan.

The Indian organized retail sector is expected to grow at a higher rate than GDP growth in the next five years, driven by the changing life styles, strong income growth and favourable demographic patterns. According to EIU, India had more than 5 million retail outlets, out of which 96 per cent are smaller than 500 sq.feet. But this scenario is changing fast and in the next future the Indian retail industry is going to experience explosive growth.

Though retailing has been one of the largest industries and also one of the biggest sources of employment in the country for centuries it is only in the recent past that it has witnessed such tremendous growth. This has been possible due to the entry of corporate the Pirmals, The Tatas, the Rahejas, ITC, S Kumar's, RPG enterprises, Reliance, Pantaloon, etc. Further with the government intention of opening the retail sector for foreign investment the chance of international players taking the direct route other than though license and franchise is most certain. In fact all these demonstrate that retailing is emerging steady as an organized sector with a variety of business players trying their kismets in their part, thereby changing the fate of a large number of

roadside hawkers and Kirana stores. In this context it becomes necessary to study the perception of customers who are now exposed to plethora of choices offered by these retailers.

2. Objectives of the Study

The main objective of the study is to study the perception of customers towards organized retailers in Thiruvananthapuram city and to make suggestions on the basis of findings of the study.

3. Methodology

The study accounts both primary and secondary data. Primary data has been collected using structured questionnaires administered among 100 customers. Judgment sampling method is used to select the samples. Secondary data were collected from books, magazines, websites, etc.

4. Discussion

The organized industry as such is divided into organized and unorganized sectors. Organised retailing refers to the trading activities by licensed retailers that is, those who are registered for sales tax, income tax, etc. These include the corporate backed hypermarkets and retail chains and also privately owned large retail businesses. Unorganised retailing, on the other hand, refers to the traditional formats of low cost retailing, for example the local Kirana shops, owner manned general stores, paan or beedi shops, convenience vendors, etc. Indian corporate retailers are also not keeping cool. Everyone is in the marathon for ensuring their portion of the pie. And hence the organized retail sector is expected to grow in leaps and bounds. Controversies and disputes are going on like issues opening up of retail sector as industry and so on. Not even a single town or city is out of this wind. In this context an attempt is made to analyse the perception of customers towards the organized shopping malls in Thiruvananthapuram city.

4.1 Preference of buying

From the Table 4.1, it is clear that majority (66 per cent) of the respondents prefer to buy from discount stores such as margin free shops, Triveni, Maveli stores, etc. 38 per cent liked to buy from big retailers and only 34 per cent from small retailers.

Table 4.1
Preference of buying

Preference	Nos	%
Small Retailers	34	34
Discount Stores	66	66
Big retailers	38	38

Note: Percentage is based on total samples

Source: Primary Data

4.2 Reasons for the Preference of Outlet

From the Table 4.2 it is clear that quality was given first preference by the respondents. Price has second place. Convenience is another factor in the selection. Variety of products takes fourth position. Behaviour of employees and Prestige factor gets sixth and seventh position respectively. So the main factors influenced for the selection of an outlet depends upon price, quality and convenience.

Table 4.2
Reasons for the Preference of Outlet

Variables	Weight	Rank
Quality	323	1
Price	320	2
Convenience	312	3
Variety of products	222	4

Correct weight	202	5
Behaviour of employees	179	6
Prestige factor	85	7

Source: Primary Data

4.3 Reasons for Supporting Organised Retailers

As per the Table 4.3 62 per cent of the respondents supported organized retailers because of convenience in shopping and shopping as a delightful experience. 60 per cent of the respondents are favourable due to discount offers given by shops. 58 per cent supported due to quality of goods. 56 per cent supports as the shops offer better services to the better environment provided by them. 44 per cent are favourable as they improve the standard of living.

Table 4.3
Reasons for Supporting Organised Retailers

Reasons	Nos	%
Quality goods	58	58
Better services	56	56
Discount offers	60	60
Convenience	62	62
Better environment	54	54
Delightful experience	62	62
Standard of living	44	44

Note: Percentage is based on total samples

Source: Primary Data

4.4 Reasons for Not Supporting Organised Retailers

Table 4.4
Reasons for Not Supporting Organised Retailers

Reasons	Nos	%
High prices	22	22
Lack of credit facilities	6	6
No personal touch	16	16
Low quality goods	10	10
Potential to make spendthrift	12	12
Divide between rich and poor	20	20
Negative impact on retailers	22	22

Note: Percentage is based on total samples

Source: Primary Data

From the Table 4.4 it is observed that 22 per cent of the respondents did not support shopping malls due to high prices and negative impact on small retailers, 20 per cent due

to potential to make spendthrift, 10 per cent because of low quality and 6 per cent due to lack of credit facilities.

5. Findings of the Study

- Majority of the customers are preferred to buy from discount stores.
- Consumers prefer an outlet due to quality of goods, price advantage, convenience, variety of products, correct weight, behavior of employees and prestige factor
- Majority of the customers are favorable towards organized retailers.
- Most of the customers favored organized retailers due to delightful experience and convenience in shopping.

6. Suggestion

A well calibrated approach to the opening up of retail for FDI will ensure balanced regional development without cannibalizing the business of domestic players. So the organized retailers are necessary for the urban customers but their numbers should be restricted.

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Mentoring And Career Outcomes – A Study Among Select Commercial Bank Employees In Kerala.

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Abstract :Traditionally mentoring is defined as relationship between an older , more experienced mentor and a younger less experienced protégé for the purpose of helping and developing the protégés career. In the Volatile, uncertain, complex and ambiguous world, mentoring is emerged as a developmental tool which offers a lot of personal as well as career outcomes. Many public sector as well as private sector banks have introduced mentoring program as part of their HR practices in order to build skills and required competencies in an employee. This article envisages the career outcomes of a mentee from the mentee's perspective. This study envisages the relationship between mentoring and career outcomes (career satisfaction and job involvement) among select commercial bank employees in Kerala. Responses from 132 employees analyzed using simple regression test and it is identified that mentoring predicts career satisfaction and job involvement. Findings, theoretical and practical implication and scope for further research are discussed.

Keywords: Mentoring, Career Satisfaction, Job involvement.

I. INTRODUCTION

In our lives, there are relationships that are inspiring, influencing and heart knitted. Also it enlightened our lives with new courage, thoughts, views, habits etc. These relationships may stimulate us to do the things that we are afraid of, supported in personal as well as professional development. Mentoring is such a fate altering relationship that catalyzes personal as well as career development.(Belle Rose Ragins, Kram, & Roosevelt, 2007)

The origin of mentoring is from Greek mythology. In Homer's Odyssey when Odysseus went for Trojan War he entrusted his son Telemachus to a wise and trustful advisor 'Mentor'. Mentoring is no longer a myth. It is a real relationship that has been an integral part of social life and world of work. The concept of apprenticeship is the base of modern mentoring. Through the relationship the young apprentice practice under a craftsman to understand the task to be perform in the commercial world (Clutterbuck Associates, 2011).A literal explosion of this concept helps to understand that this developmental relationship has got plenty of benefits. Consequently the interest and acceptance leads to practical application of the concept in organizational settings.Later mentoring seem to spread roots in many organizations formally and informally. Shortly thereafter the concept has garnered popularity and crosses across disciplines, professions and continents.

From 1970 onwards researchers spend time on analyzing various phases of mentoring. Several researchers has focused on career outcomes of protégés and witnessed a positive relationship with mentoring and career outcomes. The voyage of Indian Banking industry has started long ago and became a highly proactive and dynamic entity. This journey has witnessed liberalization and economic reforms that allowed banks to explore new business opportunities. The history of banking industry can be divided into five distinct phases and each phase contributed landmark development in Indian Banking sector. There have been significant developments in banking industry in term of size, products, customer base etc. This favors an increase in the number of employees working in the banking Industry. Large number of employees is recruited every year. Our Banking sector being an integral part of economic growth of the country ha to ensure that it remains efficient and flexible in operational matters, especially in human resource practices. Right technology, systems and processes are not the only catalysts for accomplishing improved

productivity and efficiency. Human capital with right skills and attitudes, representing the essential flexibility and adaptability to keep pace with running time.

In 2013, Mckinsey conducted a survey among 20 leading banks including public sector as well as private sector which identified a talent gap in banks. The shortfall for talent gap in public sector banks is because of high average age resulting in high retirements at senior management levels whereas for private sector banks it was due to high attrition rates especially at junior management levels. The average age of employees across levels was 41 years for public sector banks in 2012-2013. (down from 46 years in 2010 -2011). The same for private sector banks was 33 years in 2012-2013 (again down from 34 years in 2010-11).

The expertise of senior management officials is the reason behind the survival of financial institutions in India during the financial crisis. This factor stresses the need to attract and develop talent in various levels of organizations. The mass retirement of senior officials leads to drainage of knowledge. This knowledge obsolescence can be balanced by mentoring programs. Mentoring can do miracles in making a beginner to an expert. The individuals can be mentored and groomed to take on higher responsibilities.

Many public sector as well as private sector banks have introduced mentoring program as part of their HR practices in order to build skills and required competencies in an employee. This article envisages the career outcomes of a mentee from the mentee's perspective. Many researchers have focused on career outcomes of mentees from early 1990's itself. But the literature still lacks a study on mentoring in banking industry although many banks have already implemented formal mentoring programs. The implementation of formal mentoring programs demands the investment of organizational resources like money, time, potential and energy of a senior employee. So it is high time to study whether the program yields the expected results in the banking industry in an Indian context.

II. MENTORING

Traditionally mentoring is defined as relationship between an older, more experienced mentor and a younger less experienced protégé for the purpose of helping and developing the protégé's career. (Kram, 1985; Levinson 1978; Ragins & Cotton, 1998; Wanberg, Welsh, & Hezlett, 2003). There are two types of mentoring functions, career and psychosocial functions (Kram, 1985). Career functions involve coaching the protégé, sponsoring their advancement, facilitating exposure and visibility, protecting from organizational politics and offering then challenging assignments. Psychosocial support enhances an individual's sense of competence, identity and effectiveness in a professional role (Kram, 1985). This function involves behaviors like role modeling, acceptance and confirmation, counseling and friendship.

III. MENTORING AND CAREER OUTCOMES

Of all the positive outcomes, career benefit has got much attention and several researchers have explored this area. They have identified that mentoring result in objective as well as subjective career success. The objective career outcomes was measured by variables like promotion rates and compensation. (Dreher & Ash, 1990; Dougherty & Dreher, 1991; Lee, Dougherty, & Turban, 2000; Scandura, 1992;) while subjective career outcomes include perceived career success, career expectations, organizational justice, job involvement, job satisfaction, organizational commitment, career satisfaction etc. (Fagan & Walter, 1982; Fagenson, 1989; Koberg, Boss & Goodman, 1998).

IV. HYPOTHESIS DEVELOPMENT

In accordance with the wide acceptance of human capital as competitive resource and source of competitive advantage, many organizations have implemented career development programs as an effort to enhance employee competencies, to improve employee's bond with organization and facilitate employees opportunities to satisfy their career concerns while contributing to

organizational goals(Schein, 1978). The beneficial consequences of mentoring include career satisfaction also. So it has gained the attention of several scholars.

(Riley & Wrench, 1985) found that mentored women reported higher levels of career satisfaction than non-mentored women professionals. (Fagenson, 1989) conducted a study to identify whether protégés report having more career experiences than non-protégés among 70,000 individuals in the health care industry came to a conclusion that mentored individuals reported having more career mobility/opportunity, recognition, satisfaction, and promotions than non-mentored individuals. Also he has attempted to find out do high level individuals report having more career mobility and satisfaction than low level individuals and he result is positive.

(Aryee & Chayt, 1994) conducted an exploratory attempt to examine the effects of mentoring on job involvement and career satisfaction. They concluded that sponsorship and exposure were the only significant predictors of career satisfaction. This finding supported (Kram, 1985) observation that vocationally successful individuals tend to attribute their advancement to having sponsors. These finding also argued sponsorship and coaching as significant predictors of organizational commitment. These positive effects may facilitate to one's career satisfaction and which reciprocate and leads to organizational commitment of employees.

(Burke & McKeen, 1997) carried out a study among managerial and professional women pointed out that woman professional and manager receiving more mentor functions reported greater satisfaction. (Dansky, 1996) also supported the fact that group mentoring is positively associated with career satisfaction. Adding to the literature (Aryee & Chayt, 1994) suggested that career oriented mentoring is significantly and positively related to career satisfaction.

According to (Aryee & Chayt, 1994) challenging assignments in a mentoring function is a positive predictor of job involvement. This result is consistent with the findings of the study by (Kanungo, 1982). (Kram, 1985) proposed that individuals who receive mentoring will have greater job involvement. The study by(Koberg, Boss, & Goodman, 1998) says that psychosocial mentoring is beneficially resulted in job involvement.

H1: There is a positive relationship between mentoring and career satisfaction of select commercial bank employees in Kerala.

H2: There is a positive relationship between mentoring and job involvement of select commercial bank employees in Kerala.

V. METHODS

a. Sample

The sample for the hypothesis testing consists of 1 employees working in select commercial banks in Kerala. A quantitative approach was adopted. Employees completed the questionnaire capturing the constructs researched.Of the 150 sample requests sent, only 132 questionnaires were returned giving us a response rate of 88%. Demographic data received shows that 56.8% are male respondents while 36.4% are females. Respondents ranged in age from 20 to 35 with a mean age of 27.5.Of the respondents 31.8% have post-graduation and the rest have graduation.

b. Measures

Mentoring was measured using Dreher's 18 item scale , responses were rated on a 5 point likert scale with anchors "strongly disagree (1)" to "strongly agree (5)".Career satisfaction was measured with 5 item scale of (Greenhaus, Parasuraman, & Wormley, 1990). Job involvement scale was developed by (Lodahl & Mathilde, Kejnar, 1965) . These items also rated on a 5 point likert scale.

VI. ANALYSIS and RESULTS

The overall alpha quotient for 18 item mentoring scale is .916. the Cronbach's alpha reliability of 5 item career satisfaction scale is .912. The alpha quotient for 12 item job involvement scale is .692.

The mean scores of the variable indicate that the employee's perception of mentoring, job involvement and career satisfaction is just above average and the mean scores are found to be 3.18, 3.28 and 3.55 respectively.

TABLE 1

	B	Sig.	R Square
Constant	1.649	0.001	0.307
Mentoring	0.6	0	

Simple regression is used to test the first hypothesis that there is a positive relationship between mentoring and career satisfaction of select commercial bank employees in Kerala. Specifically, it suggests that when there is a high mentoring in the company the satisfaction of the employees will increase. It can be seen from the table one that the regression weight for the hypothesis is .60 ($p < .05$) which is found significant. The R^2 value is 0.307 implying that mentoring can predict 30% of variances in career satisfaction of employees of select commercial banks in Kerala. This finding are in accordance to (Riley & Wrench, 1985; Aryee et al, 2002; Burke & Mckeen, 1997). Regression equation for this hypothesis is :

$$\text{Career Satisfaction} = 1.649 + .600(\text{mentoring}).$$

TABLE 2

	B		R square
(Constant)	2.252	.000	.286
Mentoring	.325	.000	

Second hypothesis states that there is a positive relationship between mentoring and job involvement of employees of select commercial banks in Kerala. It can be observed from the table three that regression weight for the hypothesis is .325, $p < .05$ which shows a positive significant relationship .This indicates that when mentoring increases job involvement also increases. The R^2 value is .286, which refers that mentoring can predict 29% of variances in job involvement of employees of select commercial banks in Kerala. These findings are consistent with studies of (Aryee & Chayt, 2001; Kram, 1985; Koberg et al., 1998) in which mentoring is a strong predictor of job involvement. Regression equation can be expressed as:

$$\text{Job Involvement} = 2.252 + .325 \text{ mentoring}$$

VII. DISCUSSION and CONCLUSION

Researches on the concepts mentoring and career satisfaction and job involvement are in the budding stage in the Indian context. The relationship between these variables has been relatively untested and the present study aims to examine the relationship of mentoring with job involvement and career satisfaction. Results of the current study are a contribution to the existing literature of mentoring. The results showed that mentoring is positively and significantly correlated with job involvement and career satisfaction. The results from the study reinforces previous findings (Riley & Wrench, 1985; Fagenson, 1989; Aryee et al, 1994) and hence it is not so surprising. One possible reason for this finding is that informational and instrumental support from mentors help individuals feel more confident in their career decisions and this support augment their career related effectiveness through coaching and challenging assignments which leads to greater career satisfaction. The relationship between mentoring and job involvement is in the same line with the findings of (Aryee & Chayt, 2001 and Kanungo, 1982). The challenging assignments may boost

one's growth needs and identification with the job. The special attention from mentor helps the young individual to learn the new ropes in the job and develop skills required for operating in the world of work. This enhances confidence to perform the job efficiently and resulted in job involvement.

The present study has implications for HR professionals as they are trying to achieve organizational goals while satisfying the individual needs of employees. The mentors who are actively involved in the mentoring program are encouraged to provide their functions in an effective manner.

These findings have important implications for mentoring theory. Several suggestions for theory building and future suggestions are emerged from the study. A refinement of mentoring theory that focuses on how mentoring relationship influence subjective indicators like career satisfaction and job involvement are necessary. Also an empirical research is required to analyze the link between mentoring and professional identity and self competence .Although the concepts are discussed in the mentoring literature but has not been the subject of research attention.

The practical relevance of this study for organizations arises from the finding that mentoring will enhance career satisfaction and job involvement. This suggests that mentoring is a potential strategy that organizations could use to improve career satisfaction and job involvement. Since it is clear from the finding of Chao et al (1992) that informalized mentoring relationship reported more positive outcome than formalized mentoring , there should be careful planning in the implementation of formal program making it as less hierarchically imposed as possible. Also mentors should be carefully selected based on the criteria of willingness to invest time and energy in the relationship. The incorporation of these suggestions into the planning and implementation should enhance the flexibility of such a relationship. In most instances it is not easy to differentiate mentoring from training, coaching, socialization, so a careful definition of the phenomenon also required.

The results of concern in the mentoring research is that when asked about the current formal mentoring program, the responses of the protégés may get influenced by the past mentoring relationship. In such instances the results may not be an accurate representation of the impact of current mentoring on individual's career. According to (Chao, 1997) mentoring at different stages affect individuals differently. This study also didn't consider the stage of the mentoring program. So there is an opportunity for the future researchers to explore the impact of mentoring in different phases

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Key Factors Affecting Movie viewing in theatres by audience

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Abstract: The Indian film industry has grown multi-dimensionally with unique blend of commerce, art, craft, star glamour, social communication, literary adjuncts, artistic expression, performing arts, folk forms and above all a wide-ranging and abiding appeal to the heart, the mind and the conscience. The people's lifestyle and sociology have been reflected in the mind-boggling number of more than 1,600 films and thousands of documented short films in different languages making it the largest and most fascinating film producing country in the world. And its people are famously fanatical about those movies and their movie stars. By almost any measure, India should be the world's highest grossing territory in theatrical revenue. So why does India's movie industry gross only \$2 billion per year at the box office? That amount is just a fifth of North America's gross, despite a population more than three times larger. Less than a third the size of China's industry. Even less than Japan's, which has one-tenth the population that India has and far fewer movie screens.

Key words: Film industry, motion pictures, Piracy, Ticket Price, Online and experience

Introduction

With more than 600 television channels, 100 million PayTV households, 70,000 newspapers and 1,600 films produced annually, India's vibrant media and entertainment (M&E) industry provides attractive growth opportunities for global corporations. Enticed by economic liberalization and high volumes of consumption, many of the world's media giants have been present in the Indian market for more than two decades. However, in recent years, with near double-digit annual growth and a fast-growing middle class, there has been a renewed surge in investments into the country by global companies.

Indians love to talk about cinema, after cricket and politics. Cinema and film stars are an obsession for most Indians. India is the largest producer of films in the world, with over 1,600 films being censored in 2015 in over 14 languages. However, the theatre going audience to films is abysmal for even a blockbuster film as per various published reports. This paper attempts to find out the factors impacting film viewing in theatres for audience.

Bollywood, as the Hindi film industry is popularly known, is the largest contributor to the industry's revenue, followed by the South Indian movie industry (comprising Tamil, Telugu, Malayalam and Kannada film industries) and other language cinema industries such as Bengali, Bhojpuri, Punjabi, Marathi, Oriya and Gujarati. Although the country's filmed entertainment industry is the largest in the world in terms of the number of films it produces (around 1,600) and its theatrical admissions (around 2 billion), it continues to be small in size in terms of revenue, mainly due to low ticket realization and occupancy levels

Even an India-wide blockbuster film like Aamir Khan's *PK* was viewed by just 4 per cent of Indian population, not taking into account repeat viewing by the same audience. It is clear that less than 4 per cent Indians from a population of over 118 crore actually watched the film in a theatre, which is not impressive, especially when measured against the share of mind space that films occupy among Indians. This paper attempts to find out why the balance 96 per cent of the population did not attempt to view the films in a theatre or how they viewed the film.

Objectives:

This paper evaluates the factors, which affect theatre viewing by the audience, which is the reason for just 4 per cent of Indian population watching a blockbuster film in theatres. How are the balance population watch a blockbuster film and why the vast majority of population do not visit theatres to watch a film? A blockbuster film like *PK* has earned Rs.340.80 crore (Ref: Box office collection report as per link 2), which is just 4 per cent of Indian population. Just 1 per cent more audience viewing the film in theatres would have added another Rs.85 crore to the box office collection of the film. Such is the potential to add revenue for a film if the theatre going audience increases. If just 12 per cent of Indian population have viewed the film in theatres, the box office collection of that film would have crossed over Rs.1,000crore is a possibility.

Methodology:

For the purpose of in depth study the contents have been taken from relevant books, articles, journals, websites. The method is analytical and descriptive. Primary and secondary research method was used to find out the factors affecting the theatre going audience. Under primary research, data was collected from 600 respondents from Mumbai, Chennai, Bengaluru and Hyderabad. The secondary research involved the study of numerous research reports, articles and publications on the factors affecting the theatre viewing audience for Indian films.

Major Factors affecting theatre visits by the audience:

India is severely under-screened. With just 1 screen per 96,300 residents, it is the world's most under-screened major territory. The U.S., by contrast, has 1 screen per 7,800 residents. China, which until recently was even less saturated than India, has been on a cinema building binge and now has 1 screen per 45,000 residents. With such a deep shortage of movie theatres and screens, many of India's fanatical movie fans are simply unable to see movies in the theatre.

India's movie theatres are sub-par. More than 10,000 of the country's 13,000 screens are single-screen cinemas. The economics of these theatres are inferior to modern multiplex cinemas, which can charge ticket prices that are double those of single-screen theatres. And because they can operate more efficiently, multiplexes can generate higher capacity yields and revenues per seat compared to single screens. Hence, most single screens are unable to provide comfortable viewing experience to the audience, which is a barrier to increase the footfall. India clearly has an infrastructure problem, which China addressed effectively.

India's film economy is splintered into several regional industries. Unlike North America, China, and most major territories, where the vast majority of films are distributed in a single language, India makes and distributes films in more than 14 different languages. The regionalization, and linguistic politicization, of the country's movie business saps its overall strength. Average production and marketing costs are higher and profits are lower than they would be if India's film industry were more integrated.

Ticket prices

It's true that India's population is in a middle class of between 50 million to 100 million people who cannot afford to pay more than the average ticket price of 150 to 250 rupees (US\$2.25 to \$3.80). This survey tried to find out how much influence the ticket prices have on the audience to visit the theatres to watch films. The following were the results. The research clearly indicate that 90 per cent of the audience are affected by the ticket prices either fairly or moderately or heavily. It is clear that ticket prices is the biggest factor to visit theatres by audience to view films and hence this high percentage of audience seeking lower ticket prices to visit theatres more often.

Almost 95 per cent of the movie going audience have to pay Rs.80 and above to watch a film. Currently 55 per cent of the audience pay Rs.120 and above to watch a film in theatres. The survey tried to find out the ticket prices, the respondents are willing to pay to visit the theatres more. The results revealed some surprises. Clearly the Indian audiences are not prepared to pay more than Rs.120 to watch a film in theatres. Large section of audience, 71 per cent wish to pay between Rs.80 to 120 for tickets and nothing beyond and resent ticket charges higher than that and consider it as an impediment to watch films in theatres. 21 per cent of the respondents actually look for ticket prices within Rs.80 is an indication of their comfort level. Only 9 per cent respondents are interested to pay beyond Rs.120 as ticket prices.

Michael Cieply's report (July 31, 2011, article link 3) on the Hollywood box office revenues revealed the same expectation of the audience in USA/North America and stated that the audience are willing to watch four times a month, against twice a month (which is double the theatre visits) if the ticket prices are less. If the audience in developed nations are looking for reduced ticket prices to view films more in theatres, it is not a surprise when the Indian audience look for lower ticket prices.

Taxes are too high. Unlike any other business in India, movies must pay both an Entertainment Tax, which would seem to classify them as a frivolous activity, outside the ambit of a necessary service, and they must also pay Service Tax, which implies they are necessary. Several levies, central as well as state, are charged in the media and entertainment industry with central levies being Central Excise duty, Customs duty and Service Tax and State levies being state-VAT and Entertainment tax. The Service Tax and state-VAT onof these taxes are applicable on remunerations, film production, in-film placements, grant of various rights such as distribution rights, theatrical rights, cable and satellite rights, sale of airtime for advertisement purposes, recording/editing of program, sale/lease of program content, etc. These taxes are increasingly being disputed with authorities.

Piracy: As per USTR 2016 report, losses from piracy of music and films in India are estimated at approximately \$4 billion (Rs.25,000crore), which is more than official Indian film industry size. Pirated DVDs are available on the road on second or third day of film's release has killed the original Home Video (DVD) market and made the audience to be choosy in watching films in theatres. The biggest issue the industry is facing now is films being available illegally on the net, on the day of release itself, in good digital and sound quality. While the Hindi film *Uda Punjab* was leaked in piracy two days prior to the film's release (Indian Express article link 4), Hindi film *Great Grand Mastigot* released three weeks prior to its theatrical release (Indian express article link 5) causing huge loss to the Producers, which badly affected the theatrical revenues and the expected number of audience did not visit theatres to watch these films.

India tops the illegal online download even for Hollywood films and films are being screened through cable illegally from first week itself, affecting the satellite revenues. Another research report (Online-Piracy, article link 6) states that 70 per cent of online users find nothing wrong in online piracy, which is an alarming trend across the globe and it is much higher in India.

Out of the 600 sample surveyed for the primary research, 130 only (22 per cent) have watched the films legally through official DVDs while 160 (27 per cent) watch films regularly through pirated DVDs. As many as 310 respondents (52 per cent) watch new films online immediately on release, which is a huge revenue loss to the Producers. In addition, 140 respondents (23 per cent) have expressed the view that they find nothing wrong in watching a film through a pirated link or DVD, which reflects the mind-set of the common audience.

Clearly, piracy is taking away the large chunk of the theatre going audience and hence India is not able to achieve more than 4 per cent audience for a block buster film at theatres. With almost 70 per cent of the audience being reached through piracy immediately after the release of the film or prior to its release in some cases, the growth of theatre going audience beyond 4 or 5 per

cent is nearly impossible unless the Government curbs piracy and ensures the films are available only through either theatres or through legal digital portals offering films on payment.

Content Quality

The research revealed that 247 respondents (41 per cent) out of the 600 look for positive reviews on the film content before deciding to watch a film in theatres. If the reviews on the film content is average or bad, they choose not to watch in theatres. Content emerges as the top factor, which influences the audience from visiting the theatre. As there is high importance attached to content quality, when the reviews are not favorable, theatre visits are affected correspondingly.

Cost of snacks and other services at theatres

Movie viewing in a theatre involves other costs like parking fee, cost of snacks and beverages, in addition to the ticket prices. The research tried to find out the how much these costs affect their movie watching habits. The survey indicated that 14 per cent (84 respondents) feel that the cost of parking impact their visit to theatres. Along with that, it also revealed that 13 per cent (76 respondents) felt that the cost of snacks and beverages at the theatres is an impediment to visit theatres. Both are smaller percentages and as there is an option to the audience to decide not to buy the snacks and save on it, the result does not indicate the cost of parking charges, snacks and beverages affect movie going habits.

The profit margins for theatres are higher on the sale of popcorn, snacks and beverages than from they earn from the ticket prices. While the theatre owners have to share their ticket sales revenues with the distributors or Producers, the earning from snacks and other services are totally retained by them. Hence, most theatre owners look for more footfall to increase their snack sales and overall revenue than worrying about ticket prices, which had to be shared with the Producers and distributors in any case.

Alternate options to watch a new film immediately instead of at theatres

In view of the first two critical factors namely, content quality and ticket prices, most audience look for alternate options to watch new films immediately to satisfy their hunger to watch them. As they cannot afford the ticket prices, most look for other alternatives and when they are easily available, make use of it and view the films. The surprising factor is most audience do not have any guilt feeling about viewing a film illegally, without paying for it and hence the piracy is thriving and growing in various forms in India. It was initially through pirated DVDs, which has now spread to cable TV, digital online downloading and transfer of file through pen drives and mobile phone applications. Various research reports published indicate that piracy is the second biggest factor, which is affecting the theatre visits by the audience.

Conclusion

The Indian film market is coming of age. The stakes are becoming higher. India's greatest potential lies in its copyright related industries. India is the largest film-producing nation in the world. It has given the world the largest number of computer software engineers and its music is enjoyed all over, in particular in South and South East Asia. It has a vibrant publishing industry with publications in over 26 official languages. All these industries crave protection of the laws. If the copyright laws and their enforcement are strengthened, the entertainment industry in India will benefit and we can certainly witness higher per cent of population watching the films legally either in theatres or through official digital downloading.

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Situating The Potential Of Local Entrepreneurship In Responsible Tourism Initiatives

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Abstract: Responsible tourism connotes as ; “ tourism which minimizes negative social, economic and environmental impacts and generates greater economic benefits for local people and enhances the well-being of host communities”. Responsible Tourism initiatives in Kerala has become a global trendsetter of its kind; with its socio-economic, cultural and ecological commitment and credibility. The feasibility of micro-level local entrepreneurship clubbed with Resort-based village tourism, with minimal investment is worth exploring. Such local entrepreneurs as ‘start-ups’ based on indigenously processed products; capable of meeting the immediate needs of tourism industry, would not only lighten the indignant rural unemployment and low income within the ambit of a demarcated tourism location, but would also provide fillip to greater commercialization of local indigenous craft/cuisine based industries and also essentially substitute outsourcing of immediate commercial needs to larger firms outside. The mutually dependent entrepreneurship would in turn generate essential profit and raise the local standard of living. The paper focuses on the potential of above mentioned initiatives in tourism, its myriad practices , emerging trends and scope for further entrepreneurship.

Keywords: Responsible Tourism, Local Entrepreneurship , Micro Enterprises, Women entrepreneurs , Kumarakom

Tourism forms an effective instrument in integrating the world into a single universe, enabling in the transfer of resources from the generating economies to the receiving economies. Extending tourism possibilities and tapping them has a multi faceted dimension, achieving diverse benefits in a tourism potential area. This initiative would not only facilitate economic surplus but also raise the standard of living of the entire community in that place , equipping with the provision of vast spectrum of employment opportunities that it generates. Apart from the monetary benefits, tourism automatically fosters national and cultural integration bridging communities, traditions , life values and civilizations. The glorious side of the tourism industry is its inherent potential in institutionalizing entrepreneurship. Among the various entrepreneurial stake holders/ groups associated with tourism , the scope for tapping local or indigenous entrepreneurship receives an unique colour with its anchoring in the community oriented tourism development , otherwise characterized as Responsible Tourism (RT).

Responsible Tourism was defined in Cape Town in 2002 alongside the ‘World Summit on Sustainable Development’. Responsible Tourism takes a variety of forms, it is characterized by travel and tourism which minimizes negative economic, environmental and social impacts; generates greater economic benefits for local people and enhances the well-being of host communities, improves working conditions and access to the industry; involves local people in decisions that affect their lives and life changes; makes positive contributions to the conservation of natural and cultural heritage, to the maintenance of the world’s diversity; provides more enjoyable experiences for tourists through more meaningful connections with local people, and a greater understanding of local cultural, social and environmental issues; provide access for people with disabilities and the disadvantaged. It is culturally sensitive, engenders respect between tourists and hosts, and builds local pride and confidence. In Responsible Tourism, the economically reasonable business practices intends to support small, medium farmers/ producers and develop micro enterprises .It initiates , develop, quality products that reflect, complement, and enhance the destination and thereby foster the development of community-based tourism products . Creation of value addition for local expertise and raw materials would indeed provide the platform for

livelihood activities /employment for the local people in the industry. Market tourism in ways which reflect the natural, cultural and social integrity of the destination and its products itself focuses on a local experience ; thereby forming a responsible Social Marketing strategy in itself. In tune with the same, encompassing the principles of Responsible tourism, an innovative endeavor was initiated by Kerala Tourism, which stewarded community entrepreneurship with state tourism.

Model initiatives for Responsible Tourism in Kerala witnessed its institutionalization in Kovalam, Kumarakom, Thekkady and Wayanad as pilot destinations. The maiden efforts to launch RT at Kumarakom started in May 2007, which catered the fructification of the objectives of Responsible tourism and remains as a model to be replicated in its several dimensions. Efforts to initiate or tap entrepreneurial capabilities of the local were also started on the sidelines of the same. The initial meetings of the authorities (DLRTC, SLRTC, Village Panchayats etc.) proposed upon several programmes for involving local potentials in the same. Formation of Kudumbasree units and Farmer groups to contribute to the production system, formation of 'Samrudhi' group for the collection and distribution of the produces hotels and resorts thus became part of the RT movement.

Here we would precisely delve into the entrepreneurial initiatives of RT ,focusing upon a successful implementation of the same at Kumarakom in Kerala.

In the Responsible Tourism initiative at Kumarakom , the partners and stakeholders at destination level include the Kumarakom Grama Panchayat, DLRTC, RT Technical Support Cell, Working Group handling Economic Responsibility, Social and Cultural Responsibility, Environmental Responsibility, CDS, Kudumbasree, Department of Tourism, DTPC, the industry encompassing Hotels and Restaurants, Samrudhi, Kudumbasree Units, Farmer Groups, Artisans, Cultural groups and other Self Help Groups.

With the involvement of the Tourism Department and the Village Panchayath, the RT cell, the local community received the opportunity to make use of their indigenous lifestyle and cultural attainments to get economically rewarded, by catering the need of the industry. Activities under economic responsibilities were designed in such a way that all stakeholders in tourism should be finally benefited economically. To commence with, programmes were designed to address the economic issues of the local community concentrating largely on the poor and the needy, through tourism with the active support of hoteliers. KITTS conducted a survey of hotels and restaurants to assess their exact requirement for fruits and vegetables. Thus. units for vegetable cultivation, fish processing, chapatti making, chicken processing, supply of tender coconuts, gift making, pappad making, ethnic food restaurants, milk production and supply , prawns supply, chili powder supply , curd supply , paper bag making, candle making , handicraft and painting, souvenir, and traditional arts (*Thiruvathira, Kolkali, Shinkarimelam* and others) were eventually established. This venture displays the entrepreneurial task within the tourism destination as most units were operated by different micro enterprises and individuals, thus promoting local participation and native entrepreneurial capability.

Inspite of initial reluctance by certain hoteliers on cooperation with the local entrepreneurs in procurement, no later they along with more others joined the group. In spite of the fact that the purchases were mostly for the staff of the hotels (and not for the guests), substantial business could be generated. Records suggests that from 2008 -2010, the hotelier industry purchased local produces worth about Rs. 27 lakhs , which includes both perishable as well as non-perishable items.

With the *modus operandi* circumscribing within the above bodies, the chief players are the

local entrepreneurs - the women Kudumbasree members, the farmers, local artisans etc. Responsible Tourism initiative is strengthened with its inherent principle of local development imbued with growth of local entrepreneurship, irrespective of any prejudices.

Subscribing to study reports there are at present three hundred and one units for Kudumbasree at Kumarakom operating with a total membership of 4500 women, against the initial one hundred and sixty seven. Kudumbasree forms the main stake holder group in Responsible Tourism implementation. Fifteen Kudumbasree units are concentrating on growing vegetables in the 1.13 acre leased land, ensuring continuous supply of vegetables to the cooperating resorts. The Kudumbasree units thus venture in strengthening the production system and participate in the collection and distribution of the products. Samrudhi which is managed and operated by Kudumbasree engages in procurement and supply of local produce, perishable as well as non-perishable, to the hotels / restaurants. Income generation by Samrudhi in the beginning was less, but improved later on. Average revenue generated in a month by Samrudhi is to the tune of Rs. 60000. Samrudhi supply the items to hotels, restaurants, home-stays and houseboats. Not to hide certain limitations, certain studies reveal on the need to improvement in collection and distribution system. With acquiring accounting instructions, Samrudhi is presently generating surplus income, benefiting more than 100 families. The total sale of Samrudhi group over these years amounts to Rs 760500.

In gender perspective, the role of Kudumbasree in the implementation of RT has helped to improve the status of several women by giving them opportunities to find employment and develop leadership qualities. Women entrepreneurs have been instrumental in making substantial growth in RT initiatives with their dedicated involvement in cultivation, supply etc, fetching about a monthly ten thousand as income. Micro Enterprises were started to supply various products like curry powders, flour, meat, fish and several other cuisine products. Geethabhai is one such successful women entrepreneurial firm (producing poultry, veggies, plantains and so on) closely associating with Samrudhi. Entrepreneurs concentrating in small scale local productions like brooms, coir mats, candle lights and other minor products; on demand in hotels / resorts also fetch substantial income. Women from the local community are benefitted through employment in hotels and resorts. The Zuri hotel for example employs women from the local community engaging in gardening, kitchen, house-keeping etc., and thus earns them sustenance and empowerment. Eramattom, yet another firm based on women entrepreneurship engages in variety arenas such as staging cultural performances, tailoring, catering etc, other than the conventional product cultivation. The various cultural troops altogether generated about Rupees Ten lakhs in peak tourist season, as per reports. Besides being the biggest procurer in the RT movement, worth mentioning is the commitment on part of the Kumarakom Lake Resort which encourages development of entrepreneurship.

Another initiative which contains enormous potential in the development of entrepreneurs is in the tapping of native / local artistic capabilities. Local craft molded to suit the mesmerizing global tourism is yet another feather in the cap of RT. Responsible tourism destination cell has developed three souvenirs to cherish the memory of the tourists' visit to Kumarakom - a houseboat model, a snake boat model and a depiction of traditional angling of the fishermen in Kumarakom. It is worth noting that, all the three souvenirs are crafted and made available at the resorts and destinations in Kumarakom by three local entrepreneurs. The *Kettuvallom*/houseboat models were priced at Rs. 500 and Rs. 1100. The snake boat model priced at Rs. 4000 per piece and the model of traditional angling is priced at Rs. 800. By the

crafting of these native souvenirs, the entrepreneur earns upto Rs. 20000 a month approximately and further demands cites the success of the same.

Similarly the local entrepreneur engaging in the destination packages such as "Village life experience" , "A day with the farmer" ,etc.,also reap the direct benefits of tourism. These packages chiefly centers on traditional livelihood activities like coconut tree climbing, toddy tapping, coir making, dairy farming, coconut leaf weaving, screw pine weaving, net fishing, country boat ride, traditional bow and arrow fishing, broom stick making, paddy field visit, homestead farms visit, copra unit visit, anganwadi visit etc. These packages contribute income to seventy five families for their livelihood. As per official estimates, in the 2012-2013 tourism season, these packages earned a favorable amount of Rs 2, 40, 000. Some locals engaged in the same are linked to the distribution of perishable and non-perishable services. More such involvements and innovative ideas could multiply additional values.

Local Agriculture based entrepreneurship too is a decisive arena of policy implementation in RT. Lands on lease, funded by CDS is made available for cultivation. So too the barren lands. To field sources, the number of Farmers group/ *Karshakasamithis* who associated with the RT movement was 10 encompassing 450 members along with 510 home-stead farmers and certain micro-enterprises. Fish farming was also promoted in ten ponds. In total, about 80 acres of land was brought under cultivation by various local entrepreneurial groups(Kudumbasree, Home stead farmers, etc.) and is still increasing. Taking together all the various groups involved in the production and distribution, an estimate on the end of the pilot phase in 2010 reveals that around 49 different products worth 0.2 million rupees were supplied to twelve hotels at Kumarakom each month.

Infact, the revenue acquired from the various RT enterprises (Samrudhi, Souvenir, Home steads, Cultural groups, farmers groups and other processing units) amounts to Rs 24930000 in 2013.(Source: RT Cell Kumarakom)

No initiatives are devoid of limitations and it is the challenges that makes them more responsive and promotes greater involvement. Entrepreneurs in these pilot destinations are also prone to circumstantial risks and also seasonal fluctuations in tourism industry. Greater investment and financial capital is always a need, a lenient attitude of financial enterprises and banks is welcome in this direction for giving a fillip to budding local entrepreneurs. Linkages of the local entrepreneurs among each of the other pilot RT destinations would fetch unbroken income generation and market gain with the exchange of products. Similarly ensuring continuity of products production in the RT destinations with other governmental and non governmental agencies/ departments would generate further income and boost up several local entrepreneurs in divergent field. Meeting demands/consistent supply with strategic planning and ensuring quality standards always remain a priority, as the tourism industry never compromise with the latter. Yet the initiatives of the local entrepreneurs remain more prominent with its varied aspects.

The encouraging scenario and inherent potential derived from the successful implementation of RT initiatives has called forth several new local micro and small entrepreneurs to invest in the same , to be exposed to a brand new marketing avenue . The identification of more potential destinations and tapping myriad possibilities, newer ideas is expected to raise entrepreneurship to new levels.

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Abstract:

The Indian Banking Scenario witnessed a sudden change on the currency management policy of the Government of India and RBI on 8th November 2016 which caused sensation in the whole country. The Prime Minister announced the demonitisation by declaring that use of all Rs.500 and Rs.1,000 Bank notes of the Mahatma Gandhi Series would be invalid past midnight and also announced issuance of new Rs.500 and Rs.2000 banknotes of the Mahatma Gandhi series in exchange of the old banknotes. Though the purpose of such a move was explained as (i) to curb the black money, (ii) corruption and (iii) fake money menace/fight terrorism funded by counterfeit notes and (iv) digitalization of money, the Indian Banks had to face enormous problems on the following days in managing the affairs. Bank Branches were flooded with thousands of people in long queues for exchange of the invalid (Old High Denomination - OHD) notes, which was named as Specified Bank Notes (SBN). Severe cash shortages in bank branches coupled with detrimental effects were also linked to the inconvenience of peoples due to the huge rush for exchange of cash. In the economic scenario, the immediate fall in Sensex and Nifty with prediction on reduction of GDP growth and Industrial Production by economists also attracted intervention into the cause by various sections of people in and outside the country. It led to debates and discussions inside and outside the Parliament, print & electronic media, political parties, local, national and international economic & social activists and the like.

Key Words: Demonitisation, digitalization, inconvenience, GDP Growth and Industrial Production, debates and discussions.

I. INTRODUCTION

Prime Minister of India Shri Narendra Modi announced the demonitisation at 8.15 pm on 8th November, 2016 in an unscheduled live telecast address to the nation. He told the news channel that from that midnight, Rs.500/- and Rs.1,000/- notes becomes invalid. The author was in a hurry to finish the days' work at the BMs cabbin. Hearing the news from FM Radio at the branch, suddenly had a look at the CCTV in front of the seat, focused to the ATMs at the groundfloor, it was a terrific scene that people were rushing to the ATM and within minutes, there formed very long queue. Some of the public men rushed to the BMs cabin and asked what was happening. With the given information, someway or other it was managed. It was like a bolt from the blue to the common man. The news as well as fear psychosis spread at every nook and corner of the country. Media non-stop relayed the news. The queue at all ATMs in the country increased minute by minute. The BSE sensex and NIFTY fell over 6 percent on the very next day. 9th November was declared as a non-transaction day for all banks. It was advised to make necessary arrangements for exchanging of notes from 10th November, to accept the Old High Denomination (the invalid) Notes and distribute small denomination currencies of Rs.100/- and below. It was also advised to withdraw all the notes kept at ATMs and CDMs on 9th itself and fill with Rs.100/- and Rs.50/- denominations.

II. OBJECTIVES

The main objectives of demonitisation as explained by the Prime Minister were as below:

- a) To fight terrorism funded by counterfeit notes
- b) To curb the black money:
- c) To fight against corruption
- d) To bring into use of digital of money

III. A BRIEF HISTORY OF CURRENCY DEMONITISATION IN INDIA

The first country to demonitise its currency was France between 1850-55. Thereafter, many countries have demonitised their money. In India, the first demonitisation was done on 12th

January, 1946, followed by 16th January, 1978 and for the 3rd time in 2016. The measure could not be succeeded in 1946-47 because, out of a total issue of Rs.143.97 crores of high denomination notes, the value of notes exchanged was Rs.134.9 crores with the effect that only 9.07 crores were actually demonitised, not having been presented. Rs.1,000 and Rs.10,000 rupee were withdrawn and Rs.1,000, Rs.5,000 and Rs.10,000 rupee introduced. As a means to curb counterfeit money and black money, the second time demonitisation was introduced on 28th February 1978, which was announced by the then Finance Minister H M Patel in his budget speech. Rs.1,000, Rs.5,000 and Rs.10,000 notes were demonitised. 25 paise was demonitised on June 30, 2011.

Upon smelling a move to demonitise the currency, The Central Board of Direct Taxes (CBDT) in 2012 recommended against the move on the plea that demonitisation may not be a solution for tracking black money, because such money is largely held in the form of benami properties, bullion and jewellery.

The total value of currency notes in circulation in India as on 28th of October, 2016 was Rs.17.77 lakh crore (USD 260 billion). As per the annual report of Reserve Bank of India of March 31, 2016, the total banknotes in circulation valued at Rs.16.42 lakh crores (USD 240 billion) of which, nearly 86% (around Rs.14.18 lakh crores, USD 210 billion) was Rs.1,000 and Rs.500 currency notes.

The plan to demonetise Rs.500 and Rs.1000 bank notes began six to ten months prior, and was kept highly confidential with only about ten people aware of it completely. The logistical processes and preparations for printing the new Rs.500 and Rs.2000 bank notes began in early-May. In June, the Government of India had devised the Income Declaration Scheme, that lasted till 30 September 2016, providing an opportunity to citizens holding black money and undeclared assets to avoid litigation and come clean by declaring their assets, paying the tax on them and a penalty of 45% thereafter, which is considered as an advance action before demonitisation in November 2016. Media had also reported in October 2016 about the introduction of Rs.2,000 notes and withdrawal of Rs.500 and Rs.1,000 notes. Several government ministers had declared before the demonetisation that they were holding large amounts of cash, including Arun Jaitley, who had more than 65 lakh rupees in cash. This led to speculation that something is going to happen in the financial scenario in the near future.

IV. CASH LIMITS SET DURING DEMONITISATION PERIOD

Note Exchange through Bank Counter		Cash Withdrawals through Bank Counter		Withdrawal limit from ATM	
Date (2016)	Limit for exchange	Date (2016)	Limits for Withdrawal	Date (2016,17)	Limit for withdrawal
November 10 to 13	Rs.4,000 per person	November 10 to 13	Rs.10,000 per day and Rs.20,000 per week per account	November 10 to 18	Rs.2,000 per day
November 14 to 17	Rs.4,500 per person	from Nov 14 to Dec 30	Rs. 24,000 per week	November 19 to Dec 31	4,000 per day till 31 December
from Nov 18 to Dec 30	Rs.2,000 per person	From Dec 31 To March 13	Rs. 24,000 per week	January 1 to Jan 16 th	Rs.4,500 per account
From December 31	Facility exhausted	From March 13, 2017	No limit, subject to an upper cap of Rs.3 lacs in cash	From January 17 till date	Rs.10,000

Limits placed on cash withdrawals from Current accounts/Cash credit accounts/Overdraft accounts were withdrawn after a few days. All the other limits fixed in accounts has been withdrawn with effect from March 13. However, banks may, at their discretion, have their own operating limits for ATMs which still continue to be Rs.10,000 per day by many banks.

a) Exceptions

Under the revised guidelines issued on 17 November 2016, families were allowed to withdraw Rs.2,50,000 for wedding expenses from one account provided it was KYC compliant. The rules were also changed for farmers who were permitted to withdraw Rs.25,000 per week from their crop loan accounts.

b) **The Specified Bank Notes (Cessation of Liabilities) Ordinance, 2016** was issued by the Government of India on 28 December 2016 ceasing the liability of the government for the banned bank notes, and also imposing a fine upto Rs.10,000 or five times the amount of the face value of the bank notes, whichever is higher, for people transacting with them after 8 November 2016; or holding more than ten of them after 30 December 2016. The ordinance also provided for the exchange of the bank notes after December 30 for non-resident citizens and others on a case by case basis

V. IMPACTS OF NOTE DEMONITISATION

a) REACTIONS - SUPPORTS

Many of the national and International personalities and organizations supported the move of demonitisation.

Name	Supporting words
Pranab Mukherjee:	The President of India, Shri Pranab Mukherjee welcomed the demonetisation move by calling it bold step.
International Monetary Fund (IMF)	International Monetary Fund (IMF) issued a statement supporting Modi's efforts to fight corruption by the demonetisation policy
Jyrki Katainen	Former Prime Minister of Finland and Vice-President of European Commission Jyrki Katainen welcomed the demonetisation move stressing that bringing transparency will strengthen Indian economy.
Justin Rowlat	BBC's South Asia Correspondent Justin Rowlat in his article praised the move for its secrecy and success and elaborated on reason behind demonetisation.
The Independent	Singapore-based paper , The Independent published a laudatory article on the move titled "Modi does a Lee Kuan Yew to stamp out corruption in India." Lee Kuan Yew was the Singaporean Prime Minister and is considered the architect of modern Singapore.
Anna Hazare	Indian social activist Anna Hazare hailed demonetisation as a revolutionary step
Arundhati Bhattacharya	Chairperson of State Bank of India Smt. Arundhati Bhattacharya appreciated the move in the sense that it would help curb black money.
Chanda Kochhar	Smt.Chanda Kochar, MD & CEO of ICICI Bank, appreciated the move saying that it would help curb black money
N. R. Narayana Murthy	Infosys founder Shri Narayana Murthy also praised the move

b) REACTIONS – CRITICISMS

There was adverse criticism as well as support to the action of the Government. Many of the economists in and outside India vehemently opposed the move. Outside media like The New York

Times, The Guardian, The Harvard Business Review and many of the Indian a print and electronic media also criticized the Government's action.

Name	Criticism
The Indian Supreme Court	While hearing one among a slew of cases filed against the sudden demonetisation decision in various courts, observed that it "appears to be carpet bombing and not surgical strike" which government repeatedly claims it to be.
Amartya Sen	The Nobel laureate Indian economist, severely criticised the demonetisation move calling it a "despotic action" among other things.
Kaushik Basu	Former Senior Vice-President and Chief Economist of the World Bank, <u>Kaushik Basu</u> , called it a 'major mistake' and said that the 'damage' is likely to be much greater than any possible benefits.
Steve Forbes	'Sickening And Immoral'. He stated that "What India has done is commit a massive theft of people's property without even the pretense of due process--a shocking move for a democratically elected government.
<u>Paul Krugman</u>	Nobel laureate Shri Paul Krugman said that it is difficult to see gains from demonetisation, while there may be significant costs to it
Prabhat Patnaik	Shri Prabhat Patnaik, former professor of economics at the Jawaharlal Nehru University, Delhi called the move as 'witless' and 'anti-people'. He criticised the simple way in which black money was assumed as "a hoard of cash", saying that it would have little effect in eliminating "black activities" while "causing much hardship to common people.
T. N. Ninan	Noted economist and journalist, Shri T. N. Ninan wrote in the Business Standard that demonetisation 'looks like a bad idea, badly executed on the basis of some half-baked notions'.
Deepak Parekh	The Chairman of HDFC, Shri Deepak Parekh had initially appreciated the decision to ban the Rs. 500 and Rs. 1000 notes, but later said that the move had derailed the economy, and expressed skepticism about its outcome.
Rajiv Bajaj	Industrialist Rajiv Bajaj criticised the demonetisation, saying that not just the execution, but the concept of demonetisation was wrong in itself.

The Winter session of the Indian Parliament which started on 16th November was confronted with sound and fury on all days, the opposition and the government clashed over the demonetisation issue, bringing the house to continuous halts. 13 opposition parties led by Congress Party opposed the policy of the Government both in Lok Sabha and Rajya Sabha, which was continued by organizing triggered nationwide strikes across India. They met Shri Pranabkumar Mukherjee, the President of India and analysed the situation.

On 24 November 2016, in the demonetisation debate, the former prime minister of India Dr.Manmohan Singh said "this scheme will hurt small industries, the farming sector. The GDP can decline by about 3 per cent due to this move", while he also questioned "I would like to ask the Prime Minister examples of countries where people have deposited their money in the banks and not allowed to withdraw their own money." and later also said "It is no good that on each day banks bring out new notifications. It doesn't reflect properly on Prime Minister's Office, Finance Minister and the Reserve Bank of India. Cooperative banking system has been prevented from handling cash. Singh at last termed the demonetisation move as an "organised loot, legalised plunder of the common people".

The statement made by Shri Singh had changed the entire debate into a radical shift in the following days.

VI. BANKING SCENARIO AFTER 8th NOVEMBER

The Reserve Bank of India stipulated fifty days until 30 December 2016 to deposit the demonetised banknotes into bank accounts. The banknotes could also be exchanged over the counter of bank branches upto a limit that varied over the days and withdrawals permitted through ATMs as below:

The money exchanged and withdrawn through Bank counters and ATMs during demonitisation period are depicted below:

Exchange of OHD notes	Cash deposited in Bank accounts	Cash withdrawal by people from their deposit accounts
Rs.339.48 Billion (US\$5.0 billion)	Rs.8.11 Trillion (US\$120 billion)	2.16 lakh crore (US\$32 billion)

VII. RUSH AT COUNTERS & AFTERMATH

From 10th November, all the bank counters were flooded with human rain throughout the day and late evenings. The bank staff including ladies had to work upto late night for completing the day's work, which continued for the entire month of November and December, though there was algebraical reduction in the number of people day by day. The direction regarding entering large number of fields of OHD notes in a special site, after finishing the cash work became a blow for the entire staff. Customers quarreled at the counter for the uncontrollable delay and educating people became the sole responsibility of the Branch Head. Shortage of cash was another major problem. All the chests had exhausted of currency. The delay in making available the new series of Rs.2,000 and Rs.500 notes created anguish among the people and they quarreled with counter staff. The long queues in front of all bank branches were common all over the country.

VIII. OTHER AFFECTED AREAS

The demonitisation affected the following areas also after 10th November 2016.

Areas affected	Effect
Human trafficking	There was huge fall in sex trafficking. Satyarthi said the demonetisation would be effective in combating exploitation of children as well as corruption and would be a great obstacle to traffickers
Radical groups	Badly hit Maoist and Naxalites. The money these organisations have collected over the years have left with no value and it has caused them to reach to this decision
Hawala	Created a setback to Hawala operations. Mumbai Police reported a setback to Hawala operations. Hawala dealers in Kerala were also affected. The Jammu and Kashmir Police reported the effect of demonetisation on hawala transactions of separatists.
Railways	The government announced to make card payment options available at railway counters in the country and the railways placed an order for 10,000 card reader machines.
Cash shortage	The scarcity of cash due to demonetisation led to chaos, and most people holding old banknotes faced difficulties in exchanging them due to endless lines outside banks and ATMs across India, which became a daily routine for millions of people waiting to deposit or exchange the Rs.500 and Rs.1000 banknotes since 9 November. ATMs were running out of cash after a few hours of being functional, and around half the ATMs in the country were non-functional. Sporadic violence was reported in New Delhi, but there

	were no reports of any grievous injury, people attacked bank premises and ATMs, and a ration shop was looted in Madhya Pradesh after the shop owner refused to accept Rs.500 banknotes.
Stock market crash	The stock market indices dropped to an around six-month low in the week following the announcement of demonetization.
Transportation halts	About 800,000 truck drivers were affected with scarcity of cash, with around 400,000 trucks stranded at major highways across India were reported. While major highway toll junctions on the Gujarat and Delhi-Mumbai highways also saw long queues as toll plaza, operators refused the old banknotes.
Deaths	Several people were reported to have died from standing in queues for hours to exchange their old banknotes.
Agriculture	Transactions in the Indian agriculture sector are heavily dependent on cash and were adversely affected by the demonetisation of Rs. 500 and Rs.1,000 banknotes. Due to scarcity of the new banknotes, many farmers have insufficient cash to purchase seeds, fertilisers and pesticides needed for the plantation of rabi crops usually sown around mid-November. Farmers and their unions conducted protest rallies.
Business	Heavy fall in the ratio of sales in goods & services commodities all over the country were reported.
Forecast of GDP growth rate	India's GDP in 2016 is estimated to be US\$2.25 trillion, hence, each 1 per cent reduction in growth rate represents a shortfall of US\$22.5 billion (Rs. 1.54 lakh crores) for the Indian economy.
Income tax raids and cash seizures	Income Tax departments raided various illegal tax-evasive businesses in Delhi, Mumbai, Chandigarh, Ludhiana and other cities that traded with demonetised currency.
Drop in industrial output	There was a reduction in industrial output as industries were hit by the cash crisis. The Purchasing Managers' Index (PMI) fell to 46.7 in November from 54.5 in October, recording its sharpest reduction in three years. A reading above 50 indicates growth and a reading below shows contraction. This indicates a slowdown in both, manufacturing and services industries. The PMI report showed also showed that the reduction in inflation in November was due to shortage in money supply. The growth in eight core sectors such as cement, steel and refinery products, which constitute 38% of the Index of Industrial Production (IIP), was only to 4.9 percent in November as compared with 6.6 percent in October.
Job losses	There was a loss of jobs due to demonetisation, particularly in the unorganised and informal sector and in small enterprises.
Seizures of Rs.2000 notes	Huge amounts of cash in the form of new notes were seized all over the country after the demonetisation. As of December 2016, over 4 crore in new banknotes of Rs.2000 were seized from four persons in Bangalore, Rs.33 lakh in Rs.2000 notes were recovered from Manish Sharma, an expelled BJP leader in West Bengal, and Rs.1.5 crore was seized in Goa. 900 notes of the new Rs.2000 notes were seized from a BJP leader in Tamil Nadu. Around Rs.10 crore in new notes were seized in Chennai. It was noted in the media that while people were dying in queues to obtain a few thousand rupees in

	cash, persons with the right connections were able to amass crores of rupees in new notes, thus rendering the demonetisation exercise futile.
Gold purchases	In Gujarat, Delhi and many other major cities, sales of gold increased on 9 November, with an increased 20 to 30% premium surging the price as much as Rs.45,000 (US\$670) from the ruling price of Rs.31,900 (US\$470) per 10 grams (0.35 oz). Income Tax officials raided multiple branches of Axis Bank and found bank officials involved in money laundering acts, exchanging old notes for gold.
Donations in temples	In India, the cash deposited into <i>hundis</i> , or cash collection boxes in temples and gurudwaras are exempted from inquiry by the tax department. This exemption is sometimes misused to launder money. After the note ban, there was a spike in donations in the form of the demonetised notes in temples. Authorities of Sri Jalakanteswarar temple at Vellore discovered cash worth Rs.4.4 million (US\$65,000) from the temple hundi in the form of defunct notes.
Multiple bank transactions	There have been reports of people circumventing the restrictions imposed on exchange transactions by conducting multiple transactions at different bank branches and also sending hired people, employees and followers in groups to exchange large amounts of banned currency at banks. In response, the government announced that it would start marking customers with indelible ink. This was in addition to other measures proposed to ensure that the exchange transactions are carried out only once by each person.
Railway bookings	As soon as the demonetisation was announced, it was observed by the Indian Railways authorities that a large number of people started booking tickets particularly in classes 1A and 2A for the longest distance possible, to get rid of unaccounted cash
Municipal and local tax payments	As the use of the demonetised notes had been allowed by the government for the payment of municipal and local body taxes, it led to people using the demonetised Rs.500 and Rs.1,000 notes to pay large amounts of outstanding and advance taxes. As a result, revenue collections of the local civic bodies jumped.
Backdated accounting	The Enforcement Directorate raided several forex establishments making back dated entries. Money laundering using backdated accounting was carried out by co-operative banks, jewellers, sellers of iPhones, and several other businesses
Marriages Postponed	Due to the sudden shortage of cash, many of the already fixed marriages had to be postponed, which caused much difficulty to a large section of people
Sale and purchase of properties postponed	The sale and purchase of land for which agreement for sale already had been executed had to be postponed. The seller demanded whole money in cash as the agreement was executed months before, but since it was not able on the changed circumstances, many of the agreements got either time barred and cancelled or postponed with mutual consent or even paid compensation for cancellation.

The most interesting thing regarding the demonetisation is that people are devising various unique methods for transforming their black money in to white one. Some of these methods are as follows –

- Depositing money in the accounts of their poor relatives and friends.
- Enticing the people with some percentage of money for exchange.
- Asking their employees to stand in the long queues in front of Banks and ATMs for getting money exchanged.
- Hiring labors for some Rupees ranging from Rs 500/- to 700/- for becoming the part of long queues in front of banks/ATMs.
- Converting black money in to gold.
- Paying a few months salaries in advance.
- Paying back loans forcibly.
- Using their influence/links with bank employees and so on.

IX. IS DEMONETISATION A SUCCESS OR FAILURE?

As Dr.Manmohan Singh said, the underlying premise behind the decision of the Prime Minister to render Rs 500 and Rs 1,000 currencies as illegal overnight seems to be with a false notion that ‘all cash is black money and all black money is in cash’. This is far from reality. The vast majority of Indians earn in cash, transact in cash and save in cash, all legitimately. It is the fundamental duty of a democratically elected government in any sovereign nation to protect the rights and livelihood of its citizens. The recent decision by the Prime Minister is a travesty of this fundamental duty.

More than 90% of India’s workforce still earns its wages in cash. These consist of hundreds of millions of agriculture workers and construction workers. Despite the number of bank branches in rural areas having doubled since 2001, more than 600 million Indians still live in a town or village with no bank. Their subsistence depends on their cash being accepted as a medium of valid currency on an everyday basis. They save their money in cash which, as it grows, is stored in denominations of Rs 500 and Rs 1,000 notes. To tarnish these as ‘black money’ and throw the lives of hundreds of millions of poor people in disarray is a mammoth tragedy.

The immediate objective of demonetisation was to flush out a large amount of black money hoarded in cash, and the long-term objective was to convert our cash-based economy into a digital one, which is expected to convert India into an efficient economy with higher tax revenues. It estimated to lowering of crime rate for a cleaner society because it will become difficult for terrorists, smugglers and other racketeers to operate through banking channels. The distinction between the “slow demonetisation” and the “surgical demonetisation” implemented by the government has also to be analysed. The main purpose of surgical demonetisation was to capture black money hoarded in cash whereas, slow demonitisation would be aiming completion of its implementation in a phased manner, by covering all the negative sides one by one. For example, the government could have announced that Rs 500 and 1,000 notes will become non-legal tender from December 31, instead of November 8 so that the inconvenience caused to people and businessmen could have been narrowed. Hence, we can conclude that the surgical demonetisation has failed in this objective. It is estimated that at least 95% of the demonetised currency (Rs 15.44 lakh cr) has already come back to the banking system, though RBI has not released the official figures.

The failure from the part of government and the RBI in making a thorough preparation before implementation of such a vital weapon, is the reason for increased pain for individuals and businessmen. Finance Minister Arun Jaitley wrote in a recent Facebook post that “the period of pain and inconveniences is getting over, and the economic activity is being restored“. The pain and inconveniences should have gone earlier, not after two months.

Though the situation has improved, it is still far from normal. We can say that everything is back to normal only when all cash withdrawal restrictions are lifted. Since it is not yet over and it may take many more months for things to become normal, we can say that surgical demonetisation is a failure on cost-benefit analysis as well because it affected far more short-term pain than short-term gains.

However, the failure of surgical demonetisation also had some positive impacts. First, it broke the “going” attitude towards taxation rules. The government's increased digital push is the second benefit of this surgical demonetisation failure. Although it was one of the aims of demonetisation, the digital push has now become the main focus. Introduction of lottery scheme for digital transactions and launch of Bhim App, which already crossed 1 cr downloads, are the success stories from here. Increased digital awareness and consumers fight against banks levying service charge on credit and debit card transactions is another positive aspect. Pressure is building on the government and the RBI to remove service charge on debit cards. SBI had waived it for small businesses (i.e. annual turnover upto Rs 20 lakh) till December 31, 2017.

Some positive impact is visible on the political front as well. The Election Commission of India has already suggested that the limit for cash donations be reduced from Rs 20,000 to Rs 2,000. Hope the government will soon bring a bill in Parliament to implement it. The actual impact of demonetisation in the developmental arena of India can be analysed only in the next financial year or thereafter, as per expert advises from economic engineers. The Fitch, while commenting the GDP growth forecast for the financial year ending March 31 to 6.9 % from 7.4 % has pointed out that though the intentions behind demonetisation were positive and in keeping with broader reform efforts, the short-term pain may outweigh the uncertain long-term gains.

X. DIGITALISATION OF CASH

The real impact of post- demonetisation is the shift of focus from paper currency to digital cash. The important role played by Alternative Delivery Channels post demonetisation is depicted in the following tables.

Value of transactions performed through other delivery channels during the demonetisation period are show below: (value in Rs.billion)

Period	RTGS	NEFT	CTS	UPI	Mobile Banking	Cards at POS	IMPS	NACH	USSD	PPI
Nov-16	78479.2	8807.8	5419.2	0.9	1244.9	352.4	324.8	606.6	7.3	13.2
Dec-16	84096.5	11537.6	6811.9	7.0	1365.9	522.2	431.9	626.8	103.7	21.3
Jan-17	77486.1	11355.1	6618.4	16.6	1206.7	481.2	491.2	541.4	381.8	21.0

After demonetisation, cashless payment methods have become a necessity for both rural and urban populations. Be it a farmer, teacher, soldier or even a CEO of a big brand, every citizen of the country needs to know about the available methods to make cashless transactions. Every Indian has only one thing on mind: the dilemma of choosing a safe, secure, convenient and cashless payment option. Currently available cashless payment systems include Internet Banking, Mobile Banking, Credit/Debit cards, e-wallets such as Paytm, Unified Payment Interface (UPI), BHIM, IMPS, USSD, RTGS, NEFT etc. Before choosing the best option, the following points are to be considered.

- a) Time taken to complete a transfer/payment
- b) The maximum amount that a customer can transfer

- c) The financial details/information (e.g. account number etc) that you need to complete the transfer
- d) How is the transaction validated/authenticated
- e) Whether you will earn interest on the money kept in reserve in the payment system?
- f) Whether you need to specify who the money is being transferred to in advance i.e. register the beneficiary (recipient) of the money (beneficiary registration)
- g) What infrastructure/technical support is a must for the transfer to happen
- h) And lastly, what are the costs involved. There is no single 'best' payment option for everyone and all transactions. However, you could try to pick a payment option suitable for your purpose.

XI. SOME OF THE COMMONLY USED DIGITAL INTERFACE ARE AS BELOW:

a. Digital Wallets

Digital wallets are the easiest options to make small payments. Before demonetisation, this payment method hardly saw acceptance in non-urban or even non-metro cities of the country. Now, e-wallets make an efficient alternative for cash.

Paytm, MobiKwik, Freecharge etc. are the biggest service providers in the e-wallet segment. To use these special kind of wallets, one will have to charge their account through online payment. The service provider saves some of the card information to make the transaction quicker with every attempt.

b. USSD transfer

The USSD (Unstructured Supplementary Service Data) transfer system can be a huge relief for people who don't own a smartphone or don't have access to internet. This method of transferring money is universal to all phones regardless of their specifications.

The user can access various banking options by merely dialing a USSD code from any phone with a SIM card. In this case, the number should be registered with the bank. The service was promoted as an option for rural citizens of the nation. Since the service is mainly targeted at village-dwellers, the services are available in 11 regional languages.

c. UPI

This method is more a part of mobile banking but with a special emphasis on security. Transferring funds using NEFT or mobile banking requires the sender to reveal their account number to the receiver but with this method the user will be able to send money using a unique user name. The option can either be accessed via internet banking or mobile banking application. E-wallet companies like MobiKwik, Freecharge and PayTM offer more services than UPI, such as booking movie tickets, cash pick-up and micro credit facilities. But, unlike UPI, an e-wallet company needs users' financial details such as credit or debit card number.

d. IMPS

Immediate Payment Service. Launched in 2010 by Indian Government and is facilitated by NPCI (National Payment Corporation of India). The services allow to make payments using mobile numbers. It uses mobile number or aadhaar number to contact bank accounts and complete payments. The services are available 24x7 and even on holidays. Almost all big banks are part of IMPS. When money is sent by using IMPS, it first connects to the bank account using mobile number. Unlike NEFT & RTGS, it does not transfer funds directly to the beneficiary's account, but first to the mobile number and then, the funds are transferred from sender's mobile number to the beneficiary's mobile number and from mobile, directly to the beneficiary's account.

e. Paytm

Paytm Cash is a digital form of the money that is being used everyday. It is an Indian payment and commerce company launched in 2010. The name is an acronym for "Pay Through Mobile". We can make mobile recharge, bill payment, data card recharge, utility bill payment, train ticket booking etc. The Alibaba group was the biggest stakeholder in Paytm parent company "One97

Communications". In 2013, the company launched Paytm Wallets and 75 million android based app downloads as of November 2016. After November 8, 2016, the transactions has increased manifold. Large number of payments can be made without cash through the wallet such as recharge of mobiles, metro cards, DTH cable, data cards, postpaid payment for mobiles/landline, electricity, water charges, gas bills, ticket booking etc.

f. BHIM & PAYTM:

BHIM is the best interface among all e-wallets and UPI applications. The interface of Paytm is a little bit scattered where as BHIM can get access from its home screen. The BHIM app has its own password. Transactions are also secured with UPI PIN. If you loose your phone also, you need not worry. The balance in Paytm wallet is not safe because its security relies on you phone's lock. A hard screen lock method on the phone if Paytms are being used.

Speed & ease of use: The speed of the BHIM ap is great. All the payments can be made in 3 to 4 steps from its home screen whereas, in Paytm, it may take around 25 seconds. NPCI is planning to add fingerprint and aadhaar based payments in BHIM.

g. AADHAR LINKED PAYMENT APP (AEPS)

It is the easier and cheapest method of payment, whether rich or poor, with or without phone, because, no app is required to do the transaction. The merchant will arrange smartphone, app etc. The payment is based on fingerprints. On the basis of authentication, the money is paid from your aadhar linked account. The UIDAI and NCPI both jointly play their roles in this payment.

h. THE NACH (NATIONAL AUTOMATED CLEARING HOUSE)

It is a centralized system to consolidate multiple ECS system running across the country. It is used for making bulk transactions towards distribution of subsidies, dividends, interest, salaries, pensions, and for bulk transactions towards collection of payments pertaining to telephone, electricity and water bills, loans, investments in mutual funds and insurance premiums.

i. NET BANKING

Net banking is a nifty way to access all your banking facilities from the convenience of your house or workplace. The user is required to activate net banking via internet and create a unique name and password for further transactions. Users can transfer money, check statements, manage beneficiaries and apply for various banking privileges using the payment method.

j. MOBILE BANKING

Mobile banking has turned phones into banking portals. This year in February India became the second largest smartphone market in the world in terms of shipments. The applications made for banking are specially optimised for smartphones. Apart from the net banking user ID, the customer will have to make a unique PIN to access the services. Gradually, many banks are using additional security options available on the smartphones (such as fingerprint sensors) to make logging in easy but safer.

k. CREDIT/DEBIT CARD

The credit/debit cards are one of the only widespread cashless payment techniques in India. It has become customary for banks to provide a credit or debit card during the creation of the bank account. The cards can be used at ATMs or Point of Sale devices that are available at retail outlets. Credit cards even come with certain privileges which reward users for payments done using.

xii. CONCLUSION

Cashless transactions with use of digital payments like e-wallets have been on the rise post-demonetisation. But the mobile wallet company Paytm recently featured in the news for technical glitches and customer's duping the wallet company to the tune of Rs 6 lakhs. However, the latest player in cashless solutions has seen transactions that have jumped from 3,000-odd a day to over 48,000 as of December, the UPI and BHIM introduced by the Government earlier this year, promises universal electronic transactions leading to a cashless society.

The demonitisation of notes are almost over and RBI has removed all restrictions imposed on withdrawal of cash from bank accounts. However, after November 08, people started moving to digital cash in a quick way. Dependency of transactions through bank branches is being reduced. During 2020-25, it is expected that the Indian Banking will undergo a radical change. All the banking needs will be fulfilled at various outlets including small petty shops. There may not be specific bank branches as seen as today, instead, the branches will be converted as centres of excellence, imparting services and advises in business matters. The digital banking facilities will be available every nook and corner of the country, whether rural or urban, poor or rich, young or old and women or men, everybody will be bearing a set of cards.

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Emerging trends in Human Resource Management- A sample survey

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Abstract: Human Resources Management is concerned procurement, development, compensation, integration and separation of human resources to the extent to where individual and societal objectives are accomplished. Every organization is competing to reach the pinnacle of customer

satisfaction, competency and profitability for which motivated employees play a pivotal role. It can be positive or negative, subtle or obvious, tangible or intangible. In industry, manager's role in motivating its employees is very relevant. The paper deals with identifying the work motivators of IT professionals. Based on the study we see an important shift in the factors that influence employees.

The study was conducted at Network Systems and Technologies (presently Quest Global) through an online survey. The sample size was 50 employees. The samples were collected using stratified random sampling. The data was collected by administering Questionnaire along various levels. The total respondents were 47, out of which 16 were females and rest males. Their age group was between twenty and forty whose year of experience was more than one year. The demographic data reveals a high quantity of men. The male constitutes 65.95 % respondents where the female constitutes 34.04%. The study helped to analyze the important motivating factors in the following order – Good Superiors (83.0%), Recognition for work (80.9%), Responsibility (78.7%), Opportunity for self development (76.6%) and good co-workers (76.6%). It is interesting to note that monetary benefits contribute only (47.8%), and it is identified as the least motivating factor. It is also proved based on the study that individual rewards and recognition motivate people more than general rewards and recognition.

Further study was done to assess the relation between Authority and Autonomy using Chi-Square Test and thus a significant relation between authority and autonomy was established.

We understand that employees are more motivated through non-monetary rewards than monetary rewards which can be seen as an emerging change in the IT sector where earlier employees used to flock towards the pay masters. With the study a positive relation between the parameters of authority and autonomy also could be established. Other emerging trends that can be observed in Human Resources Management are the impact of Globalization – challenge of managing work force diversity. We also find more involvement of HR in succession planning, business continuity including aspects of mergers and acquisitions. The political, Economic, Social and Technological factors also impacts the HR functions – increasing demand for transparency and more disclosures by companies, increasing role of women in workplace, breakthrough in technologies etc.

Key Words: *Human Resources management, Non-monetary benefits, Authority and Autonomy, PEST, Succession and business continuity, Authority & Autonomy.*

1. INTRODUCTION

An organization at one stage or other will be confronted with the challenge to attract, retain, motivate and manage the performances of key contributors. In this era of fast pace and hastening technological obsolescence it is becoming increasingly hectic on the part of Human Resources professional to manage their work force and to keep them abreast of all the changes in technology. Gone are the days when HR acted merely as facilitators to the technocrats, their increasing role as Business Partners can be seen as an enormous change to the concept of HR professional. Motivation plays a pivotal role to boost employee performance, which is necessary to accomplish tasks. To understand the question of why people behave in a particular way requires a comprehensive understanding of the way in which organization functions. Employees should be motivated by an appropriate combination of external as well as internal factors. The responsibility lies with the HR department to provide appropriate motivating factors to each level of employees and at the same time develop a congenial atmosphere where an employee can identify with the organization.

BACKGROUND OF THE STUDY:

Identifying parameters that leads to better performance at work place is very essential for the sustained growth of the firm and its employees, which has a direct bearing on the work. The study

has been undertaken with reference to IT industry alone. The objective was to identify the most important factors that lead to motivation, whether non-monetary rewards increase performance and also to understand whether the individual rewards motivate people more than general rewards and recognition. The study also tried to establish a relation between autonomy & authority.

REVIEW OF LITERATURE:

Organizations are becoming more global in market and its operations. Increasing globalization and workforce diversity has increased the need for Human Resources professional to venture into new trends in order to remain relevant corporate development partner. Managers must be trained to recognize the differences in workers and must train management to be more flexible. Identifying skill deficiency and implementing skill development programmes is one way of meeting skill requirement of employees. There is also more stress on developing competency mapping; wherein aligning employees to the competency they possess. A framework is created with regard to a particular business unit and then identifies the skill areas of employees and bringing a linkage between the two – this is one of the recent trends seen in the IT sector.

Another trend is the Corporate delayering, which is taking place – reducing the management hierarchy treating employees as partners of the business and not as a tool for meeting organizational objectives. An important role that HR should play here is the communication. The employees must be informed of the actual data so as to mitigate the negative impact. Delayering may lead to lay – off, which is another sensitive area which is to be handled wisely by the HR department. There is also an increase of contingent workers in the today's work force. Various decisions with regard to the benefits provided to them, their work scheduling etc should be taken care by the HR personnel, they will also have to work on strategies to attract qualified contingent workers. Employee engagement and personality development activities are given more importance.

Motivation is another criteria which is given due importance for improving the productivity of employees as well as ensuring business continuity. Under employee motivation we have two types: Intrinsic motivation and extrinsic motivation. Intrinsic motivation is more psychological – based on a sense of accomplishment, recognition or shouldering more responsibility, whereas extrinsic motivation is influenced more by external factors as monetary benefits. More emphasis is given in recognising the employees' strength or contributions in the work place. Recognition is considered a direct application of positive reinforcement. Recognising an employee can be seen as expressing appreciation for his or her efforts. Recognition must be consistent and be given on a regular basis. Recognition is of two - Informal recognition and Formal recognition. Informal recognition is individual – time off with pay, appreciation cards. Formal recognition is concentrated from an organizational achievement perspective, where employees are recognized when they achieve organizational objectives, on meeting performance goals, solving departmental problems. Motivating IT professionals can be tedious for management. Evidence support that job satisfaction is important among IT professionals and one crucial ingredient to retain employees. Job satisfaction can be improved by non-monetary intrinsic motivation. Non-monetary motivation appears to have a direct effect on IT professionals' job satisfaction and their commitment to the organization they are working for.

Based on the study in IT, it was also observed that employees were more motivated by non-monetary benefits than monetary benefits, which is seen as a remarkable change in attitude of the employees. Employees were motivated by individual rewards and recognition than generalized rewards. Organizations are also recognising on the need to maintain work life balance for its employees. It has become imperative to the management to allot more family time

to its employees example would be paid holidays for employees. The provision is extended to dependent family members. There is also an increase use of HR scorecards and HR matrices – HR matrices are used to even quantify subjective HR operations to identify the efficiency of response time.

Succession Planning: More effort is been directed in placing people in the top management, a more systematic method is been followed. An organization will have to have a pipeline of successors to meet the critical skill gap that may arise in any organization. It basically involves identifying and developing employees with potential to occupy key positions in the organization as they become vacant or available. Today succession planning is not merely having manpower backup but creating “bench strength” by having right people at the right place and right time.

Changing trends in Human Resources management can be felt in respect to the following (Political, Economic, Social and Technological aspects) Environmental and organizational challenges. Political and Economic factors: There is greater emphasis on transparency by both government and public. The Social aspect can be felt with the increase in internal and international migrations – more inter connectivity among people, organizations and society, increasing power of women, accelerated pace of life style, and changing family structure. Technology- Digitization of life style and work life, technological innovations. There is an increasing need among the HR personnel to manage multiple generation of work force, adhering to recruitment policies, re-tooling skill sets etc., maintain cost – benefit analysis. They should act as partners in creating value-added work systems and processes.

DATA COLLECTION

The study was conducted to identify the factors that motivate people at workplace and also to establish a relationship between authority and autonomy; where authority is the independent variable and autonomy is the dependent variable. The sample size was 50 employees along various levels. The total respondents were 47, out of which 16 were females and the rest males. The age groups were between 20 and 40 whose work experience was more than a year. The demographic data reveals a high quantity of men. The male constitutes 65.95% of the respondents where (n=31) and female constitutes 34.04% of the respondents where (n=16). The data was collected based on Questionnaire administered to employees through online survey. Two questionnaires were adopted; one was based on a 5 point scale to identify among the most influential factor at work place among the 20 parameters listed, second questionnaire use descriptive questions to analyse whether employees are motivated and identifying the work culture of the organization by observing how well they agree or disagree to the questions as their response to the survey. The demographic data is also made available through the questionnaire.

RESEARCH OBJECTIVE:

- i) The primary objective being identifying the dominant work motivators of employees or identifying factors which may increase or decrease the motivation levels of employees which have a direct bearing on their work.
- ii) Individualized rewards and recognition motivate an employee more than general rewards and recognition.
- iii) Employees in IT sector value non-monetary incentives than monetary incentives
- iv) To test the relation between Authority and Autonomy using Chi-Square test and proving the hypothesis so stated.

ANALYSIS AND INTERPRETATION OF DATA

Based on the interpretation of the responses it was identified first objective was proved accurate by taking a percentage analysis of the same. As per the survey response 83.0% and 80.9% of

the respondents consider good superiors and recognition for work as the most important factor that motivates employees. The other factor in the descending order are responsibility, opportunity for self-development and good co-worker which is expressed in per cent as 78.7%, 76.6% and 76% respectively. It is interesting to note that monetary benefits (47.8%) are identified as one among the least motivating factors along with company reputation (46.8%) training programs (53.2%).

The second objective was also proved based on the Questionnaire administered; wherein it is proved that 54.2% of employees strongly agree with the fact that individualized rewards & recognition motivate people more than generalized rewards and recognition. (Agree 13.0%) and disagree (34.8%).

The third objective is established based on the response from the first questionnaire wherein only a small percentage of 47.8 of the employees considered monetary benefits as a motivating factor while it is noteworthy that the majority considers non-monetary benefits like recognition for work (80.9%), where n=38, responsibility (78.7%) where n=37, and opportunity for self-development (76.6%) where n=36 as more contributing than monetary rewards.

HYPOTHESIS TESTING

To test the existence of significant relationship between authority and autonomy using Chi-Square Test.

Null Hypothesis (H₀); there is no relation between authority and autonomy.

Alternate Hypothesis (H₁); there is significant relation between authority and autonomy.

Chi- Square Test: $(O-E)^2/E$; the calculated value is 34.53

Degree of freedom = $(r-1)(c-1) = 16$

Table value at 5% level of significance is 26.296%

The study finds that the calculated value is greater than the table value, so we accept the alternate hypothesis. Thus it is possible to establish a relation between authority and autonomy.

Thus an employee at a higher authority can exercise a higher degree of autonomy in his work.

RESULTS AND DISCUSSIONS

The findings based on the study shows that the respondents prefer to be recognized for their work. The same has been found in earlier studies conducted in the United States where majority of IT professional feel that recognition of their work is an important motivational factor which enable them to exert their maximum. The study also shows that majority of employees feel motivated if regarded by the top management. To maintain motivation it is important for the HR professional to take care of their employees in a manner that they feel appreciated for their knowledge and help them develop within the organization. Another crucial issue that HR professional faces is with regard to the communication strategy adopted in organizations. When employees are considered a business partners there should be fair and proper communication strategy to keep them updated on organizational policies, plans and vision. Based on the Maslow's theory of needs self-actualization is the highest need in the hierarchy, HR personnel should help employees reach this level. Even though pay and benefits are important the study concludes contradictory, people are motivated by non-monetary rewards.

CONCLUSION AND RECOMMENDATION

Motivating an employee is a complex phenomenon. Management by closing working with the Human Resources' professional try to identify factors that constitute a challenging and interesting work environment. There are various factors that affect the decision of a person to remain or leave the organization. It is important that management must dedicate time and interest to their employees individual needs and to improve their motivation by doing so the efficiency and quality of work will improve. HR must strive hard to improve continuously through programmes and involve employees in matters concerning them.

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A Study on Emerging Trends in Marketing

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Abstract: ADAPTATION – is the key to success of any organisation in this century of vibrant market. With an increased awareness of internet and emerging trends in connectivity the consumers expect the organisations to know their needs even before they themselves realise it. It is imperative that the organisations must follow up with the trends and technology in order to survive the competition . The spread of connected devices make it mandatory for marketers to try new advertising strategies to keep up with consumers' multiscreen world. In the given scenario the job profile of the marketing team is indeed very challenging. It is the need of the time that the marketing department stay awake and open their eyes and ears to the changes happening in technology and channels. Modern-day marketing strategies are driven by some of the significant trends. The study is an attempt to analyse the emerging trends in marketing, with focus on both traditional and digital marketing facets.

Key words: Trends in marketing, social media, trends in online marketing

Introduction

Marketing can be defined as an art as well a science which is evolving continuously. Today's innovative trends and outdated in few year's time. It is ,therefore, very important to track the changes happening in the field and update the marketing efforts of the firm in alliance with the trends.

Background of the study

The function of marketing starts with customers and ends in them. Marketing is a continuous effort to track the changing needs, wants and demands of the customers and developing the products accordingly and making it available for them to use. As the next step, the marketers need to get the feedback of the product and also should assist the consumers in after sales service. The feedback collected from them can be base for new product development or improvement in the already existing product.

So, the main players in the marketing process are the sales team who directly get into contact with the consumers and the consumers themselves. The study is an attempt to analyse the trends in sales, consumer behaviour and digital marketing.

Literature Review

Consumer Behaviour

There are two factors mainly influencing the consumers for decision making: Risk aversion and innovativeness. Risk aversion is a measure of how much consumers need to be certain and sure of what they are purchasing (Donthu and Gilliland, 1996). Highly risk adverse consumers need to be very certain about what they are buying. Whereas less risk adverse consumers can tolerate some risk and uncertainty in their purchases. The second variable, innovativeness, is a global measure which captures the degree to which consumers are willing to take chances and experiment with new ways of doing things (Donthu and Gilliland, 1996).The shopping motivation literature is abound with various measures of individual characteristics (e.g., innovative, venturesome, cosmopolitan, variety seeking), therefore, innovativeness and risk aversion were included in this study to capture several of these traits. Measures by Donthu and Gilliland (1996) were used to measure innovativeness and risk aversion

Digital Marketing -

Digital marketing is the use of technologies to help marketing activities in order to improve customer knowledge by matching their needs (Chaffey, 2013). Marketing has been around for a long time. Business owners felt the need to spread the word about their products or services through newspapers and word of mouth. Digital marketing on the other end is becoming popular because it utilizes mass media devices like television, radio and the Internet. The most common digital marketing tool used today is Search Engine Optimization (SEO). Its role is to maximize the way search engines like Google find your website. Digital marketing concept originated from the

Internet and search engines ranking of websites. The first search engine was started in 1991 with a network protocol called Gopher for query and search. After the launch of Yahoo in 1994 companies started to maximize their ranking on the website (Smyth 2007). When the Internet bubble burst in 2001, market was dominated by Google and Yahoo for search optimization. Internet search traffic grew in 2006; the rise of search engine optimization grew for major companies like Google (Smyth 2007). In 2007, the usage of mobile devices increased the Internet usage on the move drastically and people all over the world started connecting with each other more conveniently through social media.

Social Media

Social media cannot be understood without first defining Web 2.0: a term that describes a new way in which end users use the World Wide Web, a place where content is continuously altered by all operators in a sharing and collaborative way (Kaplan and Haenlein 2010). "It is much more to do with what people are doing with the technology than the technology itself, for rather than merely retrieving information, users are now creating and consuming it, and hence adding value to the websites that permit them to do so" (Campbell et al. 2011, 87). Web 2.0 has evolved from simple information retrieval to interactivity, interoperability, and collaboration (Campbell et al. 2011).

a. Trends in Sales and Marketing

The gamification of sales

Gamification is the concept of applying game mechanics and game design techniques to engage and motivate people to achieve their goals. In order to motivate the work force and to accelerate behavioural changes in them gamification is being used. The concept is quickly gaining acceptance among the sales teams.

Gamification platforms will help the sales managers in sustaining the high activity level of their employees. It is difficult to keep up the motivation level of today's sales force with mere bonus or target based management techniques. Nowadays, the focus is on intrinsic motivations. In fact, gamification is no longer a whim but rather a growing trend in the business landscape.

Points, rewards, badges, scoreboards and levels are the five game mechanics typically used in business gamification.

Social selling

Social media platforms like Facebook, Twitter, LinkedIn etc. has become an important component of sales people's daily routine. Customer relationship management and lead generation has become much more comfortable task with the help of social media. An organisation wide approach to social selling is the upcoming trend in sales.

The polarization of sales

Changing business models, digital advancements and changes in customer behavior are increasing the polarization between traditional and complex sales models.

Organizations are going for automating solution for many repetitive sales task and even replacing sales force with artificial intelligence software or sales robots. Emerging digital buying-selling practices like real-time bidding, e-auctions and programmatic buying are indication of this trend. Organisations are investing more on computer based self-service systems as well.

On the contrary, in complex sales the number of sales persons are increasing. The focus here is on more specific competencies of the individual sales person that may help complement the entire team efforts.

Finding the target influencer

Influencers are they key to reach to the right customers. Marketing process is getting easier as the tools are available for identifying the influencers. The main task of marketing force is just to convince the influencers, if they are convinced half the marketing effort is saved.

b. Trends in Consumer Behaviour

Consumers who care for the environment

Climate change is affecting more and more people and this made them think more seriously about environmental protection. Consumers, nowadays pay more attention to the environmental impact of various products and are ready to pay a premium price for the products which are environmental friendly.

Virtual Reality

The growing demand for gadgets like Google's Daydream View or Xiaomi's Mi VR hints the immense scope for virtual reality ads. Brands like BMW and North Face are already experimenting the technology. Virtual reality requires brands to approach advertising with a whole new perspective utilising the 3D space.

Health conscious

The consumers are becoming more and more health conscious. Hence the demand for fitness/health products as well as organic food is also increasing. Marketers should realise the fact that in long run they have existence only if they stick on to the ethical standards and produce safe and healthy products.

Empowered Consumers

Now consumers have acquired the skill to spot authentic information among the clutter of right and fake information about the product/service, especially in the case of E – Marketing. Brands used to make their existence easy by giving good feedback about their business through fake user accounts created by themselves. Now people are aware about such false activities and are more sensible in analysing the feedback. They rely more on user- generated content

Desire for easing up the life

In the busy schedules, consumer's inclination towards apps which will help them schedule and remember their daily activity log is getting very popular. Likewise, they expect the service providers to assist them by providing prompt reminders. For instance, consumers expect the car service provider to call him and remind about next service date.

Notion for slow shopping

Retails now embrace the concept of slow shopping, where in the consumers will be offered an enhanced experience. " Instead of speeding the consumers through shopping process, retailers efforts are shifting towards inspiring shoppers to hang on in the store, testing products and relishing the experience, rather than approaching shopping as just another task.

c. Trends in Digital Marketing

Content marketing trends

A well - knit content strategy is the new focus area for online marketers. The competition in this area is getting tougher and this ignites the need for measuring the content marketing ROI. Personalised content through marketing apps are the new fashion in content marketing.

Attention on Mobile Devices

Marketers need to focus on Mobile devices optimised strategies for their digital endeavours. With an increased use of smart phone and other mobile devices connected to internet the scope of mobile marketing is widening. Google, the search engine giant seems to give preference for mobile devices for search marketing.

Social CRM

Companies rely more on social media for customer relationship management. This provides an effective mechanism to establish a good rapport with the clients. The queries and feedback can be handled on real time basis. Social media provide a cheaper and highly effective feedback tool.

Augmented Reality

With the introduction of Pokemon Go, a much buzz making trend, the marketers has got the insight that the users are open to experiment augmented reality and this provides an immense potential for marketers to adapt this technology for the promotion of their products.

Live Videos

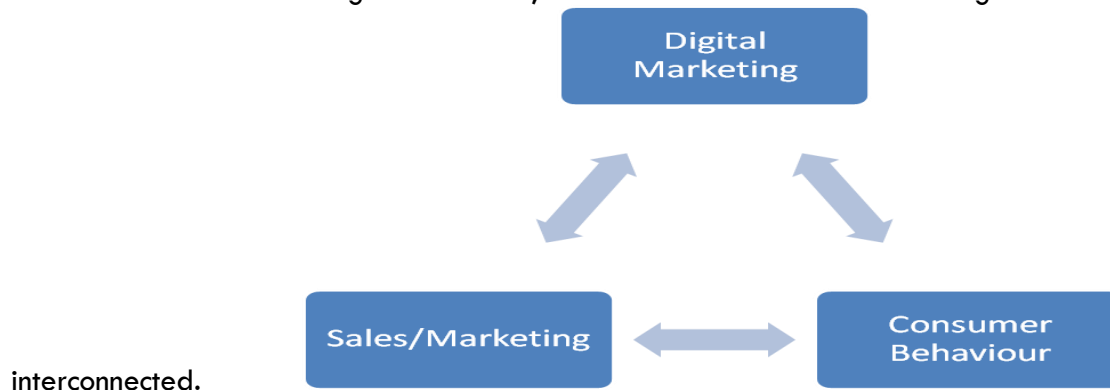
Owing to the revolutions in Internet connectivity and the very common use of mobile devices, live video has become a trend. Popular apps and platforms are now giving some kind of “live streaming” functionality. This in turn has increased the popularity and demand of in-the-moment content.

Wearable mobile devices

Gadgets like Apple Watch, activity trackers, are getting a high level of acceptance from the consumers. Marketers should be ready to harvest the potential of marketing through such gadgets by optimising their website and social media platforms suitable for such wearables.

Inference of the study

The trends in marketing and sales, Consumer behaviour and digital marketing are



interconnected.

Marketing process is highly influenced by digital marketing methods and social media. Marketing research, customer relationship management, sales force management etc has become more sophisticated and organised with the help of digital marketing tools available. Changes happening in Consumer behaviour can also be traced by the sales team with the help of technology.

Consumer behaviour is also has emerging traits thanks to the influence of digital marketing. The tech savvy generation depends more on digital media for product search, evaluation of alternatives and opinion seeking. They can easily share the opinion and feedback and get response from the marketing team in real- time.

In the world of digital media, content is the king. Now the user created data is the new hero. Here, the consumers contribute to the digital marketing. Marketers with increased inclination towards automation of various process is also contributing to the changes and trends in digital marketing facets.

Conclusion

The significance of digital marketing tools is increasing and the trends in this area is emerging swiftly. Digital marketing has a very deep impact on the way consumers behave and it has a control over the way marketing department is being managed. The three elements, viz., marketing and sales, consumer behaviour and digital marketing management has a number of trends that are emerging. The interesting point is that these disciplines are interlinked and each of them contribute to the growth of new innovations in other two elements.

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Emerging Opportunities In Backwater Tourism At Veli

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Abstract: Veli is situated 8 kms away from Thiruvananthapuram, the capital city of Kerala. Veli lake has been nourishing the land with mounting prospect of Backwater tourism and the scenic beauty of the place has attracted local tourists as well as foreign tourists. The Veli lake from the extreme south extend to Akulam where it has been called as Akulam lake. At present the leisure of the backwaters of Veli being enjoyed with country boats, pedal boats with four and six seats and an amusement park there in the Veli tourist village. The house boat cruise has comparatively low and in most occasions has found to be unproductive. The land of house boats, Alappuzha has been enjoying a majestic position in Backwater tourism, because of the presence of infrastructure facilities and more over, the Union Ministry of Tourism has approved a master plan of 400 crores proposal of Tourism department Kerala. As per un-official sources, during the year 2014, nearly 10,000 foreign tourists and nearly 50,000 domestic tourists visited Veli, but the number of foreign tourists arrival to Alappuzha destination was 56,491 and that of domestic tourists were 2,87,158 during the same year as per tourism statistics. The study has coined to choke out the opportunities persisting for developing Veli as a favourable Backwater destination, by utilising the facilities like Central Railway station, Thiruvananthapuram Central Bus station, International Air port, head quarter of Department of Tourism, allied tourism avenues, emerging Vizhinjam project, Kerala Legislature complex and presence of Techno city. The analysis of the study has revealed that Veli can be converted to a constructive backwater destination by utilising the existing amenities and exploring the new facilities.

Key words : Tourist village, Cruise, Branding, Kudumbashree, Responsible Tourism.

I. Introduction to the study

The village Veli has been located at the meeting place Arabian Sea and the Veli lake, which is 8 kms away from the capital city Thiruvananthapuram. Veli lake from the extreme south end extends towards Akkulam lake, which has been the most excellent place for backwater tourism. Lot of visitors have been coming to Veli for enjoying the beauty of the mainland, to have a cruise of 5 kms to and fro in country boats, pedal boats with four and six seats and an amusement park there in the Veli tourist village. Veli backwaters has an advantage of attracting tourists as the visitors having the easiness to reach the natural beauty place.

The study has intended to cover a distinction between Veli backwaters and Alappuzha backwaters. The Nehru trophy boat race which has conducted on every year during the month of August has been in Alappuzha backwaters (Report on 'Project on Impact & Evaluation Studies in Tourism 2008')¹. The traditional kettuvalloms in the district of Alappusha has played a vital role in developing the luxurious house boats, has paved the way for Backwater tourism in Allapuzha (Jagadish Narayan 2007)²

II. Importance of Study

Thiruvananthapuram has been sanctified with lakes including Neyyar, Karamanayar and Vamanapuram river. The major water bound area for enjoyment of tourists being the backwater at Veli, which has been the capability of enormous tourism attractions. As per un-official sources, during the year 2014, nearly 10,000 foreign tourists and nearly 50,000 domestic tourists visited Veli, but the number of foreign tourists arrival to Alappuzha destination was 56,491 and that of domestic tourists were 2,87,158 during the same year as per tourism statistics. For the development of Tourism activities in Alappuzha, ATDC (Alleppey Tourism Development Cooperative) has established as per the State Co-operatives Act of 1987.(Babu P George 2007)³.

Hence, the study has been based on the practices followed at Veli by contrasting it with the Alappuzha backwaters and the innovative endeavours which promote the Veli backwaters one of the major tourist attractions in Thiruvananthapuram.

III. Need and Significance of Study

As per the reports, Thiruvananthapuram has been a melodious destination of foreign as well as domestic tourists, but tourists who have come to visit various tourist avenues in the district have not been visiting the Backwater destination at Veli because of various reasons. The major tourist venture in Alappuzha has been the Backwaters and almost all the tourists who have come to Alappuzha have been a visitor of Backwaters. Among 56,499 foreign tourists and 11,48,647 domestic tourists visited the destination Thiruvananthapuram during the year 2014 (Tourism statistics 2014)⁴, only one fifth of tourists had knowledge about Veli backwaters. As part of building up of Kerala, by 2025, Kerala would be a state facilitating comparable value and quality as the part of constructing a self sustained modern state (Vision 2025 for State of Kerala)⁵. In order to fulfil the vision, each and every area has to be developed, including under developing tourism destinations like Veli. So the plan for judging the occasions for the development of the tourist destination Veli has been momentous.

IV. Statement of Problem

One of the strategies of Kerala to attain a position in the global tourism map has been the success mantra ABC (Ayurveda, Backwater, Culture and Cruise) (Tapan.K.Panda & Sitikantha Mishra, 2006)⁶. Tourism in American affiliated Pacific islands (AAPI) has been playing a major role in the financial stability of local people there (Sun-Young Park, 2011)⁷. Hence, Veli has to play a vital role in development of Tourism at its Backwater regions and by the introduction of such a successful mission would economise the position of residents in Veli.

By going through diverse literature relating to backwater tourism in Veli, Thiruvanthapuram, some unanswerable questions have raised which include;

- What is the experience of tourists visiting Veli Backwaters?
- How will be the performance of Veli when comparing it with branded backwater Alappuzha?
- How the performance of Veli Backwater can be improved if required?

As, the result of above unanswerable question, there has been a research gap, where the study can be conducted

V.Objectives of the study

- To study the experience of tourists visiting Veli Backwaters
- To compare the performance of Veli with Alappuzha Backwaters
- To give suggestions to utilise the untapped opportunities at Backwaters of Veli

VI.Methodology

a.Method adopted - The study has been designed so as to identify the untapped areas of Backwater tourism in Veli and comparing it with Backwaters at Alappuzha. The work has been designed as a descriptive study as well as empirical one.

b.Data collection - Data used for the study include primary and secondary data and the sample for the study has fixed at thirty and stratified random sampling has been applied. Journals, Unpublished thesis, government publications, Tourism statistics has referred for the study, which has used as secondary data.

c.Tools for Data analysis - Tools used for data analysis include mean and t-test

VII.Analysis of Data

Questionnaire has send to tourists who has visited both Veli and Alappuzha to know the their Backwater tourism experience at Veli and at Alappuzha.

Experience of tourists at Veli

Table 1

Factors	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
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Facilities at Destination			4	14	12	30
Cuisine and beverages		4	17	8	1	30
Amenities in Boats			11	17	2	30
Amenities at Resorts		2	16	12		30
Ambiance to Backwaters			10	13	7	30

Source : Field Survey.

Experience of tourists at Alappuzha

Table 2

Factors	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Facilities at Destination		12	16	1	1	30
Cuisine and beverages		19	11			30
Amenities in Boats		10	19	1		30
Amenities at Resorts		9	19	2		30
Ambiance to Backwaters		10	20			30

Source: Field Survey

t-test-test

H0: there is no significant difference in the experience of tourists at Veli and Alappuzha with respect to five variables

Ha: There is significant difference in the experience of tourists at Veli and Alappuzha with respect to five variables

Group Statistics

		N	Mean	Std. Deviation	Std. Error Mean
Facilities	Veli	30	1.7333	.69149	.12625
	Alappuzha	30	3.3000	.70221	.12821
Cuisine and beverages	Veli	30	2.8000	.71438	.13043
	Alappuzha	30	3.6333	.49013	.08949
Amenities at Boats	Veli	30	2.3000	.59596	.10881
	Alappuzha	30	3.3000	.53498	.09767
Amenities at Resorts	Veli	30	2.6667	.60648	.11073
	Alappuzha	30	3.2333	.56832	.10376
Ambience	Veli	30	2.1000	.75886	.13855
	Alappuzha	30	3.3333	.47946	.08754

	Levene's Test for Equality of Variances	t-test for Equality of Means
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		F	Sig.	t	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Facilities	Equal variances assumed	.073	.787	- 8.707	58	.000	-1.56667	.17993	- 1.92684	- 1.20649
	Equal variances not assumed			- 8.707	57.986	.000	-1.56667	.17993	- 1.92684	- 1.20649
Cuisine and beverages	Equal variances assumed	.929	.339	- 5.268	58	.000	-.83333	.15817	- 1.14995	-.51671
	Equal variances not assumed			- 5.268	51.350	.000	-.83333	.15817	- 1.15083	-.51584
Amenities at Boats	Equal variances assumed	.455	.503	- 6.839	58	.000	-1.00000	.14622	- 1.29268	-.70732
	Equal variances not assumed			- 6.839	57.337	.000	-1.00000	.14622	- 1.29276	-.70724
Amenities at Resorts	Equal variances assumed	.908	.345	- 3.734	58	.000	-.56667	.15175	-.87042	-.26291
	Equal variances not assumed			- 3.734	57.757	.000	-.56667	.15175	-.87045	-.26289
Ambience	Equal variances assumed	3.170	.080	- 7.526	58	.000	-1.23333	.16388	- 1.56138	-.90528
	Equal variances not assumed			- 7.526	48.971	.000	-1.23333	.16388	- 1.56268	-.90399

Interpretation

By comparing Veli and Alappuzha it has found out that the tourist destination Alappuzha has been the best performer as the mean score of each of the variables has been higher for Alappuzha than that of Veli

The significant values of t tests are less than 0.05 for all variables; hence the null hypotheses are rejected in all cases. That means, there has significant difference in the experience of tourists at Veli and Alappuzha with respect to facilities at destination, cuisine and beverages, amenities at boats, amenities at resorts and ambience.

VIII. Findings of the study

- The performance of Backwater tourism in Alappuzha has been found good with respect to facilities at destinations, cuisines and beverages, amenities at boat, amenities at resort and the ambience of destination.
- There has significant difference in the experience of tourists at Veli and Alappuzha in relation with facilities at destination, cuisine and beverages, amenities at boats, amenities at resorts and ambience.

IX. Suggestions to improve performance of Veli Backwaters

- Government of Kerala through Department of Tourism, DTPC and KTDC should brand the Backwater product at Veli in a better so as to inculcate the facilities like emerging Vizhinjam project, Kerala Legislature and Technocity.
- Central Railway station, Thiruvanthapuram International Airport, Central Bus Station, A well versed tourism information counter should be started at Veli tourist village and it should be connected with other major tourist places.
- New entrepreneurial avenue should be established at Veli Tourist village to attract tourists to the destination.
- Unexplored areas of Backwater should be fully equipped for Backwater tourism at Veli and constructively connect it with Aakkulam Tourist Village.
- Responsible tourism ventures be introduced in association with Kudumbhashee.

X. Conclusion

Veli situated at the capital city of Kerala has a prospect in Backwater tourism. The naturalistic beauty of the place has been its characteristic feature where domestic and foreign tourists have been visiting for leisure and enjoyment. The study concentrated on emerging opportunities at Veli and to understand the present status of the Backwaters by comparing it with Alappuzha Backwaters. The study has been mounted as a descriptive and empirical one using the primary and secondary data. The analysis of the study has found that, tourists arriving at Veli have been not much satisfied when comparing it with Alappuzha backwaters. Government of Kerala through Department of Tourism, DTPC and KTDC should take necessary measures to brand the tourism product at Veli. New Entrepreneurial ventures should be introduced to promote Veli tourism village, by adopting Responsible tourism and constructive linking of Veli with Akkulam can also be thought out for the development of Veli backwaters. Hence it can be concluded that, the opportunities in Backwater tourism at Veli will emerge by following the various measures as discussed.

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A Study On The Role Of Multi-Skilling In Employee Engagement Among The Employees Of ITI Limited Palakkad

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Abstract: Employee Engagement is one of the most popular significant and emerging areas of interest in management practice in recent years. In the era of rationalization of production and specialization, the economic downturn has interestingly brought into focus the necessity of having multi-skilled workforce. This paper explores the level of Employee Engagement and studies the relationship between Employee Engagement and Multi-skilling among ITI employees of Palakkad unit. The unit undertakes new projects in the form of diversification of production and completes the project with existing employees by giving Multi-skill training. 50 questionnaires were given to the participants from whom 35 filled questionnaires were used for analysis using SPSS. The study revealed that the level of engagement is high and there is significant relationship between Employee Engagement and Multi-skilling among ITI employees of Palakkad unit. Multi-skilling plays a major role in the growth of the organization and Employee Engagement. Engaged employee will stay with the company, be an advocate of the company and its products and services, and contribute to bottom line business success.

I. Introduction

Employee Engagement is a superior measure for understanding the link between employee's attitudes their behavior and business results. It has been strongly related to employee performance and other important organizational outcomes including total shareholders return, operating margin, turnover and absenteeism and customer focus. According to Aon Hewitt Employee Engagement is dropping around the world. Recent research showed the proportion of organization with falling engagement scores has tripled. Sharpley (as cited in Harrad 2006) points out that motivation and engagement are two different concepts as it is possible to be

motivated in ones job without necessarily feeling an attachment to the organization. It is now recognized that human capital is a source of competitive advantage over and above technology and finance. Employees are asset for any organization other assets like technology can be copied by competitors but employees and their skill cannot be copied.

In the fast moving economy we need to cope with the changing technologies. Multi-skilling or Multitasking is very important for an organization to survive in this competitive world and achieve prosperity. It leads to highly progressive efficient and innovative partnership between workers and respective organization. ITI Ltd was established in 1948 as India's first public sector unit (PSU). ITI Palakkad plant was established in the year 1976 as the nation's first electronic switching system manufacturing unit with a capital investment of Rs.2.6 million. The plant is the leading switching equipment manufacturer for the national telecom network. The total manpower of the plant is 688 as of 2016. The ITI Palakkad is the first in Kerala to receive ISO-9002 Accreditation. The plant is the winner of the FACT M.K.K Nair productivity award and Institution of Engineers "Excellence Award" 1999. The plant is also the winner of the National safety award by the Kerala Chapter of National safety Council for the last consecutive years. An organization's capacity to manage Employee Engagement is closely related to its ability to achieve high performance levels and superior business results which can be clearly seen in the performance of ITI Palakkad unit.

Many ITI units had started reducing man power as their units are not functioning profitably. Whereas Palakkad unit is running profitably than other ITI units it's clear from annual report of 2015-2016. The ITI limited as a whole has achieved sales of Rs 1253.34 Crores comprising production performance of Rs 689.58 Crores and services Rs 563.76 Crores respectively for the years 2015-2016 achieved its profit of Rs.251 Crores. The Palakkad unit has achieved a turnover of Rs.153.39 Crores for the year 2015-2016 registering profit. The unit have started practicing multi-skilling from early years and proved its effect through increase in turnover. Multi-skilling generates workforce flexibility motivates employees, increases task variety and ensures employee satisfaction and their by improving their level of engagement. Engaged employees will stay with the company, be an advocate of the company and its products and services and contributes to bottom line business success. They perform better and are more motivated. There is strong link between Employee Engagement and profitability.

II. Employee Engagement and Multi-Skilling

Employee Engagement was conceptualized by Kahn (1990) as the harnessing of organizational members selves to their work roles. In engagement, people employ and express themselves physically, cognitively and emotionally during role performance. Employee Engagement construct is related to the notion of flow advanced by Csikszentmihalyi(1975) and defines flow as the "holistic sensation" that people feel why they act with total involvement. Flow is the state in which there is little distinction between the self and environment. When individuals are inflow state little conscious control is necessary for their action.

An organization's capacity to manage Employee Engagement is closely related to its ability to achieve high performance levels and superior business results. It acts as a motivational driver for the employees. The employees learn about the sustainability and they will stay with the company, be an advocate of the company and its products and services, and contribute to business success. Feeling of belongingness for the organization they form an emotional connection with company.

Multi-skilling or Multitasking can be defined as "the process of increasing the skill repertoire of workers in such a way that in the outcome the employees acquire the capacity to work across traditionally distinct occupational boundaries". (Cordery, 1989; 13). It needs constant support and thorough guidance throughout the process of acquiring most skills. It's a labour utilization strategy where workers possess a range of skills appropriate for more than one work process and are

used flexibly on a project or within an organization. It is a managerial strategy, it helps to develop competency within the workforce and full utilization of capabilities. In era of cost cutting and recession, management not only gives importance to maximization of machine capacity but also to maximization of labor capacity.

Multi-Skilled labor utilization strategies do conform to the traditional wisdom of the “human factors” theorists. In modern terms, Multi-Skilling adheres to a “socio-technical” strategy of job design and work organization. Other indication that workers enjoyed the Multi-Skill working environment are reports of reduced absenteeism , lower job turnover and less frequent grievances or workplace conflicts.(Cross, Michael, Carmichael, Lorne and MacLeod, Bentley, Rukanvina, Mitchell).

Multi-skilling gives flexibility in jobs. According to Cordery (1995) there are four types of Multi-skilling Vertical multi-skilling, Horizontal Multi-skilling, Depth Multi-skilling and Multi-skilled teams. Multi-skilling leads to increasing pool of skills, generates greater workforce flexibility. It improves productivity, job awareness, motivation, increases task variety and ensures employee satisfaction whereas some employees feel multi-skilling will lead to their exploitation.

III. Objectives of the Study

- ❖ To determine the relationship of Employee Engagement and Multi-skilling.
- ❖ To study the level of Employee Engagement level among ITI employees.

IV. Hypothesis of the study

- ❖ H0: there is no significant relation between Employee Engagement and Multi-skilling.

V. Research Methodology

This is a descriptive correlation study. The participants for this study were workers and officers of ITI Palakkad unit. Purposive sampling method was used to select the sample as samples were selected from departments where multi-skilling was practiced. Questionnaire method was used to collect data. Interview method was also used to collect data from HR and employees to understand the working scenario.50 questionnaire were given to participants and a total of 35 participants responded to the questionnaire.

VI. Analysis Procedure

SPSS was used to analyze the data collected from the participants. Pearson Correlation Coefficient was used to analyze the primary relationship between multi-skilling and Employee Engagement. Simple linear regression was done to find out the type of relationship between the variables. ANOVA was used to find out is there statistically significant difference between the dependent and independent variables.

VII. Results

The 85.7 percent of the participants belongs to the age category of 45-55 years. 71.4 percent of the respondents were male.80 percent of the employees have 20 to 25 years of work experience in this organization. Only 2.9 percent have more than 26 years experience and only 20 percent have less than 20 years experience with this organization. From the percentage analysis it is evident that more than 70 percent of the respondents agree that multi-skilling is practiced in the organization. The Pearson co-relation coefficient between multi-skilling and Employee Engagement is .7.Simple linear regression the r square shows 47 percent variance. The null hypothesis is rejected. The result from ANOVA shows that there is statistically significant difference between the dependent and independent variables and the variance is significant .

Employee Engagement

Multi Skilling	Pearson Correlation	.691**
	Sig. (2-tailed)	.000

Model Summary		
Model	R	R Square
1	.691 ^a	.477
a. Predictors: (Constant), ee		

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	353.141	1	353.141	20.995	.000 ^a
	Residual	386.859	23	16.820		
	Total	740.000	24			
a. Predictors: (Constant), Employee Engagement						
b. Dependent Variable: Multi-skilling						

VIII. Discussion

From the study it is clear that multi-skilling is practiced in this organization and they are aware of the various multi-skilling activities practiced. Multi-skilling has played a major role in the profitability of the organization. The Pearson co-relation coefficient shows there is strong positive correlation between multi-skilling and employee engagement. Thus the null hypothesis is rejected. Simple linear regression the r square shows that Employee Engagement can be predicted by Multi-skilling. This implies multi-skilling plays a significant role in Employee Engagement. The result of ANOVA imply that the more the multi-skilling activities are done the more will be the Employee Engagement. The more multi-skilling activities the greater work force flexibility. In the era of rapid technological advancement multi-skilling plays a major role in the growth of the organization.

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General Co-Operative Marketing Societies In Economic And Social Welfare – Opportunities And Challenges

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ABSTRACT

General co-operative marketing society is viewed as an organization has both economic and social aims. The contribution of general co-operative marketing societies to the economic and social welfare of Kerala's farmers has been tremendous. The general co-operative marketing societies have taken up multi-purpose activities and they attempt to co-ordinate diversified interests of the members. Marketing co-operatives arrange for the sale of farmer members produce to the best possible advantage by enabling them to obtain better prices by undertaking different services involved from procuring to marketing of agricultural produce. Economic services of general co-operative marketing societies serve as a tool in availing the social benefits. General co-operative marketing societies through delivering better standard of living aim at creating better men, better society and better nation, preserve a strong friendly or family spirit and a sense of pride and power which is impersonal, encourage a general advance rather than the advance of particular individuals, prevent under employment and to achieve better physical and mental health.

Key Words: co-operative marketing, economic welfare and social welfare

INTRODUCTION

The term 'welfare' is very broad and includes economics welfare and social welfare. General co-operative marketing societies play an active role in promoting the economic status as well as social status of its members. Social welfare aspects of members are much influenced by their economic development and vice versa. The main purpose in organizing general co-operative marketing society is to free members from all types of exploitations that involved in the present

marketing system. A general co-operative marketing society, in economic sense, that provides full opportunities to its members to grow and develop. A general co-operative marketing society, in social sense, that enables each individual to live in a life of pride and purpose.

In fact, general co-operative marketing society is a practical economic system of transacting business based on all that is best in its members. It was generally considered that the society dealing with the economic needs of its members may not be in a position to give full attention to their social problems. But this society is not such a manner. It gives equal important to socio-economic betterment aspects. This will able to contribute to the economy of the household and improve their social situation within their community.

General co-operative marketing societies in Kerala have multifarious goals that include helping the agriculturalists for getting higher returns on farm produce. They have potentials to offer numerous employment opportunities to its agriculturalists they are the back bone as well as future hope of the society. All these helps farmers to increase their earning, thus raising their status in the society and improve their economic condition. Notwithstanding their achievements and phenomenon growth, co-operatives are beset with several issues and confront with challenges.

Utilisation of agriculturalists for productive purposes can increase not only the standard of living but also the national income of the country. The main aim of any welfare activity is to achieve rapid growth, reduction of disparity in income and wealth, removal of poverty and achievement of egalitarian society. Through this general co-operative marketing society can achieve their one of the objectives of socio- economic welfare.

OBJECTIVES OF THE STUDY

1. To understand the need of general co-operative marketing society in the socio-economic growth of farmers.
2. To identify various inherent opportunities of general co-operative marketing society in the areas of socio-economic welfare of farmers.
3. To study challenges involved in taking socio-economic welfare activities by general co-operative marketing society.
4. To suggest necessary steps need to be taken by general co-operative marketing society in order to strengthen socio-economic welfare activities.

DATA COLLECTION

Secondary data is used in this study. For collecting secondary data articles, research survey reports, books, pamphlets, seminar and conference reports are mainly used.

NEED OF GENERAL CO-OPERATIVE MARKETING SOCIETIES IN THE SOCIO-ECONOMIC DEVELOPMENT OF FARMERS

Agriculture is an extremely important part of our economic structure. The prosperity of the country as a whole is considerably dependent upon the prosperity of our farm population both economically and socially. The typical problems in agricultural markets are due to typical characteristic of products, production and consumption of agricultural produce. These special problems hinder the agricultural producer in marketing his produce. In addition to this, agricultural products by nature lack uniformity and standardization. They are bulky and perishable. They are produced by millions of small- scale farmers scattered over very wide regions. Agricultural production depends upon nature. It is limited by fertility of soil, rainfall, climate etc. Therefore volume of output varies from season to season. In general, the supply of agricultural produce is more elastic but demand for most agricultural produce is constant. In order to overcome such problems of varied nature general co-operative marketing societies established. These societies can satisfy multiple needs of the farmer members.

General co-operative marketing societies are established for the purpose of collectively marketing the product of the members. They arrange for the sale of the produce brought by the members. These societies also enter the market as buyers. The commodities, thus, purchased are

sold again when the prices are higher. Thus the objective of economic development and social welfare can be furthered by canalizing agricultural produce through general co-operative marketing societies. General co-operative marketing societies handle more than one agricultural commodity. The advantages of handling many commodities are (i)It prevents formation of several agencies within area. (ii)it increases the volume of business without much addition to overhead cost. (iii)It facilitates continuous operations throughout the year; and provides balance to business. Marketing co-operatives being the farmers' own organization are interested in agricultural development by maintaining a steady price level through their activities in the agricultural market. In times of falling price, marketing societies provide facility of marketing loan to their members by accepting their harvested produce for safe and scientific storage. Thus, farmers are saved from selling their produce at a throwaway price on the one hand and assured of safe storage in scientifically built godowns on the other. This service of marketing co-operatives also results in regulated supplies in the market assuring steady price level for agricultural produce.

An integrated co-operative marketing system must perform the marketing functions of assembling, grading, pooling, processing, storage, transportation, financing, insurance, selling and risk bearing. It can improve the bargaining strength of members in the process of exchange and secure remunerative prices for agricultural produce sold in the market. A better return to the primary producer is the goal to be achieved, without affecting consumers' interests adversely. This is possible only by reducing the price difference between the producer price and consumer price existing today an account of too many middlemen and too much middleman's profit. This price difference can be reduced by eliminating unwanted middlemen and their commission. The middlemen's marketing functions, of course, cannot be eliminated and these must be performed more efficiently by the marketing society, the eliminator of middlemen. Again it should be clearly understood that the reduction of difference between the producer price and consumer price shall be secured without creating any loss to the producer and wherever possible offering gain to the consumer through lower retail prices. Co-operative marketing must assure fair price to both-the producer and the consumer. In total, it benefitted to the society as a whole both economically and socially.

Thus, General co-operative marketing societies are socio-economic institutions having their own environment and are expected to adjust with changing economic and social demand of the community. These co-operatives have generally two objectives: 1. Service to the members and 2. Service to the whole community. These co-operatives are powerful instrument of economic and social change assuring economic and social justice.

OPPORTUNITIES

While general co-operative marketing societies in Kerala are faced with many problems arising out of the changing environment, there are also promising opportunities for growth of these co-operatives. Simultaneously that results in the socio-economic welfare of the farmer members. General co-operative marketing societies have ample opportunities to avail such advantages.

1. General co-operative marketing societies serve as the main organization providing the self employment opportunities even with small means, thereby improving the socio-economic conditions of the area, ensuring the upliftment of farmers and strengthening the sustainable development.
2. It aims at contributing towards the economic and social prosperity of members by joint action and mutual support.
3. By co-operating people through general co-operative marketing societies, it cease to exploit one another's need and instead join hands to solve their common economic problems for their own social and economic betterment.
4. General co-operative marketing societies have taken up multi-purpose activities and they attempt to co-ordinate diversified interests of the members.

5. General co-operative marketing societies providing opportunities to unemployed farmers to obtain sustainable work and income.
6. It can provide employment opportunities both directly and indirectly through various peoples engaged functions from the point of production to the point of marketing.

CHALLENGES

1. The operational inefficiency of general co-operative marketing society is commonly attributed to be the singular cause of its failure.
2. Failure to provide expected monetary benefits to members is another limitation.
3. Economically ineffective co-operative marketing societies cannot be socially effective. Hence, economic effectiveness is the means while social effectiveness is the end of co-operative marketing societies.
4. The human resources are also the most important input in any organization for achieving its goal. The lack of professional expertise is one of the most important factors contributing the poor performance of the co-operative.
5. In the process of maximization of social impact of farmers, co-operative marketing confronted with several bottlenecks due to their constitutional, managerial and functional weaknesses.
6. Inefficient business methods adopted by societies are the greatest weakness. The society cannot compete with other business without adopting effective business methods.
7. Social stratification and illiteracy among farmers in general and low productivity in agriculture in particular.
8. Inactive membership in co-operative marketing societies is a barrier to the realization of social benefits of co-operation.

SUGGESTIONS TO OVERCOME THE ABOVE SITUATIONS

1. The structural soundness will ensure balanced economic growth of co-operative marketing societies. The federal organizations should function strictly in accordance with Agency Theory.
2. Constitutional amendments should be brought so as to preserve and practice co-operative marketing societies on the line of their principles and philosophy.
3. For the active member's participation, co-operative marketing societies should be actively involved in co-operative education, training and extension.
4. Bureaucracy appears to be one of the reasons impinging the maximization of social benefits of co-operative marketing societies, appropriate measures should be taken to segregate bureaucracy from professionalism in management.
5. They should widen the area of their operation covering a number of villages.
6. They should remove their financial weakness. Adequate financial resources assure normal growth.

CONCLUSION

General co-operative marketing society is not a mere association. It is both an association and an enterprise. The associative aspect of general co-operative marketing society is built around a value system like participation, member prosperity, self reliance and which ensures equality and mutuality. The enterprise aspects give primary importance to the economic and business functions of general co-operative marketing society. Thus a general co-operative marketing is organized with the immediate objective of satisfying the economic needs of its members, it cannot afford to ignore their social problems in the society.

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A comparative study on Corporate Social Responsibility Practices of Malayala Manorama and Mathrubhumi

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Abstract: Man is considered as a social being, so that we can't separate the society and the human being. The survival of man is always associated with nature in one way or another. But the earth, soil, sunlight and forest are not just made only for human being but it's for all birds, animals and for other creatures too. The so called industrialisation and commercialisation has done a great damage to our nature. Such exploitations in the name of development has increased the intensity of the harm manifold. So the social responsibility subject got a great relevance on this backdrop. The government of India came with a revision on Social responsibility act in 2013 and which came into action in 2014 April onwards. The ministry of corporate affairs has given some regulation in connection with the new act as, if a company's net profit crosses 5 crores or more, if net worth is 500 crores or more or if the annual turnover is 1000 crores or more that company needs to spend 2% on an average of three consecutive years profit for the benefit of society. In Kerala the largest circulated dailies like Malayala Manorama and Mathrubhumi (ABC 2016) are doing some social initiatives for more than a decade's time. Here an explorative study is decided to conduct to compare the social initiatives undertaken by both Malayala Manorama and Mathrubhumi in Kerala over the years.

Keywords: Corporate Social Responsibility, Malayala Manorama, Mathrubhumi.

Nalla Paadam (Good Lesson)

Malayala Manorama daily newspaper started its social initiatives for the school children in the year of 2011 through its project named as Nalla Paadam (Good Lesson), it focuses on the student community across Kerala with an aim to inculcate the empathy feeling towards the nature and to the human beings. Through these social undertakings students are empowered to address the social concern of their nearby areas. In the previous year Nalla Paadam students of Manorama had built up more than 100 homes for their peer groups and other needy people in the society, they

undertook around 15 crores worth social projects in Kerala through these students' movements. Nallapadam programme has put forward different social activities like Sukritha Keralam, EnteMalayalam ,Vazhikannu, Nagal undu kude, Nervazhi, SAVE ,Surya kanthi, Organic farming practices etc. The slogan of the Nallapdam campaign is Kerala created by children. More than 6000 schools were participated in this corporate social responsibility Initiative (Nallapadam Hand Book 2016) and 30 lacs worth prizes were distributed for this student's effort. It is associated with Indian academy for paediatrics, Department of social forestry etc

NallaPaadam focus on an overall child development by involving in different learning platforms like awareness on environmental degradation , initiate some steps to arrest this and to protect our environment , intervene in social issues , Planting saplings ,harvesting of rain water ,plastic reduction ,caring of cancer patients ,treatment aid ,free food ,construction of homes for homeless, generate fund through organising food festival at school or by selling own produced organic vegetables to support their friends. The Nallapadam programme provide an opportunity for the students to become journalist and they can report latest news developments and other events over the MalayalaManorama daily.

SEED (Student Empowerment for Environmental Development)

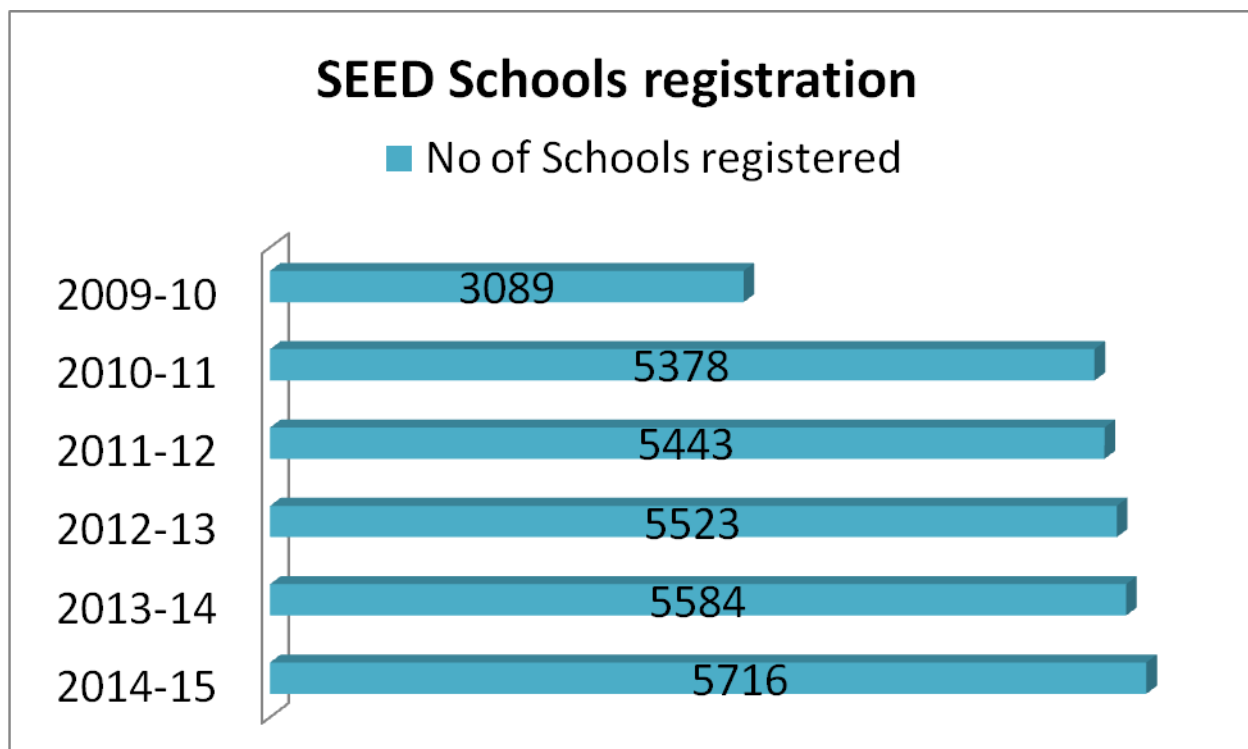
SEED got a tagline that Social Welfare through Children.The social responsibility campaign of Mathrubhumi runs in association Federal Bank, Kerala. It got tie with more than 6000 schools across the states, Coconut Development board (CDB), National Centre for Biological Science (NCBS), Vegetable and Fruit Promotion Council Kerala (VFPCK) etc. SEED and empower students on Water conservation, Agriculture activities, Bio diversity conservation, Energy conservation, Pollution control, and other innovate social programs. SEED programme has constituted different award for the outstanding schools, co-ordinating teachers and students on aforesaid area.

Student Empowerment for Environmental Development was launched in the year of 2009 and now around 21 lacs students are part of this corporate social responsibility initiatives.

The students community across Kerala enriched their knowledge on different environmental issues like de-forestation, global warming , pollution of air and water, hazardous plastic waste, etc., apart from this awareness status it helps them to practise a go green concept.The basic idea of the project is the betterment of the society through children.

SEED project having three major portions. A colour code is generally us to represent the social activities. Agriculture and related activities are represented by using the green colour-the colour of life, water conservation is by blue, white,Clean Earth; Save health is for , sanitation and other related activities. SEED secured many awards and recognition as, WAN-IFRA – Young Reader Prize 2014 for 'Free The Tree Campaign' ,Corporate Social Crusader of the Year – Gold Award 2014 by IAA.IAA Olive Crown Awards 2013.Silver Award Category: 'Documentary & Short Film', IAA Olive Crown Awards 2012 ,Special Green Initiative Award, Gold Award in Events category, Silver Award in Green Brand of the year category, WAN- IFRA Young Reader Prize 2011- Special Jury Award, AFAQS bronze award in the year 2010,Vanamithra award instituted by the Kerala Forest Department.

SEED Schools registration



(Source: SEED Hand book 2016)

Social Responsibility Practices of Malayala Manorama and Mathrubhumi

While making a comparison study between the social initiatives of two major dailies in light of the provisions prescribed by the 135 section ,schedule vii of the revised Corporate Social Responsibility Act 2013, we can find a lot of similarities in both of their socio environmental interventions in the social sector of Kerala. To analyse this four major factors are being considered here as Environment, Education, Community Development and Health care

Sl. No.	Activities	MalayalaManorama	Mathrubhumi
1	Preservation of Natural Resources	Save as a volunteer for Energy (SAVE) Surya Kanthi Velicham	Oorjam Oyarcha
2	Conservation of Water	Palathulli (Many a Drop)	JalamJeevitham
3	Plantation / Soil conservation	Boomikkoru Kuda, Sneha Maram	EnteThengu, Free Tree Campaign, NaattuMaanjottil,
4	Protection of Flora & Fauna	Cultivation of herbal medicines	HarithamOushatham, Cradle for Turtle

5	Preserve Ecological Balance	Jalashree Club	Season Watch, JeevanteKalavara
6	Arrange Promotions for Environment Protection (Awareness programs, Students Rally , Seminars)	Nallapadam	SEED Nanma

CSR undertakings in Environmental Care:

Both MalayalaManorama and Mathrubhumi dailies has been giving adequate attention to protect our environment. Preservation of Natural Resources, Conservation of Water, Plantation / Soil conservation, Protection of Flora & Fauna, Preserve Ecological Balance, Arrange Promotions for Environment Protection (Conduct Awareness programs, Students Rally , Seminars) are basically undertaking in this area.

According to Energy Management Centre 217 Million Units of electricity were saved through 'SAVE' Programme : EMC in association with Manorama organized this programme to educate the students and general public on the need of Energy Preservation.

As a part of season watch programme of Mathrubhumi, students group have collected information about changes in selected 25 species of trees in their area. It was done with the support of National Centre for Biological Sciences, Bangalore & Wipro. Through these students learned to observe the trees to find it's leafing, flowering and fruiting pattern. In cradle for turtle campaign the students with the support of public who lives in the sea shore collected 2981 turtle eggs and kept them safe from various threats and the hatched 1357 turtles were returned to the sea

CSR undertakings in Education:

Sl. No.	Initiatives	MalayalaManorama	Mathrubhumi
1	Encouraging Education	Vidhyarambham	Vidhyarambham
2	Skill Development Training	Vazhikannu	Kazhcha
3	Promotion of Special Schools/Education	Ardrakeralam	Nanma Quiz
4	Road Safety Awareness	Vazhikannu (Traffic Club)	Kazhcha
5	Promote Art , Culture, Language, Libraries & Reading	Ente Malayalam	Leadership Munnadatham
6	Training on Sustainable Farming Practices	Haritham	JaivamHaritham
7	Student Reporter	Children as journalist	SEED Reporter
8	Student Police	Student Police Club	SEED Police

MalayalaManorama and Mathrubhumi are equally contributing in the area of Education. And the activities are varying from childhood Vidharambam to Skill Development Training, Promotion of Special Schools, Road Safety Awareness, initiatives on Promote Art, Culture, Language, Libraries & Reading, Training on Sustainable Farming Practices, Student Reporter, Student Police., Life-skill training Programmes , Provide training for parents and students community on issues of children.

CSR undertakings in Health Care :

Sl. No.	Programmes	Malayala Manoram	Mathrubhumi
1	Medical Camps/Medical Aid	Snehathalam	Sandhonam
2	Free Heart Surgery	Hridayapoorvam	
3	Promote Organs Donation	AyusumKadannu	
4	Support to Differently Abled Persons	Nanjagalundukoode Pratheeksha ArdraKeralam	Oppamullavarodoppom
5	Palliative Care	Can Care, Snehathalam	
6	Sanitation Drives / Waste Management	Sukritha Keralam Plastic To Money	SuchithaSundaram Love Plastic Kavacham

Beyond the Nallapadam students campaign for its readers and general public Malayala Manorama under take free heart surgery (8th edition) for the needy parsons in association with Madras Medical Mission Hospital.To Promote Organs Donation Manorama doing a campaign as Ayussumkadannu. Palliative Care areaManorama got Snehathalam and Can care are run by jointly with another vertical Manorama news channel.

CSR undertakings in Community Involvement:

Sl. No.	Activities	MalayalaManorama	Mathrubhumi
1	Interaction with Public for Social upliftment	Aashayakoottayima	Protction of Kavu
2	Free Food Supply	Ardram	Kazhcha
3	Interventions in Rural Development	Ezhuthu Petti	Paitrikam
4	Disaster Relief Support	RekshaSuraksha Snhaputhappu	Drinking Water supply
5	Adoption of Village / Home for homeless	Thanal	Nanma Initiatives
6	Support Children, Women, Orphans, Elderly	Ardram Ammaariyan	Kazhcha Kuttikoottu
7	Campaigns on Anti drugs/ Alcohol / Cyber crime	Nervazhi Subodham	Pinmadakkam Kuttikoottu

Interventions in Rural Development , Disaster Relief Support , Adoption of Village / Home for homeless, Support Children, Women, Orphans, Elderly, Campaigns onAnti-drugs/ Alcohol / Cyber-crime are some general social initiatives of MalayalaManorama and Mathrubhumi

Conclusion

Malayala Manorama and Mathrubhumi are under taking a lot of community out reach activities in the social sector of Kerala. Both these dailies are giving adequate importance to Corporate Social Responsibility programmes among school children's. In each year the newspapers are bringing out a hand book with some previous year's successful social responsibility model that they have implemented well ,such models are the driving force to new schools. Manorama daily is offers all the freedom to under take any social initiatives on their own interest. In health sector Manorama doing a step ahead than Mathrubhumi daily.

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The Tacit Dimension Of Intrapreneurship

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Abstract: Global economy demands more entrepreneurs and intrapreneurs today than before. Rapidly changing technologies, ever ending customer demands, tight competitions etc. invites innovative approach to sustain in the global market. Intrapreneurs are key players in an organization. They strive to transform their organization, competitive and sustainable. Intrapreneurship is a practice of entrepreneurship in an established firm. It is a management approach that enables organizations to improve their productivity and thereby increase the profitability. TACIT dimension refers to unique knowledge possessed by an employee as his/her know-how, which drives innovation and doing things differently to achieve organization goals. Since the approach is guided by TACIT, it is therefore unique and not easy to imitate. It supplements to intrapreneur's common traits. This review paper examines the TACIT dimension in an intrapreneurial environment, and how it influences employees' creativity, innovation and the capability of taking risks as an Intrapreneur.

Keywords: Entrepreneur, Intrapreneur, Intrapreneurship, Entrepreneurship, TACIT

I. Introduction

Globalization enables ample business opportunities across the globe. Sustain and compete is challenging in a globalized environment. Companies have to be innovate and adapt changes to compete market demands. Entrepreneurial environment within the organization is an essential characteristics required today to coup-up with the global demands and sustain in the business. It facilitate employees to be innovative, capable enough to take risk, adapt market changes, maintain high level of confidence etc. Such environment revolutionaries the organization through intrapreneurship.

Intrapreneurship is the initiation and implementation of innovative systems and practices within an organization.¹ It improves the economic and financial performance of the company by adapting innovative approach. The goal of Intrapreneurship is to create the entrepreneurial mindset and infrastructure needed to support growth.² Intrapreneurship creates an environment in which employees (intrapreneurs) take problems as their opportunities and improve the company from the inside out. Intrapreneurs are therefore indispensable investments for the organization to grow. They possess common character traits.

Innovation is the key element in providing aggressive top line growth. Innovation alone is not enough. Organizations need to set the context for innovation. That is, they ensure the right people, the right processes and the right environment. Innovation and intrapreneurship are entwined, they are tied together. So, both to be successful.³

Doing things differently to achieve an innovative outcome is a result of their tacit dimension. The following session examines how tacit dimension influence the effective intrapreneurship in an organization.

II. Entrepreneurship and Intrapreneurship

Entrepreneurship and intrapreneurship are an excellent tool for tackle economic pitfalls. They are instruments of innovation that help in creating new competencies and accessing new markets.¹ Entrepreneurship and intrapreneurship are two sides of the same coin, they possess common traits like innovative mind, adaptable to change, courage to take risk etc.

But the main difference is intrapreneur acts within an existing organization whereas entrepreneur scope is external to the organization.

Intrapreneurship is the process of keeping entrepreneurial spirit within the organization. It facilitates healthy organizational environment that prevent stagnating, adaptive to changes, promote organizational climate for creative learning etc.⁴

Refer Table-1 for the similarities and difference between entrepreneurship and intrapreneurship.

Table-1: Similarities and difference between entrepreneurship and intrapreneurship ¹

Similarities	Differences
<ul style="list-style-type: none"> • Both involve opportunity recognition and definition. • Both require a unique business concept that takes the form of a product, process, or service • Both are driven by an individual champion who works with a team to bring the concept to fruition. • Both require that the entrepreneur be able to balance vision with managerial skill, passion with pragmatism, and proactiveness with patience. • Both involve concepts that are most vulnerable in the formative stage, and that require adaptation over time. • Both entail a window of opportunity within which the concept can be successfully capitalized upon. • Both are predicated on value creation and accountability to a customer. • Both entail risk and require risk management strategies. • Both require the entrepreneur to develop creative strategies for leveraging resources. • Both involve significant ambiguity. • Both require harvesting strategies. 	<ul style="list-style-type: none"> • In start-up entrepreneurship, the entrepreneur takes the risk in intrapreneurship and the company takes the risk other than career-related risk. • In start-up the individual entrepreneur owns the concept and business in intrapreneurship; the company typically owns the concept and intellectual rights with the individual entrepreneur having little or no equity in the venture at all. • In a start-up potential rewards for the individual entrepreneur are theoretically unlimited where in intrapreneurship an organizational structure is in place to limit rewards/compensation to the entrepreneur/employee. • In a start-up venture, one strategic gaffe could mean instant failure; in intrapreneurship the organization has more flexibility for management errors. • In a start-up the entrepreneur is subject or more susceptible to outside influences; in intrapreneurship the organization is more insulated from outside forces or influence.

Source: Morris&Kuratko, 2000

III. Why Intrapreneurship?

Intrapreneurship refers to initiatives by employees in organizations to undertake new business activities.⁵ It eventually ensures organizational success, progress, competitive edge and market sustainability. It is a corporate entrepreneurship. Following sections explains reasons why intrapreneurship is preferred.

a) Sustainability and Growth

Sustainability in market means a proportional growth with competitive edge in business. In this context Intrapreneurship is to create the entrepreneurial mindset and infrastructure needed to support growth.⁶ In the globalized economy sustain and compete require unique culture within the organization. Such healthy organizational environments promotes intrapreneurship.

b) Promote Innovation

In an intrapreneurial environment every core employees think and act like an intrapreneur. As a result, they contribute innovative results consistently that match with changing market needs. It has to be noted that failure rates for innovation are high, it is ranging from 50% to 90%.⁶ So, for an intrapreneurial culture, senior management support is essential.

c) Adapting to changes

Changes are inevitable in any businesses, adapting to change is the most required prerequisite for sustainability. Change in business environment, change in customer needs, change in technology etc. triggers new business ventures as well. However if any organizations are not keen to adapt changes, they no long sustain in their business space. Intrapreneurship enables organizations to effectively accelerate and manage change.⁶

Challenges for effective intrapreneurship

Literature review revealed that only 4% of leaders are intrapreneurial. This is because Intrapreneurship requires a new set of competencies and behaviors. Intrapreneurial leaders think and act differently, they have different motivations and aspirations, and they prefer working in different work environments. It is this differentiation that makes them the perfect candidate to lead new growth initiatives.⁶

Precisely the following things has to be ensured for an effective intrapreneurship,⁴

- a) Effective goals for intrapreneurial processes
- b) A system of information exchange between managers and intrapreneurs
- c) An emphasis on individual responsibility and accountability
- d) Reward for creative effort

IV. The TACIT dimension

Tacit knowledge the most difficult form of knowledge. It is intangible and difficult to identify and capture. It is gained through experience and expertise over time in association with day-to-day activities of an individual and resides inside his head.⁹

Tacit dimension, which is highly personal and hard to formalize, makes it difficult to communicate or share with others.⁸ Such 'Know how' knowledge (Tacit knowledge) is an important driver in the innovation process. Therefore, in an intrapreneurial environment tacit dimension has prominent role on innovation management. Refer figure-1 which shows that Innovation success is positively correlated with innovation and tacit knowledge management.

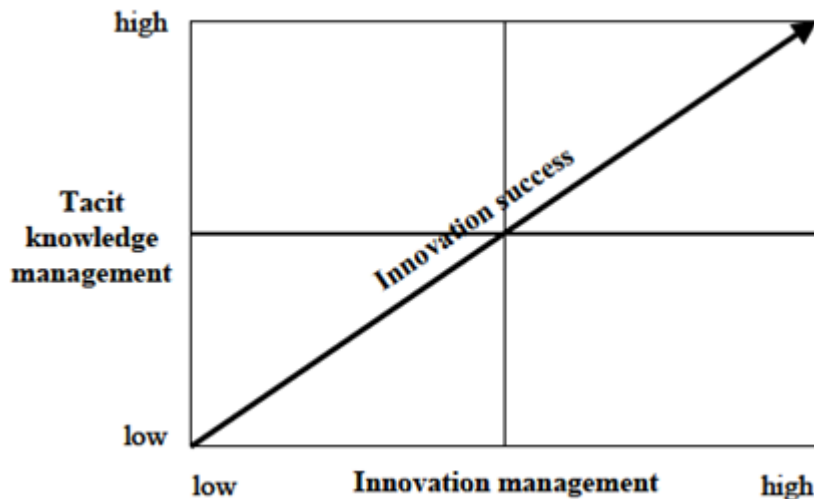


Figure-1: The role of Tacit knowledge on Innovation management ³

Evolution of tacit knowledge, vitalization of tacit knowledge and transfer of tacit knowledge are the most relevant in the innovation process. ³ Team interaction and close collaboration among stakeholders are prerequisite for an effective knowledge management, precisely for tacit knowledge diffusion. The way of eliciting this intellectual asset from an expert's head is an art rather than a specific well planned process. It is not only improves efficiency and productivity, but also improves innovation.⁷ Obviously for an effective innovation management requires right blend of explicit knowledge and tacit knowledge. However tacit knowledge act as a differentiator for innovative thinking and produce innovative results. Therefore tacit dimension has been a key characteristic in intrapreneurship.

V. Conclusion

Intrapreneurship is a required characteristics for an organization to sustain and compete in the current global market. It enables employees to act as an intrapreneur, as a result they become innovative, capable enough to take risk and courage to adapt changes. Intrapreneurship is the process of keeping entrepreneurial spirit within the organization. Innovation and intrapreneurship are entwined, they are tied together. Tacit dimension has a prominent role on innovation management. Therefore for an effective intrapreneurship, organization shall plan an effective knowledge management practices and ensure tacit knowledge diffusion.

“The only irreplaceable capital an organization possesses is the knowledge and ability of its people. The productivity of that capital depends on how effectively people share their competence with those who can use it.” - Andrew Carnegie, Scottish industrialist.

It is nothing but the Tacit dimension of Intrapreneurship.

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Career Self Management Behaviours & Career Satisfaction: A Study Among IT Professionals In Kerala

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Abstract:Due to extensive changes in the nature of careers, the role of individual in managing their career has increased and Career Self management became a prerequisite for career success. This article envisages finding out the major career self management behaviors adopted by the IT professionals in Kerala and addresses its impact on their career satisfaction. A survey was conducted among 150 IT professionals employed in various IT companies in Kerala. The results found that IT professionals engage in various strategic behaviors like Expertise development, extended work involvement, mobility oriented behavior, feedback seeking behavior and visibility behavior for achieving their career goals. Hierarchical multiple regression analysis indicated that visibility Behavior and expertise development strategies were the most important factors influencing career satisfaction. The article concludes by considering the implications for future research.

Key Words: Career Self Management Behaviors, IT Professionals, Career Satisfaction

I. Introduction

“Focus on career, not merely on job” became the success recipe for employees and employers. The concept of Job itself is disappearing (Bridges, 1995). In this circumstance current and relevant knowledge about the careers and management of careers is critical for employees and organizations. Ambiguous career landscape created due to changes in socio economic environment shifted the responsibility of career management from employer to employee (Hall, 1996; Kanter, 1989; Stickland, 1996). New career concepts like ‘Boundaryless career’ (Defilippi & Arthur, 1996), protean career (Mirvis & Hall, 1994) and post-corporate career (Periperl & Baruch, 1997) proclaimed the liberation of employees from the constraints of organizational settings to follow their own goals and aims (Sturges, Guest, & Mackenzie Davey, 2000). Thus organizational career management paved way to Career Self management (King, 2004; Kossek, Roberts, Fisher, & Demarr, 1998; Stickland, 1996) But this changing career scenario created a lot of challenges for organizations as well as employees.

A plethora of research studies done US and UK reiterated that in the turbulent organizational environment, engaging in career self management is crucial skill for attaining the desired career outcomes (De Vos & Soens, 2008; King, 2001, 2004; Quigley & Jr, 2006; Schein, 1996; Seibert, Kraimer, & Crant, 2001). Additionally some authors significantly pointed out that career self management behavior is highly relevant for knowledge workers who had a fair degree of autonomy and chance of managing their career (Joice & Zacharias, 2015; Quigley & Jr, 2006). On the other hand, very few studies critically evaluated the need for career self management and its consequences particularly in developing countries. (Alhaddad, 2014; Lee, 2001; Mihail, 2008). In addition till today, no studies have examined the application of Career self management behaviors in Indian Context which is having a different environmental aspect. Considering all these facts, this research article attempts to explore the career self management behaviors practiced by IT professionals in Kerala and empirically examines its relationship with career satisfaction

II. Theoretical background and hypothesis

a. Career management and career self management

A key component in the knowledge economy is the development of people’s careers (Baruch & Peiperl, 2000). Managing the career’s of employees is actually a huge challenge for employers

in the changing career context (Sturges, Conway, Guest, & Liefoghe, 2005). Career management is a dynamic process by which individuals gather information about values, interests, and skill strengths and weaknesses (career exploration), identify a career goal, and engage in career strategies that increase the possibility that career goals will be achieved (Patrick & Kumar, 2011). The change in career scenario emphasizes the role of the individual as primary actor in managing his or her own career (De Vos & Soens, 2008; King, 2001; Mirvis & Hall, 1994; Raabe, Frese, & Beehr, 2007). Thus joint responsibility of career management shifted to individual one; as a result career self-management became a prerequisite for career success (King, 2004). Career self-management refers to the proactivity employees show with respect to managing their careers (King, 2004; Kossek et al., 1998; Orpen, 1994). It includes employee's efforts to define and realize their personal career objectives, which may or may not match with the organization's objectives (De Vos & Soens, 2008). Career Self management practices let individuals to make a realistic self assessment of talents and capabilities in comparison with organizational opportunities as well as concrete actions (e.g., networking, self nomination, creating opportunities) undertaken to realize these ambitions (Noe, 1996; Sturges, 2008). In short career self management has been conceptualized as a three stage process through which individuals collect information about values, interests and skill strengths and weaknesses (career exploration); Identify a career goal; and engage in strategies that increase the probability that career goals will be achieved (Noe, 1996).

This research paper mainly focus on career self management strategies employed by individuals in managing their career. Previous literature had identified several career self management behaviors like networking behavior, concerned with getting to know influential people (Forret & Dougherty, 2004); Visibility Behavior, that is, drawing attention to work achievements (Sturges, Guest, Conway, & Mackenzie Davey, 2002); positioning behavior, for example, pursuing valuable job opportunities (King, 2003); Influencing behavior, intended to influence the decisions of superiors at work (king, 2003); validating behavior, related to establishing a professional identity (Sturges, 2008; Sturges, Conway, & Liefoghe, 2010); mobility oriented behavior, that is making plans to leave the organization (Chiaburu, Baker, & Pitariu, 2006; Sturges, 2008; Sturges et al., 2002) and behavior relating to building human capital, for example, through training and education (King, 2004). Work and non work boundary management behavior is an important CSM strategy by placing the work/non-work boundary in a way that favors the pursuit of work and career interests, by permitting the boundary to be permeable enough for work activities to be conducted in non-work time or space, and by making the boundary flexible to prioritize the work issue at the expense of the home issue (Sturges, 2008). Expertise development involves the individual's motivation to develop skills and experience to expand career opportunities (Gould & Penley, 1984; Mihail, 2008; Wickramasinghe & Jayaweera, 2011) While Developmental feedback seeking is the degree to which one seeks feedback on performance and career development requirement (Kossek et al., 1998) and through career plan implementation behaviors individuals monitor their environments, collecting information to help in planning a course of action and, as a consequence of goals and information, they develop plans (Raabe et al., 2007).

In this core career self management behaviors except mobility oriented behavior, all other career self management behaviors are beneficial for the organizations, since because they are aimed at furthering the career inside organization. (Sturges et al., 2000, 2002, 2005, 2010). Whereas mobility oriented behaviors are aimed at furthering the career outside the organization which will result in adverse organizational outcomes such as turnover, decrease in organizational commitment etc. (Sturges et al., 2002).

b. Career Self management behaviors and career satisfaction

Previous research has shown that career self management behaviours and career satisfaction had a significant relationship ((Barnett & Bradley, 2007; Forret & Dougherty, 2004; King, 2004; Murrell, Frieze, & Olson, 1996; Nabi, 2000). Studies conducted by Yean & Yahya(2011) among Malaysian manufacturing sector employees proved that career self management strategies does not guarantee career satisfaction. They noticed that improving image with supervisors was the most important dimension in explaining career satisfaction. Certain career self management behaviours like network development, feedback seeking behaviour and influencing strategies will improve relationship with gatekeepers in the organization who are able to positively influence organizational decisions(King, 2001, 2004). Additionally career self management behaviours like expertise development behaviours and visibility behaviour and extended work involvement will improve the self image and self confidence of the employee which may further lead to career satisfaction. Besides, the social capital theory also suggested that extensive relationship between individual and powerful social groups such as organisation's top management, professional bodies and trade associations can be used for multiple purposes such as direct access to information, position and power (Bozionelos 2003), which in turn will promote individual's satisfaction towards their career performance.

III. Methodology

In order to investigate individual career strategies adopted by IT professionals in Kerala, a sample of 150 respondents were conveniently chosen from various IT companies in Info-park and Techno Park in Kerala. A structured questionnaire was distributed to understand the career self management behaviors adopted by IT professionals in Kerala and its effect on career satisfaction. Of the Sample, 56.7% of the respondents were female and the rest 56.7% were female .The Majority (87.6%) of the respondents belong to an early career stage ,the stage in which employees takes most of the career development initiatives including career self management behaviors(Appelbaum, Ayre, & Shapiro, 2002; Sturges et al., 2000) . Regarding the Educational qualification of the sample, almost 47.3% of them were Technical graduate employees and 52.6% includes Non-technical graduate and post graduate employees.

IV. Measures

All scales used in this study were adopted from previous studies and were modified to measure the study's variables. All the Study variable Scales were measured on a five point Likert scale ranging from strongly agree (5) to strongly disagree (1).

The career Self management behaviours were measured using a 25 Item questionnaire which was developed with reference to existing measures of career strategy (Gould & Penley, 1984) and Career Self management(Noe, 1996; Sturges, Guest, Conway, & Mackenzie Davey, 2002) . Principle component factor analysis with vari-max rotation was conducted to identify major career self management behaviors among IT professionals of Kerala. Five factors were extracted with an Eigen value of 1.0 or greater, and the cumulative contribution was 56 percent.KMO value obtained was .780. Thus the EFA yielded the following 5 sub factors labelled as

1. Expertise Development- developing skills and competencies to expand career opportunities
2. Feedback seeking behaviour:-seeking feedback on performance and career development needs
3. Visibility Behaviour:- intended to draw attention to an individual's achievements
4. Mobility Oriented Behaviour:-getting into a position to leave the organization if it would benefit the individual's career
5. Extended work involvement:- extra work done beyond normal working hours, taking work home etc

Based up on the results obtained from factor analysis following hypothesis were made

- H1: expertise development behaviour is positively related to career satisfaction**
H2: Feedback seeking behaviour is positively associated with career satisfaction
H3: visibility behaviour is positively associated with career satisfaction
H4: mobility oriented behaviour is positively associated with career satisfaction
H5: extended work involvement is positively related to career satisfaction

Meanwhile, questions regarding career satisfaction were measured using five -item career satisfaction scale developed by Greenhaus, et.al (1990). Questions relating to demographic variables of gender, age, educational qualification, job tenure and Income were included in the questionnaire that the respondents completed.

V. Analysis

After the reliability analyses, scales were calculated and means, standard deviations and inter correlations between the variables were computed. In order to test the study hypothesis Hierarchical Multiple Regression was used. Demographic variables like Gender, age, Job tenure and Income were controlled and entered into the regression equation in the first step and the career self management strategies were entered in the second step

VI. Results

Means, standard deviation, internal reliability of the variables are shown in table I.

Table 1: Means, standard deviations, internal reliability

	Mean	Std. Deviation	Cronbach Alpha
Career Satisfaction	3.5393	.73463	.868
Expertise Development	3.8057	.63181	.790
Feedback Seeking	4.1083	.55368	.751
Visibility Behaviour	3.9007	.52978	.686
Mobility-Oriented Behaviour	3.7070	.68974	.752
Extended Work Involvement	3.5156	.69898	.683

The mean values Shown in the Table 1 indicate that feedback seeking Behavior is mostly practiced by IT professionals of Kerala (4.10) for managing their career followed by visibility behavior (3.9) and expertise development behavior (3.8). It is interesting to note that extended work involvement strategies (3.51) and mobility oriented strategies (3.7) were used by the IT professionals to a small extend as a career strategy compared with others. It was found that all the constructs in the study have the sufficient reliability.

Table II: Multiple Regression analysis results of career self management behaviors and career satisfaction

Predictors	Model 1 Std β	Model 2 Std β
Step 1: control variables		
Gender	.014	.063
Marital status	.129	.173
Age	.052	.025
Job Tenure	.158	.197
Educational Qualification	.080	.138

Income	.136	.136
Step 2: CSM BEHAVIORS		
Expertise development		.264**
Feedback seeking		-.090
Visibility Behaviour		.391**
Mobility-Oriented Behaviour		..060
Extended-Work Involvement		-.010
R ²	.031	.296
Adj.R ²	.010	.240
R ² change	.031	.266
F change	.761	10.416**

Note: *p<.05,**p<.01; Dependent variable= career Satisfaction

As shown in the, table, after controlling for demographic variables, Individuals career self management behaviors predicted an additional 26.6 % variance in career satisfaction. (R² change= .266,F change =10.416,p<0.01).Of the five career self management behaviours, visibility behaviour ($\beta=.391,p<0.01$) and Expertise development Behavior ($\beta=.264,p<0.01$) were significantly and positively related to career satisfaction. While other career self management behaviors like mobility oriented behavior (0 .060), feedback seeking behavior (-0.090) and extended work involvement behavior (-0.010) are related to career satisfaction but are not significant predictors. Thus we can say that study hypothesesH1 & H3 are accepted.

VII. Discussion

The major objective of the study was to explore major career self management behaviors of IT professionals of Kerala as well as to explicate the direct and interactive association between career self management behaviors and career satisfaction. The Study found out that Indian IT professionals having characteristics of individualism and mobility (Gonibeed, 2014) engaged in 5 types of Career self management behaviors. This is contrary to the research findings which described career self management behavior as a single entity(Stickland, 1996).

Seeking feedback and career guidance was found to be the most frequent career strategy/career self management behavior adopted by IT professionals of Kerala. In an organizational perspective, out of the 5 major strategies adopted by the IT employees except mobility oriented behavior, all others are positive strategic behaviors \ (for organization) which help the employees to further their career inside the organization (Sturges, Conway, & Liefoghe, 2008; Sturges et al., 2010, 2000) while mobility oriented behaviors are generally utilized by employees to further their career outside the organization. Regression analysis also proved that this mobility oriented behavior among IT professionals does not have a significant association with career satisfaction. Even though IT professionals in Kerala engaging in mobility oriented behavior for their career progress , the study suggest that it was not desirable for them to attain career satisfaction. So organization can work on encouraging these career self management behaviors except mobility oriented behavior, which in turn have positive organizational as well as career outcomes but further research is needed to understand the effect of these career self management behaviors on employee engagement, performance and employability.

It was found that visibility behavior and expertise development behavior were significant predictors of career satisfaction among IT professionals of Kerala. Both these strategies are Intra personal in nature and the scope of social influence is limited. This brings in an interesting observation regarding the role of personality and social influence (influences emerge from peers, superiors, networks within the organization) in the relationship between career self management

behaviors and career satisfaction. But further research is needed to confirm the empirical validity of this observation. In addition, working more on to make themselves visible to the supervisors will help them to enjoy more satisfaction regarding their career. Developing expertise through reading more work related journals, articles, attending seminars & workshops, taking extra activities will help them to earn more confidence and thereby attaining satisfaction in their career. This study reiterates that, in the new career environment, it is the responsibility of each individual to work more on their career development in order to remain employable and IT professionals try to work more to practice strategic behaviors like expertise development and visibility behavior to attain a satisfies career.

VIII. Implications

An understanding about the major career self management behaviors adopted by employees for achieving career satisfaction could therefore help organizations to identify which strategies are more likely to be promoted and which are to be demoted. Despite the fewer promotional opportunities, encouraging positive career strategies will help employers to keep people motivated and to pursue their career goals. Understanding the role of career self management behaviors in the new career context, companies in UK and USA have started giving career self management training to their employees. Considering the cultural and working environment prevailing in our country, companies can start career self management training to reap the benefits of these strategic behaviors.

Engaging in positive career self management behaviors is found to be greatly beneficial for self motivated employees to sustain in this turbulent organizational environment. Further research is needed to establish the diversities existing in terms of career strategies in different types of employees in India, as well as among different age group. Thus it is clear that vigorous research regarding career self management became a pressing need in this changing world of work (King, 2004).

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Training for implementing Goods and Services Tax (GST) in India: A Perspective

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Abstract:

GST in India has been passed and could be implemented from the second quarter of the financial year 2017-18. First, revenue department of Union and State Governments has to be trained for effective implementation of policies. It is likely that the way they were administering the indirect tax regime would change. Not only the rate, forms but also the information technology system that they were using would also change. Similarly, GST would impact businesses by way leading to changes in business processes, supply chain network, marketing and pricing and accounting. GST is likely to impact from partnership firms, individual service providers, small, medium and micro firms and large industries. Thus, millions of such professionals need to be trained.

Keywords:

Goods and Service Tax (GST), Amendment Bill, Finance, Training

I. Introduction

The Introduction of Goods and Services Tax (GST) in India will be a very significant step in the field of indirect tax reforms in India. By bringing together a large number of Central Government and State Government taxes into a single tax and allowing it to set-off of prior-stage taxes, it would mitigate the ill effects of cascading and provide the way for a common level national market for industries and Government in India. For the consumer level, the biggest gain would be in the areas of reduction in the overall tax burden on goods and services. Introduction of GST would make our products and services very competitive in the domestic and international markets. Studies show that this would instantly spur economic growth.

Any fiscal intervention will require a lot of efforts from the government to implement major changes. Fiscal intervention could be taxes – personal, corporate, wealth in case of direct taxes and excise, customs and sales tax could be some of the indirect taxes; public expenditure which could be like MNREGA Programme for welfare of people; public debt and any of the direct fiscal incentives or disincentives as may be required in the economy from time to time. Some of the interventions will require imparting skills at departmental level while others require large scale training as a part of change management. One such is the implementation of GST in India which would be require a major effort because it touches all levels from government department to different business including a large number of small, medium and micro industries. GST Implementation being one of the large change management programme that requires stronger efforts. Though government especially Ministry of Finance is planning and willing to provide resources both in terms of time and money for implementing the training programmes on GST for various levels of officers in department level, here we have given some perspectives for one to understand the extent of effort required for successful change management.

II. GST Global Perspective

Typically, GST is a unified Tax system in most of the countries. About 165 countries have already implemented GST at national level. Canada and Brazil only have dual GST. The standard rate of most of the countries ranges from 16 to 20 per cent. Table 1 below gives structure of GST / VAT across the countries.

Table.1. Comparison of different federal VAT systems across countries

Nature of VAT	Country Examples	Disadvantages
Independent VATs at Centre and States	Brazil, Russia, Argentina	Differences in base and rates weaken Administration and compliance. Inter-state transactions difficult to manage
VAT levied and administered at Centre	Australia, Germany, Austria, Switzerland, etc.	State government relieved of responsibility of raising taxes which also takes away fiscal discretion of States
Dual VAT	Canada and India today	A combination of the above two and hence limits both their disadvantages common base and common or similar rates
“Clean” dual VAT	India's GST	Facilitate administration and compliance, including for inter-state transactions, while continuing to provide some fiscal autonomy to the States

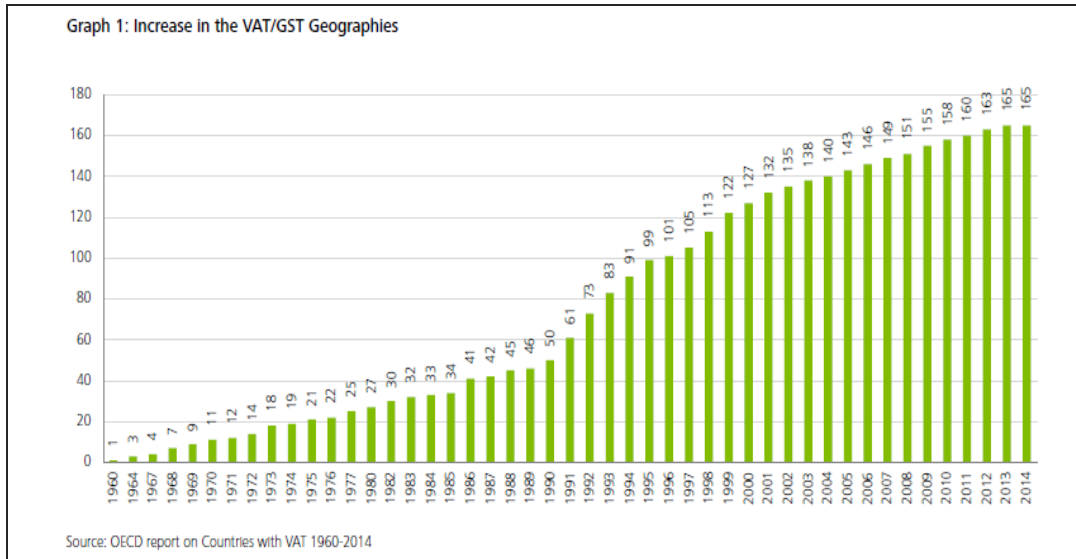
Source: World Bank (2015)

It may be also noted that different countries have implemented GST over many years. France was one of the oldest having implemented in 1954 itself. Similarly, an advanced nation like United States of America has not figured in the list. While countries like France and United Kingdom have a standard rate of 20 per cent, Malaysia has as low as 6 per cent. The table 2 GST – Global Scenario below gives year of implementation and standard rates at some of the leading countries.

Table.2. GST - Global Scenario

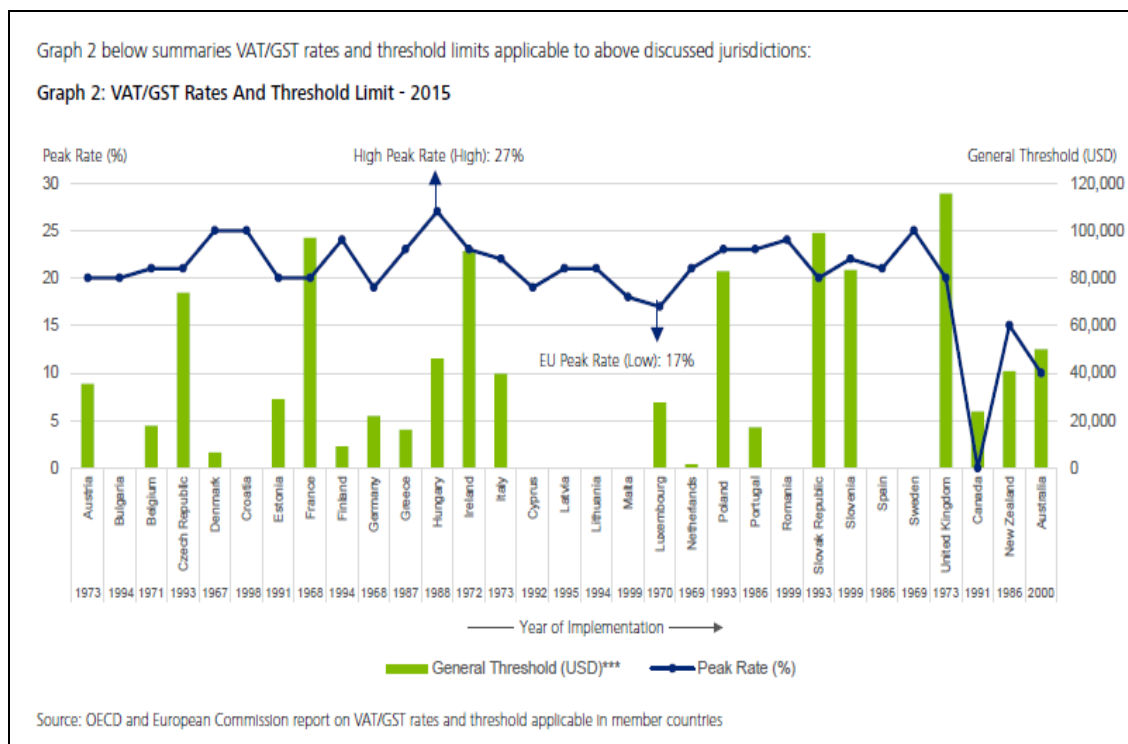
Country	Year of implementation	Standard rate
France	April, 1954	20%
United Kingdom	April, 1973	20%
South Korea	1977	10%
Japan	April, 1989	8% (to be raised to 10% in 2017)
Singapore	April, 1994	7%
Australia	July, 2000	10%
Malaysia	April, 2015	6%

The graph 1 below shows increase in GST implementation across the globe.



In this we may see a significant shift happening between 1990 and 1994. There has been a gradual increase since then. From the graph it looks like India has taken adequate time to evaluate the complexity of implementing in a vast and heterogeneous geography. This itself would give enough responsibility to ensure that implementation is successful and without any hiccups!

Another important aspect which one will have to understand while discussing on implementation of GST is: the rate and general threshold level above which it must be valid. Since these two parameters will impact the number of establishments and service providers and extent to which it impact the ultimate consumers, it may be useful to understand this better. Unless, the stakeholders who are responsible for implementation understand this in right perspective it could be difficult to carry on the government intent and facilitate smooth implementation of the fiscal change management process.



It may be observed that country like Hungary which has a peak rate of 30 percent has threshold level of US \$ 50,000 for effective level of compliance whereas countries like France and United Kingdom has 20 per cent as rate but starts at a higher compliance level. Some countries have low rates and lower compliance level as well. It may be concluded from here that the rate and compliance even among OECD countries are driven by country specific macro-economic conditions.

III. GST in India

A brief historical perspective on progress of GST in India is given below:

1. In 1994, Amaresh Bagchi Report suggested that Value added tax may be implemented in India which would be a prelude to GST. Ahim Dasgupta empowered committee appointed in 2000 implemented VAT in 2005 replacing the old tax system. This had a fairly good transition.
2. Vijay Kelkar Task Force set up in 2004 strongly recommended implementation of GST and suggested integration of indirect taxes. Based on recommendations of various committees and high level discussion, the Union Government in its budget 2006-07 announced that the GST would be implemented with effect from April 09, 2010.
3. The Union government along with State Governments finance minister or nominee started to study the impact of GST on the revenue of various states. The idea was to ensure smooth transition into GST regime. Task Force of Finance Ministers submitted their report in 2009 on structure of GST in India. Yet the Union Government could not implement as there was no consensus on rate structure. Further, there were many other political developments and priorities which pushed GST into the back burner.
4. Constitution, 115th Amendment bill was introduced on March 22nd 2011 and same was referred to Parliamentary Standing Committee on Finance for discussion. 115th Amendment Bill lapsed in 2004 and 122nd Amendment Bill to Constitution was introduced on December

19th 2014. The Lok Sabha passed the Bill on May 6th 2015 and Rajya Sabha passed the same on August 3rd 2016. The Government is targeting to implement with effect from July 1, 2017.

IV. GST Model

India would have a dual rate structure. There would be a central GST and State GST. Considering the inter-state movement of Goods and Services there would be an inter-state transfer mechanism as GST happens at place of consumption unlike sales tax which is at place of origin / manufacture.

The GST would replace the following taxes currently levied and collected by the central Government including Central Excise duty, Duties of Excise (Medicinal and Toilet Preparations), Additional Duties of Excise (Goods of Special Importance), Additional Duties of Excise (Textiles and Textile Products), Additional Duties of Customs (commonly known as CVD), Special Additional Duty of Customs (SAD), Service Tax, Central Surcharges and Cesses so far as they relate to supply of goods and services.

The State taxes that would be subsumed under the GST include State VAT, Central Sales Tax, Luxury Tax, Entry Tax (all forms), Entertainment and Amusement Tax (except when levied by the local, bodies), Taxes on advertisements, Purchase Tax, Taxes on lotteries, betting and gambling, State Surcharges and Cesses.

The 13th Finance commission task force suggested Central GST at 5% and State at 12% and combined 12%. Subpanel empowered committee recommended Central at 12.77%; State 13.91% and combined at 26.68%, Select committee of Rajya Sabha suggested that it must capped at 20%. The final details of rate structure are still expected as a working committee again with State Government Finance Ministers is finalizing the same. In principle, the rate structure is clear where there would be Central GST; State GST and an inter-state GST for sharing of revenue from inter-state transaction so that the producing and consuming states are able to fairly split up. These are required as manufacturing resource base were set up on resource and skill availability and also on various fiscal support provided by the State governments. Table 3 provides a brief nature of GST that would be implemented in India.

Table.3. Nature of GST in India

Dual GST		
Transactions within the State		Interstate Transactions
SGST	CGST	IGST
Levied by State	Levied by Centre	Levied by Centre
Implemented through Multiple States	Implemented through Single Statue	Implemented through Single Statue
Paid to the account of State Govt.	Paid to the account of Central Govt.	Paid to the account of Central Govt.
		IGST = CGST+SGST
		Addl. Levy @ 1% on goods for a period of 2 years

Source: [https://www.icsi.edu/portals/70/GST%20-ICSI%20\(28%2002.pdf](https://www.icsi.edu/portals/70/GST%20-ICSI%20(28%2002.pdf)

Key features of the 122nd Amendment Bill introduced in LS on 2014 include: Concurrent jurisdiction for levy of GST by the Centre and the States – proposed Article 246A; authority for Centre to levy & collect of IGST on supplies in the course of inter-state trade or commerce including imports – proposed Article 269A; authority for Centre to levy non vatable Additional Tax – to be retained by originating State and GST defined as any tax on supply of goods or services or both other than on alcohol for human consumption – proposed Article 366 (12A).

V. Need for Training

The tax revenue department has huge responsibility of making smooth transition while implementing GST. The revenue department will have train a large number of its officers and field staff for enabling the same. The National Academy of Customs, Excise and Narcotics (NACEN) has been tasked with the mammoth task of training officials of both the Centre and states. According to one report, the target is to train 60,000 officers. This is from administration side.

There is another angle to GST which is towards the parties on whom incidence and impact are there. We have to mainly understand the requirement of business. The impact of GST on business would be as shown below:

1. Business processes could change as the collection would be at the point of consumption and not at manufacture or service point. Most of the times, service point and service are normally same. However, there could be issues wherever virtual service is involved and service is delivered through third parties like in case computer hardware and software and so on. This would require process definition and training all stakeholders accordingly.
2. Accounting related changes would happen and hence software as well as accountants need to be trained for implementing such changes seamlessly so that there are minimal errors.
3. As mentioned above, changes in IT systems would be required. This would involve many of the applications at the firm level and at the department level and interface of both. The operating resources need to be abreast about the requirement and ensure synchronized financial flow is established.
4. Marketing department must also understand the requirement it needs to update in finalizing the price structure and sell appropriately the products and services at different regions.
5. Supply chain network structure would significantly change in the post GST era as there may not be any requirement for creating transfer points for optimal sales tax structure. There can be fewer hubs and flow of goods need to be handled differently than what is being done currently. Consolidation would require setting up of large distribution centres and multi user facilities. These require better evaluation and understanding of supply chain decisions. Hence this domain requires phenomenal training efforts.
6. Cash flow management may also change with the shift in incidence an accounts must familiarize and they need to be trained towards the same.
7. Fiscal administration would change and hence firms and business service providers need to register for GST and accordingly follow a new set of fillings.

Thus, there is going to be a need for training at multiple levels, which is from operators to decision makers in different domains. Since everyone from individual service providers, small, medium and micro firms and large firms have to adopt GST from most likely the second quarter of the financial year 2017-18. This shows need for training millions of professionals. Unless different stakeholders rise up to the need for delivering the same, the transition could be difficult.

VI. Conclusion

The introducing of GST is paving way toward making India as a financial super power. The implementation of GST will play an important role in the growth of India Economy. GST will enable a more rational tax system that would lead to lesser disruptions to the market economy and more efficient system of distribution of resources. The implementation of a comprehensive

GST will pave way to efficient allocation of factors of production and will lead to gain in GDP, exports and the overall growth of the economy. GST will also generate greater employment as it helps to improve labor intensive sectors. GST Training plays a crucial role in the implementation of GST. There is a huge stakeholder involvement in both central and state level, who will be crucial in the implementation. Hence Training the all department level people in both center and state government, Finance and accounts officers of all large, small and micro enterprises will play a crucial role on the successful implementation of GST in India, which will grow the economy.

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Employee Performance, The Complementary Effect Of Employer Strategy

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Abstract: Any business enterprise is a joint forum of two interested parties along with some other stake holders. While the employer, as the first party has the responsibility to provide hygienic and decent working conditions and infrastructure facilities to do the work safely, the employee as the second party is entrusted with the responsibility of doing the work assigned, as better as possible to meet the targets of the organization. It is also the obligation of the employer to motivate and compensate the employees equitably, with respect to their input and as per the prevailing statutes of the land, in a fair manner. The obligation of the employee, who receives this compensation, is to co-operate with the employer, to accomplish the organizational goals as per the plan in an efficient way. Wherever both the parties accept their roles with respect to their obligations and move accordingly the organization functions competitively better. In such a situation both of the parties become the beneficiaries of the business activity. In a practical situation, the effectiveness of the role of the employees show a complementary effect of the quality of the role played by the employer, with respect to providing or fulfilling the above responsibilities. The role of the employer starts from formulating the most fitted Business and HR strategies by the in depth analysis of all possible in house and environmental aspects of business, for the efficient and effective achievement of the corporate goals. To accomplish the targets of the organization, the HR strategies, typically made for each organization, should be capable to motivate and satisfy the employees in the optimum level. The level of employee satisfaction and happiness determines the success of managerial function within the business frame work. This paper highlights the complementary relationship of the strategic role of the employer within a business organization on one side with the performance of the employees on the other side.

Key words: Business Strategy, HRM Strategy, Reward strategy, Performance and Business success.

1. INTRODUCTION

A business enterprise is a joint forum of two interested parties along with some other stake holders. The employer and the employee as the interested parties, have their own interests, responsibilities and obligations in the conduct of business. Employer has to get reasonable profit for the money he has invested. Employee's interest is to get fair wages or rewards for the skill or energy they had spent for the work on behalf of the employer. In the modern concept both are equal partners of the business. While the Employer has the responsibility to provide hygienic and decent working conditions and infrastructure facilities to do the work safely, the employees are entrusted with the responsibility of doing the work assigned as better as possible. It is the obligation of the employer to motivate and compensate the employees equitably, with respect to their input and as per the prevailing statutes of the land, in a fair manner. On the other side the obligation of the employee is to co-operate with the employer, to accomplish the organizational goals as per the plan in an efficient way. Wherever both the parties accept their roles with respect to their obligations and move accordingly, the organization functions competitively better. In such a situation both of the parties become the beneficiaries of the business activity.

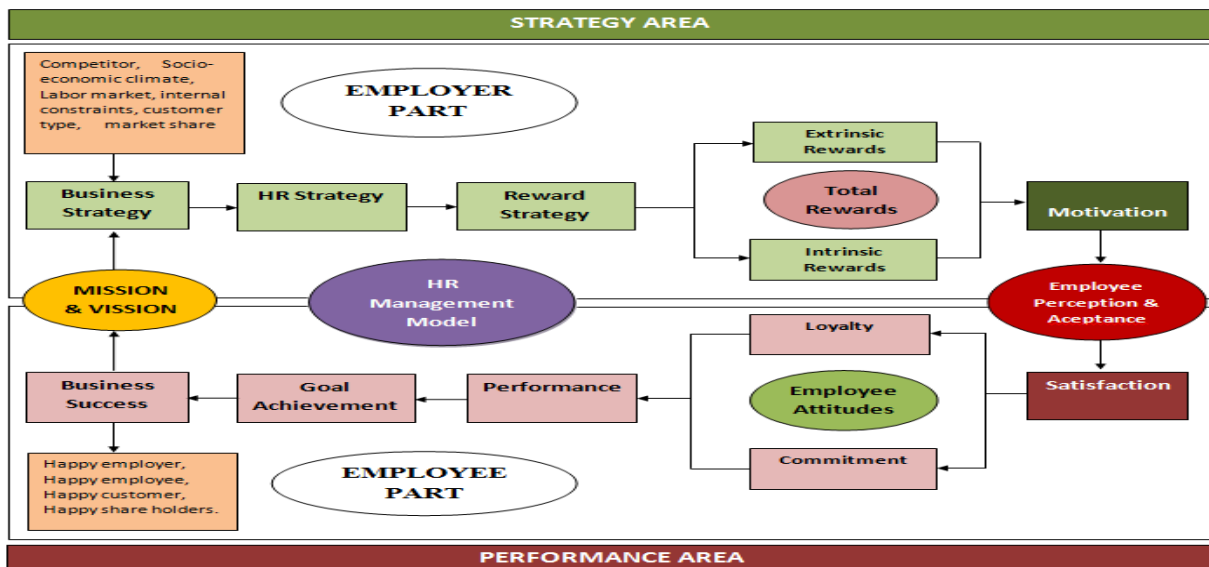
The In-house business activities of an organization with respect to Human resource management can be divided into two equal halves. The first half represents the strategy part and the second half represents the outcome or performance part. As the Fig. 1 depicts, the total function of strategic HRM has many stages starting from business strategy and ends at business success. Strategy part belongs to the functions of the employer where the tailor made business, HR and reward strategies are formulated and implemented. The success or effectiveness of this part fully entrusted with the employer is the determinant of the outcome of the second part. The second or the performance part is highly connected to the attitudes of the employees and which is complementary to the strategic part. HR strategies framed in accordance with the corporate business strategy and the rewarding system jointly should be capable to generate a good level of motivation to employees. The level of motivation represents the success of strategic part to be carried out by the employer.

2 .EMPLOYER AND EMPLOYEE PART IN ORGANIZATIONAL PERFORMANCE

The HRM function starts with adopting the requirements of business strategy and proceeds to formulate a suitable HRM strategy incorporating policies and procedures for effective human resource management. Formulation of a tailor made Total Reward Strategy (TRS) is the prime responsibility and concern of the HR manager. Once you have succeeded in preparing a good TRS generally accepted by the employees, the major task has been over. A strategic HR management system should be capable of creating a people's team with high motivation and satisfaction. A comprehensive reward system (TRS), framed as part of strategic human management, that effectively addresses the needs and wants of the employees, is the major tool that can be applied by the managements, to motivate and satisfy the employees. As the conceptual diagram (Fig.1) depicts, HRM strategy should lead to a desirable level of motivation through a good reward management system.

Figure.1

Employee performance; A complementary effect of Employer's Strategy



The level of motivation and satisfaction act as the balancing point of business performance. Like a relay competition, the success will depend up on how well the employer, the first runner, succeeds to create an atmosphere where the employees are optimally motivated and satisfied. Utilizing

this spirit of motivation and taking energy from the satisfied mind set, the employees take their leap to win the game through better performance with high loyalty and commitment.

The second half belongs to the contribution of employees that has to be started from the satisfied mind set and to lead maximum engagement, loyalty, commitment and performance. It is the complementary effect of the first part. The success or failure of the second part will highly relied on the strategic HR policies and practice methods. Better policies that are poorly practiced and mismatching policies may not give results. **Quality of policy along with quality in practice will produce desired outcomes.**

2.1. BUSINESS STRATEGY

It is the road map for the destination. It comprises all aspects to be considered for the safe landing at the win point. In order to prepare this blue print the policy makers have to consider all the influencing factors those are frequently inter acting with the business. They include competitors, socio-economic climate, internal constraints such as technology strength, finance availability, skill availability, labour relation, environmental aspects, expected market share, type and behavior of target group customers etc. Above all business strategy is a plane that reflects the attitudes of the employer towards their employees along with other business considerations. Business strategy provides the basic guide line for HR practice.

2.2 HR STRATEGY.

Human resource otherwise called human capital or human investment is the most important factor that contributes for business performance. An enthusiastic group of people with high motivation and satisfaction is the prerequisite for better performance. Taking into consideration this prime importance of human factor, tailor made policies and strategies have to be framed to keep the employees maximum satisfied. A well designed HR strategy that guarantees the accomplishment of strategic business goals is the main requirement for business success. So the HR policies should be framed so as to match with the strategic business goals. Without suitable and matching HR policies no business can grab better results. HR strategy is the core thread within the business strategy that reinforces the achievement of the organizational goal.

2.3. REWARD STRATEGY

The core subject of HR management is the management of rewards. It also involves the sharing of business out comes among the employees. Rewards are the most influencing factor on employee attitudes. Rewards that are perceived good by the employees can contribute for positive attitudes such as increased loyalty, commitment and performance. The acceptance of rewards by the employees determines the strategic success of the rewarding system. Here each one has his own expectations and perceptions. Principles of equity and equality have high relevance while preparing a rewarding system for employees. In addition to financial rewards the influence of many kinds of intrinsic rewards in employee attitudes is a well accepted factor and that also to be considered.

2.4 TOTAL REWARDS

In present day business, the concept of Total Rewarding Strategy (TRS) which is a wide umbrella of all kinds of extrinsic and intrinsic rewards is getting popularity among modern industries. A good TR Strategy takes care of both content and context aspects of work influencing the individuals in a work place. It extends from financial compensation to elements that support a quality work life.

2.5. MOTIVATION

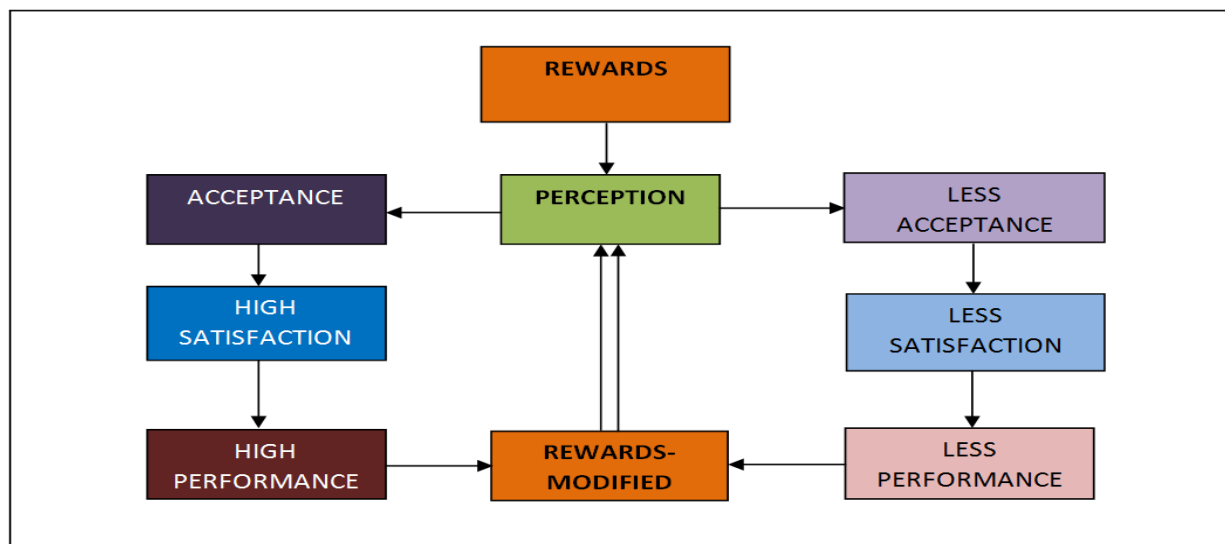
All the above strategic part is concerned with creating a high or desirable level of motivation to employees. Motivation is the driving force that pushes the employees to do their work using their best efforts. It is the end of employer concern towards their employees. At this stage the employees should be fueled with positive energy for doing their best for the organization. The belief of employees regarding the sufficiency of rewards for satisfying their needs is the real

drive or motivation for doing a task. This belief shapes the mind set and behaviors. The interests of the employer and employee coincide at this juncture. Everything the employer provides for the employees is with the intention to motivate and satisfy the employees. The level of motivation and satisfaction represents the employee acceptance of all kind of rewards provided by the employer. From this acceptance point the employee decide how well or bad he has to work for the organization. Through this point of judgment on the managerial practice, an employee formulates his own mind set and at this point the employee behavior takes its basic shape. In short rewards that are connected with the gains of business and the human resource practice are the major factors to decide human attitudes towards the organization.

2.6 EMPLOYEE PERCEPTION, THE LINKING FACTOR

The power of rewards to ignite motivational fire is regulated by the perceptual acceptance of rewards with respect to the context, rather than its quantity. Even comparatively better reward system may not yield results if the same is not perceived by the employees as good in the prevailing context. This acceptance is as important as the quantitative and qualitative fairness in objective terms and it can be had only through effective and transparent communication and trust worthy actions of Management.

Fig.2
Rewards and Performance: The connecting role of Perception.



A fair reward system with respect to quantity and quality along with transparent communication alone has the power to motivate employees by satisfying their perceptions optimally. Employee satisfaction highly depends on employee perception. Perception is a reality whether it is based on subjective or objective thinking. An attractive package of benefits may not produce the desired outcome, if the employees do not value the benefits through their perceptions. Perceptual satisfaction is the base stone for developing desirable employee behaviors and it acts as the linking factor between strategy and performance.

3. EMPLOYEE PART (PERFORMANCE AREA)

The outcome area that represents the employee part starts with employee satisfaction on their benefits with respect to the work context and content. This satisfaction is the result of a comparative evaluation of employees on their outcomes against their perceptions. Wherever the employees feel satisfaction on their benefits they show positive behaviors such as loyalty to the organization, commitment to the work and be engaged optimally. All these positive attitudes contribute to keep their organization highly competitive.

3.1 EMPLOYEE SATISFACTION

Employee satisfaction is purely a subjective matter even though it can be influenced by objective elements. Even in the same context it may vary among the employees in accordance with their varying perceptions. Satisfaction is the result of perceptual acceptance of the subject matter and this acts as the driver for different behavioral attitudes. All the HR strategies are intended to derive and maintain the desired level of satisfaction, the basic human requirement for utilizing the skills, with enhanced motivation. Motivation generally has a content of expectation. At the end of performance if this expectation is fulfilled the employee become satisfied. Satisfied employees generally repeat their performance with higher expectation and for their fulfillment.

3.2. LOYALTY AND COMMITMENT

These are the derivatives of motivation and satisfaction. Highly motivated and satisfied employees always show loyal and committed behaviors for achieving organizational goals. They show willingness to sacrifice something for the organization. They remain with the organization even in tough times only because of loyalty and commitment. Keeping a loyal group of employees must be the aim of managements for outperforming their competitors. It is possible only by trust worthy approaches of the management in the process of distribution of business gains. Procedural and interpersonal justice has high influence on transforming the employees into loyal supporters of the organization.

3.3. PERFORMANCE.

There is no need to worry about performance if the employees are loyal to the organization. Loyal employees spontaneously will be more engaged and more enthusiastic. They think achievement of the goal is their requirement. They expect that better results will foster their interests also. Their dealing with customers will be ideal and cordial. Customer satisfaction will be very high where the employees are loyal to their organization. They think whatever they do is for their wellness also.

3.4. GOAL ACHIEVEMENT

Better performance of course will lead to goal achievement. Goal achievement invariably should lead to revision of business strategies including HR strategy. Variations if any should be attended and correction steps should be applied to eliminate the hurdles. A well designed performance management system can help a lot in achieving the goal in par with the schedule. Whatever be the motivation and satisfaction level, the absence of a monitoring system may result in decreased performance in practical situations.

3.5 BUSINESS SUCCESS

Business success is the end result derived from the appropriate mix of all the above mentioned basic functions and behaviors. The mere presence of these elements never makes desirable results. The right mix is important. The strategy part is the basement of the structure. It should be formulated under thorough study, homework and brainstorming. Rewards should have the capacity to motivate the employees up to the desired level and it should be sufficient to meet their needs. Over all employee satisfaction is the corner stone of behavioral attitudes. Unhappy employees never show loyal attitudes towards the organization. Lack of loyalty and commitment adversely affect the performance.

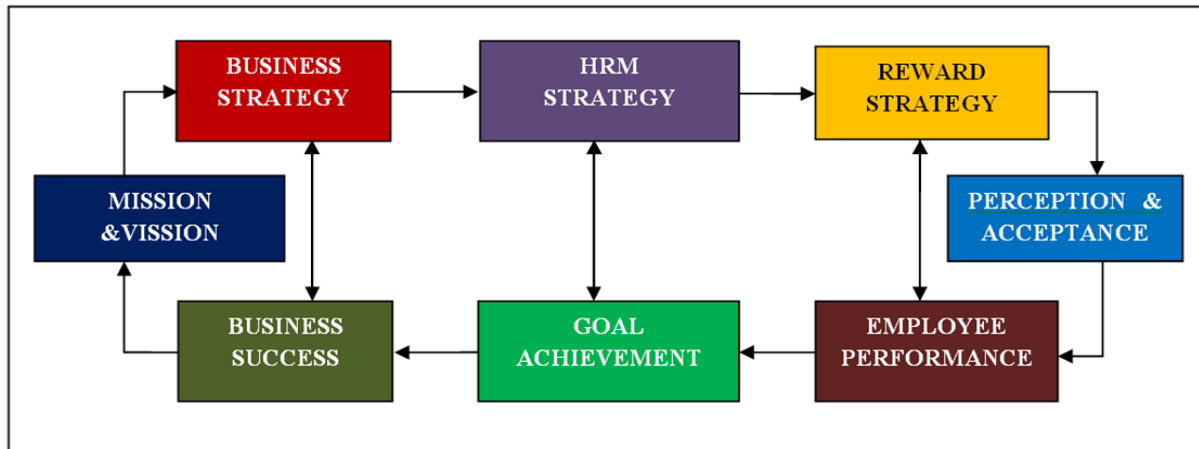
4. DISCUSSION AND CONCLUSION

This paper presents three building blocks each comprising one strategic part (input) and its corresponding outcome (output) part in between setting and accomplishing the mission and vision of any organization (Fig.3).

Business Strategy Vs Business Success. Business strategy is for business success. It comprises all the measures implemented and to be implemented in all the areas of management for successfully achieving the mission and vision.

Fig.3

Cross Relation of Strategy components with Performance components



HRM Strategy Vs Goal Achievement. HR strategy is formulated to support the business strategy by ensuring the human resource support for achieving the organizational goals. It is the process of aligning the human capital to strategic business goals of the organization and HRM is a specialized area that has to be handled by professionals. The quality of HRM has a direct impact on employee performance and accomplishment of goals.

Reward Strategy Vs Employee Performance. The mutual dependence of rewards and performance is well established by research studies. Rewards have determinant roles in shaping employee attitudes either positive or negative. These attitudes lead to performance either high or low. A comprehensive reward system such as Total Rewards concept can contribute for developing positive attitudes among the employees that lead to positive behaviors such as loyalty and commitment subject to the acceptance by the employees. Employee perception and acceptance of managerial decisions with respect to their service conditions in particular and any other decision as part of the business conduct in general has a high impact on employee attitudes.

Dissatisfied employees with respect to any of the elements of the total rewards will have a disloyal mindset that may not be apparently identified, but reduces their efficiency of performance due to the lack of commitment. This type of employees with a dissatisfied mindset cannot be treated as long-term assets of the company. Human resources take the form of human capital or human investment only when they are maintained in a satisfied mindset in the long term.

Human resource management is a two-part function. The first part belongs to the strategic part and the next part belongs to the performance part which is complementary to the strategic part. The strategic part reflects the employer's culture, mission and vision and the level of ethics and fairness in business-related activities and the performance part comprises the employee's behavior that are highly needed for better performance.

The responsibility of the employer starts from formulating the most fitted Business and HR strategies for the achievement of goals by in-depth analysis of all possible in-house and environmental aspects of business. HR strategies, typically made for each organization, should create an atmosphere of optimum employee satisfaction. The level of employee happiness determines the success of managerial function within the business framework.

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Training Need Analysis for Government Departments-A critical evaluation

Abstract: Governments of today are forced to look at financial prudence due to the burgeoning fiscal and budget deficits. Governments are increasingly looking at real outcomes on each penny spend. Fund allocation for Training has traditionally being considered as leading to mostly intangible benefits. One can justify the money spend on training only by highlighting the outcome of training which is performance improvement of Government functionaries, leading to better service delivery and satisfied stakeholders. Poorly conducted Training Needs Analysis can lead to training solutions that train the wrong competencies, the wrong people; and the wrong learning methods. The Department of Personnel and Training (DoPT), Government of India recommends the Training package on 'TNA Toolkit' developed by The Thames Valley University, UK, to all Administrative Training Institutes in India (ATI). Government of Kerala implemented the State Training Policy (STP) in line with the National Training Policy in 2004. The STP model details a systematic approach to training that begins with Training Need Analysis (TNA) followed by training design, implementation and finally evaluation. This paper examines the Training Need Analysis reports generated by ATI, Government of Kerala, using the Thames valley methodology. There are around 97 training institutes in the State attached to various Govt. departments catering to the needs of their officials. There is no effective system so far for networking and sharing of knowledge and resources to ensure that a need based professional training need analysis is done at these training institutes. A simple yet comprehensive Training need analysis model/Framework is proposed for Government Departments in this study, which can generate the outcome and justify the budgetary outlay on Capacity building.

Key words: Training needs analysis, Thames Valley University, Systematic approach to training

I. Introduction

The Public service delivery system in developing countries like India is considered to be costly with poor service output and lacking in accountability and responsiveness. Over the years, government services have deteriorated in terms of their quality, at least in relation to quality and services available in comparable institutions in the private sector. Government Institutions are often faulted for operating with little concern for results. A fact that a service culture has not evolved in public institutions, in line with the rapid economic advances and expectations in society are a matter of grave concern.

The high level of human development in a regime of poor Government services will cause public resentment and State helplessness. Hence it is imperative that the higher spending on public services provided by the government is complemented by a better system of management and delivery. The health of any organization depends on the development of its people. If indeed our greatest asset is our people, then it is even more vital to the coop that we invest time and energy into this vital planning function. Today's work environment requires employees to be skilled in performing complex tasks in an efficient, cost-effective, and safe manner.

II. Background of the study

a. Training

Training has been defined as 'a planned process to modify attitude, knowledge or skill behaviour through learning experience to achieve effective performance in an activity or range of activities. Its purpose in the work situation is to develop the abilities of the individual and to satisfy current and future needs of the organisation'. Training (a performance improvement tool) is needed when employees are not performing up to a certain standard or at an expected level of performance. The difference between the actual level of job performance and the expected level of job

performance indicates a need for training. Training has been defined as "The systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job"¹. Training has also been defined in the Glossary of Training Terms as "a planned process to modify attitude, knowledge or skill behaviour through learning experience to achieve effective performance in an activity or range of activities"². Its purpose in the work situation is to develop the abilities of the individual and to satisfy current and future manpower needs of the organisation". Training is a continuous process and can be represented using a spiral model comprising of three phases namely pre-training, training and post-training³.

b. National Training Policy

A major initiative, in this regard was taken by the Government Of India in 1996 when the National Training Policy (NTP) was approved. The policy stresses on the importance of training as one of the effective and tested tools for "performance improvement" as well as up gradation of knowledge and skills of the personnel which can lead to organizational effectiveness.

The NTP aimed at 'training for all' spells out the objectives of training as

- a) Updating of knowledge and skill for better performance,
- b) Promoting understanding of professional requirements as well as sensitize to socio-economic and political environment in which work is done
- c) Bringing about right attitudinal orientation.

The Policy guideline also stipulates that the training programmes should focus on responsiveness, commitment and other essential factors of good governance. Training should be planned and implemented to all Government functionaries starting from the cutting edge level to the top policy making level. Most of the State Governments are yet to draft their own State Training Policies.

c. State Training Policy

- Kerala is one among the very few States in India to have implemented the STP (STP document 2004). The policy document states "Training is an obligation of the State Govt. towards its employees. The mission is to transform each and every employee in Govt. Department and its agencies into fully developed, duty conscious, development-oriented, well behaved, competent and motivated members of work teams who are committed to the promotion of public welfare. This implies training in all relevant efficiency enhancing technologies aimed at gearing towards promoting continuous innovation as part of a relentless pursuit of total quality in governance'. It envisages the following major outcomes;
- Building a competent and professional civil service.
- Developing indicators in the form of published and accepted norms of civil service standards
- Well defined Ratings of public Services and work standards with respect to Client needs and demands
- Reduction in complaints/pending cases and resolution of cases/decision making on a time bound manner.

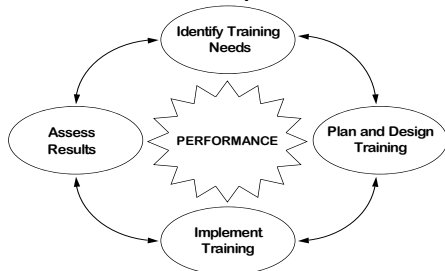
The STP document states that training would be imparted to all rungs of the civil service starting from the lowest operating level where the focus would be on functional skill and attitudinal

orientation. The second level comprising of supervisory level would focus on extracting work from others involving coordination, coaching, counselling skills, interpersonal skills and a role model function. The third is the middle management/administrative level which would concentrate on professional excellence, leadership and a good perception of interrelated issues. The top level of the civil service needs professional training for policy analysis, strategic planning lateral thinking and policy formulation.

The training framework includes induction training at the time of entry into service, in- service training at suitable intervals during career progression, promotion linked training, short duration exposure seminars when any major development in a sector takes place and also re-skilling consequent to redeployment of employees. In order to attain the objectives set in the training framework one needs to ensure that the training approach is more systematically planned and executed .

d. Systematic approach to training

The first step in the Systematic approach to training cycle (SAT) is the needs identification process, followed by designing and developing an appropriate training to serve the needs, implementing the training according to plan, and evaluating the training programme to determine whether the original needs have been achieved. These steps are more popularly known as the training cycle and it is widely acknowledged by researchers and scholars working in the fields of training that these are necessary to ensure training effectiveness.



This paper looks closely at Identification of training needs - the first and critical step in training because the effectiveness of training greatly depends on the correct identification of training needs⁴. This exercise needs to be done on a continuous basis, The changing requirements will not be captured in the training interventions resulting in a routine training function which has little guarantee in terms of effectiveness⁵. The training needs of a firm changes with its stage of growth⁶.

e. Training Need Analysis (TNA)

Training Needs Analysis (TNA) is defined as -“An examination of an organisation’s present and expected operation and the workforce necessary to carry them out, in order to identify the numbers and categories of employees needing to be trained or re-trained. It may also refer to the training needs of individuals to enable them to reach the required standard of performance in their current or future jobs.”

The employees requiring training as well as those involved in the design of training should participate actively in need identification⁷.

III. Importance of the study

Governments of today are forced to look at financial prudence due to the burgeoning fiscal and budget deficits. Governments are increasingly looking at real outcomes on each penny spend. Fund allocation for training has traditionally being considered as leading to mostly intangible benefits. One can justify the money spend on training only by highlighting the outcome of training

which is performance improvement of Government functionaries, leading to better service delivery and satisfied stakeholders .

Poorly conducted Training needs analysis can lead to training solutions that train the wrong competencies, the wrong people; and the wrong learning methods.

IV. Statement of the problem

Assessment of the needs of trainees and organizations is normally the first and the most important step taken in the development of training programs. In addition to serving as the basis for training, needs assessment procedures also functions to preclude potential problems. However, the multiplicity of needs assessment designs can lead to confusion and inappropriate choice of need assessment methodology or design.

Since the training needs of Government functionaries/ groups differ from those of others including private organisations both in content and focus, they should be analysed using customised , proven instruments/tools/framework for effective Training Needs Analysis (TNA).It helps direct resources to areas of greatest priority.

V. Objective

- To study the training system/approach practiced among the training institutes in the state of Kerala
- To systematically review the Training needs Assessment methodology followed by the Training institutes in Kerala.
- The paper proposes a structured methodology for conducting training need analysis for Government Departments.

VI. Methodology;

a. Population and Sample:

The population for the study comprises of all the Department Training Institutes in Kerala along with the Apex institute, Administrative Training Institute, Kerala, Institute of Management in Government (IMG) total number comes to 97 institutes.

Out of the total 97 institutes 10 department training institutes along with IMG, so a total of 11 institutes were selected based on the number of training programmes conducted in the past 3 years.

b. Collection of Data

Data were collected from both primary and secondary sources. Apart from Journals, books, study reports, published government reports and web sites, department records, documents and other publications were the sources of secondary data. Primary data on the challenges and issues in the Training needs identified for departments for performance improvement were collected through interview schedule specifically designed for this purpose, Focus groups discussions, individual Interviews and discussions with related departments and trade associations.

c. Analysis of Data

The training system/methodology followed in these institutes was analysed using both the secondary sources available with them and also primary data using interview schedule. The training module developed by the training institutes which followed the SAT Cycle were subjected to a detail analysis on the appropriateness of the identified training needs through a focus group discussion . Participants for the Focus group discussion were trainers, officers from the department and related departments and trainees who were subjected to the training module.

According to experts and consultants in the field of training the following were the imperatives/variables identified for analysing the quality of TNA reports generated.

1. Identify key stakeholders.
2. Stake holder involvement in Training needs analysis
3. Proactive need and reactive need identification
4. Functional /key activity specific analysis

- Activity/scheme taken up by the Dept. is scanned in the context of the Department's vision and mission.
- Describe the Desired Outcomes that will contribute to mission objectives
- Clarify Critical Behaviors needed to achieve desired outcomes
- Define required Drivers essential to sustain the critical behaviors

5. Category specific identification of needs

- Define performance problems/issues: occupational group/individuals
- Describe critical behaviors needed to affect problems/issues
- Determine and clarify why critical behaviors do not currently exist
- Research integrated performance solutions
- Examination of job charts.
- The actual performance of the employee is assessed and compared with the expected standards /level of performance at work place

6. TNA methodology used for analysis.

VII. Training Needs Analysis Methodology, Government of India.

Since the training needs of Government functionaries/ groups differ from those of others including private organisations both in content and focus, they should be analysed using proven instruments/tools/framework for Training Needs Analysis (TNA).

The Thames Valley University training package the 'TNA Toolkit' which is recommended by the Department of Personnel and Training (DoPT), Government of India is used as the base by Training institutes in Government of Kerala.

The Thames valley TNA Tool Kit, the different phases of analysis

Phases	steps	tool to be used	expected out put
I. Entry and contracting	1 2	Terms of Reference Surveillance and PEST analysis <ul style="list-style-type: none"> • P- Changes in the political climate can result in new legislation, or changes in policy or public opinion that may require initiatives. • E-The economic climate in which the organisation operates can influence and at time radically alter the nature and extent to which an organisation is able and willing to support training • S- The social climate within which the organisation operates is constantly changing • T-The technologies used by the organisation, now and in the future, will determine much of an organisation's training needs 	To keep abreast of changes in which the organisation operates
II. Data collection	3	SWOT Analysis	Strengths and weakness in the internal environment of the organisation and

	4	SPIO- Specific problems issues and opportunities	external issues influencing the success of an organisation The tool gives an idea of the environment in which the organization/employee is performing, provides the tools, equipment, materials and logistical support necessary for successful performance; motivation to perform to a high standard; the behaviour (knowledge, skill and attitude) to carry out high standard task that is expected
	5	EMB Analysis.	
	6	Responsibility Mapping	
III. Analysis and diagnosis	7	Functional Analysis- Functional Analysis to define roles and work areas of people associated with the performance problem	Clearly defined roles and responsibilities. Identified training needs for individual employees /working groups. Non training needs that may significantly influence performance. Supporting evidence of the performance problem these training needs will address
	8	The Cause and Effect tool- will enable you to analyse the causes of the problem. You can probably trace flaws in procedures, contributory incidents causes of the problem.	
	9	The Versatility Chart - can be used to analyse working groups, and to use the information to identify training needs.	
	10	Job Descriptions - and their current validity, may indicate good management practice	
	11	De Bono	
IV. Feedback	12	Performance report- Prepare presentation, Present findings and recommendations.	- A completed TNA report, Priorities agreed, An agreement to tackle non training - factors affecting performance, Commitment by the client and stakeholders to implement proposals. Targets agreed for both training and non training activities.
	13	Priority List - Agree priorities	

V. Withdrawal	14	Target Setting	The organisation is carrying out the agreed training plan. Training is being designed and developed based on the design briefs. Other, non training actions - are being taken to improve performance. Targets have been set with stakeholders. There is evidence that the organisation is improving its performance.
	15	Training plan	
	16	Design Brief	
	17	TNA Report	

V. Discussions and findings

It was found that 8 out of the 11 training institute (73 per cent) of the institute in the sample selected was not following the systematic approach to training. The approaches to training were often conducted informally and unsystematically with most organisations relying heavily on top management judgements, or judgement of the training institute or on an Ad-hoc basis.

The institutes which followed the systematic approach cycle were not following this for all the training modules developed and implemented. The Administrative Training Institute of Kerala, IMG was the only institute following the SAT cycle in most of its training programmes.

- ❖ A close examination of the methodology reveals that the tools applied in Phase II (SWOT, EMB, SPIO e.t.c) were more focused on the department as a whole and the outcome does not provide enough depth for a scientific assessment of performance deficiency.
- ❖ Identifying key stakeholders - Regarding Identifying key stakeholders, even though it is a part of the Terms of Reference, An examination of the TNA reports produced show that it is documented in less than 5 per cent of the reports generated.
- ❖ Stake holder involvement in Training needs analysis- Stake holder involvement is seen only in the reports generated for Government of India funded programmes.
- ❖ Proactive need and reactive need identification- The training needs identified in the reports examined by the researcher, are of a reactive nature, no efforts is seen in the use of tools to derive at a proactive need assessment.
- ❖ Activity/Scheme based analysis is seen attempted only to a limited extend in the reports examined by the researcher.
- ❖ Functional analysis need to be more focused to generate output that can help in identifying critical behaviors needed to achieve desired outcomes. This can help in generating performance problems/issues focused at teams/individuals/functionaries.
- ❖ Examination of job charts not done scientifically.
- ❖ No methodology/tool used to compare actual performance with expected standards.
- ❖ None of the reports examined as a part of this study is seen to discuss any aspects of service Quality- which comprises of the physical product, the time taken to deliver, the cost of the service and customer experience.
- ❖ e-Governance and process re-engineering is not mentioned in any reports.

The training need analyses done in all the training institutes were biased towards reactive needs and not on proactive needs.

VI. Conclusions and suggestions

The Department Training Institutes in the state should re-orient themselves to a systematic approach to Training. The Apex training institute for Government of Kerala, IMG, has to take a lead role in professionalising the State Training Institutes.

The Government of India may urgently relook at the Thames Valley University Training Needs Analysis “Tool kit”. A professional group of officers and trainers need to sit together to customise the same so that the analysis can get into the root cause identification both with a reactive and proactive approach taking into consideration the stake holder’s perception and pain areas.

With the Researcher’s experience as a Certified Recognised Trainer (RT), of Government of India’s Training Need Analysis package and as a consultant for more than 20 Training Need Analysis reports for Government of India and Kerala, the researcher would like to propose a standard methodology to conduct Training Need Analysis (TNA) for Government Departments which could fill the gaps identified in this study .

Structured Methodology suggested for Government Departments

Step I- Surveillance and PEST analysis to be conducted to keep abreast of changes in which the organisation operates

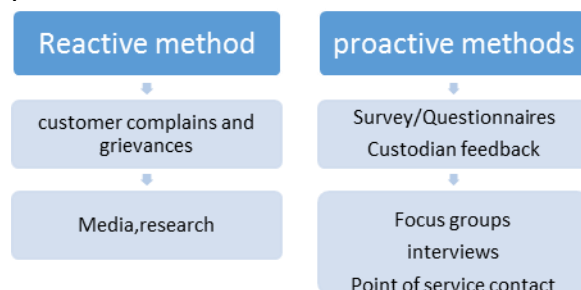
Step II- The vision and mission of the department to be stated clearly and focused well to derive at the objectives of the department. (This can be taken from Department documents)

Step III- State the objectives one by one.

Step IV- List the major functions of the department based on the Objectives identified above.

Step V- Club similar functions to derive at Key result areas.

Step VI- Problem Identification-Both the proactive and reactive ways of problem identification to be done, Known as Voice of the Customer’s (both internal and external).The major sources of problem identification are



Step VI- Do a SWOT analysis on each Key Result areas identified, the data should be gathered from all stake holders involved. The Strengths identified and Weakness will give the strengths and gaps with a reactive orientation while the Opportunities and threat will provide a proactive oriented data. The analysis on the opportunity side should look at re-engineering and also use of ICT Intervention.

Step VII – EMB analysis based on each key result area identified, to give a more specific data on the Environmental, motivational and behavioural dimensions specific to that key result.

Step VIII- Functional analysis:

	Delhi,1983,p.29.
6	Kaillash B L and Srivastava."Training and Development in Smaller Organisations" Indian Journal for Training and Development,32(3&4),2003, p.113
7	Lynton, Rolf and pareekh Udai. Training for organisational transformation for trainers, Consultants and principals, Stage Publications, New Delhi,2000,P.40
8	Government of India (2008) Refurbishing of Personnel Administration-Scaling new heights 10 th Report Second Administrative Reforms Commission
9	Specialised training for e-Governance programme-Government capacity Building, http://step.nisg.org
10	Training needs Analysis Report-Bridging the Gap, www.btgap.eu/web_upload/files/training-need-analysis-report-english-20.pdf
11	Hooja Rakesh(2006) Towards Excellence in state Govt.Services:Capacity Building and Training in Rajasthan. The Indian Journal of Public Administration July- September 2006 Vol.LII.
12	Strengthening Human Capital Through Capacity Building And Training: Challenges and options-Dr Jaya S Anand, www.napsipag.org/pdf/jaya_s_Anand.pdf

Social Media Recruitment

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ABSTRACT

This research paper will focus primarily on the matters regarding utilization of social media in the recruitment process. Statistics display that around one quarter of the world's population uses some form of social media. In essence social media is constantly evolving as a channel between the recruiters and job candidates to share and connect. It has been able to penetrate this sector of business due to its extensive number of users, reach, and capability to make real time interactions. It leads companies to a large pool of job seekers and exposes candidates to various job opportunities. There is limited literature available on this topic so the hope is to provide valuable insight concerning the rising trends of usage of social media in recruitment. Some of the major themes that will be addressed in this paper are; importance of using social media for recruitment in current scenario, strategies that recruiters and employers can adopt to incorporate it with their traditional methods, issues attached with its usage, positives and negatives surrounding recruiters and candidates, and how it can be beneficial to the Indian job market. This paper was prepared by analysing qualitative and quantitative data from various articles, journals, statistical reports and recent drifts being observed in the workplace.

Keywords: *Social media, Recruitment, Job candidate, Recruiter.*

I. Introduction

Social Media has emerged as an integral part of everyday human interaction propelled by the availability and exposure to the World Wide Web. Social media is viewed as a platform for building personal networks and sharing user-created contents as well as providing various avenues to the business enterprises and addressing their current issues. Due to a rapid increase in technological advancements and mobile applications there are demanding changes in organizational practices and operations in the current business environment. Fostered by huge changes in the technological realm, businesses have altered their approaches in attempts to utilize social media, reshaping the workplace scenario. Monmouthshire County Council, for instance, moved away from the printed cluster to YouTube to offer the diversified preview of the vacant job from prominent figures associated with it. These videos were integrated with other digital campaigns of the company (Broughton et al. 2013, p.15).

Dewing defines social media as web based and mobile services characterized as enablers for individuals to create, integrate and participate in interchange of user generated content (Dewing, 2010). According to Statista, the global population engagement in social media during 2016 was 2.34 billion which is expected to projectile to 2.95 billion in 2020. Ponka's definition states social media involves a wide range of networking data bases that provides users with worldwide interaction, sharing capabilities, blogging and photo uploads via the Internet. Some of the major forms of social media include web-blogs, wikis, social network sites, social bookmarking sites, news sharing sites and video sharing sites (Pitkanen, 2010).

Social media recruitment is concerned with use of social media channels to advertise and/or to identify the potential candidates from the online talent database. A research by SHRM (2016) conducted among the recruiters using social media for the recruitment process, LinkedIn holds the top position with 96 per cent followed by Facebook and Twitter at 66 and 53 per cent respectively. While the whole world is going online the need for penetrating this territory becomes advantageous to the recruiters as well as the job seekers. Schawbel mentions that 58 per cent of people are interested to work in companies presently engaged in some form of social

media (Schawbel, 2014). Social media along with building connections and sharing job related content elevates brand image of the company.

Andy Headworth in her book *Social media recruitment: How to successfully integrate social media into recruitment strategy* states “There can be no denying that social media is mainstream. It has been fully integrated into business and social lives, and has been widely adopted as a default communication ‘news platform’ by the world’s media.” (Headworth, 2015, p. 18).

In the present era of highly globalized market, the key to achieve competitive advantage has shifted to people or human capital that organizations possess. Locating, attracting and engaging the top talent now appears at the heart of business strategy as it determines the success of the company (Headworth, 2015, p. 5). Social Media today serves the purpose of creating a common meeting point for companies and qualified candidates. Thus, as Andy Headworth says, “Social media and mobile are now omnipresent. It is no longer an option for the companies to sit back and observe-they need to be integrating both social media and mobile into their recruiting strategies and company culture” (Headworth, 2015, p. 21). There are many phases in the recruitment process but the main issue taken up in this paper is recruiting. The way in which companies sort their employees and the way in which social media is utilized.

This paper will examine the increasing trends of social media for recruitment in basic global schemes, while focusing on the impacts it has within organizations during this phase of the recruitment process in Indian context.

II. Literature Review

There is a lack of resources focusing on the recruitment process and social media. However, within the available literature there are statistics and other relevant information that threw light upon companies’ awareness of the need for social media in their business approaches. There is also mentioned material focusing on the processes and the changes social media has introduced within the work. Within the available literature it is observed there is a tendency for similar objectives and schemes to be implemented. Majority of publications are done from the perspective of recruiters and employers. However, there is a general theme to ignore the effect on job seekers.

The world is moving towards digitization which is creating a need for digitally skilled manpower. Traditional recruitment methods alone may fail to generate effective results. Moreover, the entry of Gen Y into the workforce calls for reforms in this sector. SHRM (2016) report shows that 84 per cent of the organizations are currently using social media for attracting and hiring candidates while 9 per cent are considering this approach (SHRM, 2016, p.7). Glassdoor stipulates that 79 per cent of job seekers use social media in their job search. According to Glassdoor, younger participants in the twilight years of their career are usually the main contributors to the application process with a total of 86 percent. When it comes to the younger applicants, those in the first 10 years of their careers, the statistic rises to 86 per cent (Glassdoor, 2013).

During the great recession when the unemployment rate hit as high as 10 per cent, in 2016 it has come down to 4.9 per cent. This indicates that the employment opportunities are high whereas there is shortage of highly specialized talent (Smykal, 2016). Glassdoor, in its 50 HR and recruiting statistics for 2016, mentions, “90 per cent of recruiters say the market is candidate-driven in 2015, up from 54 per cent in the second half of 2011.” These data point towards the need for companies to redefine their talent acquisition strategies that should be more candidates oriented.

The common practice observed by a recruiter in the past was to advertise the vacancy to the public through traditional means or online portals and wait for the response. Similarly, the candidates would spread their resumes and wait for interview calls. They both would then pray to achieve the best for them. This method has been coined as “spray and pray” method which is no longer enough as the internet job portals have given rise to a group of passive candidates (Joss, 2008). Passive candidates are the ones not looking for job at present but might be willing to

discover new opportunities. For such group proactive sourcing is required for which social media is one of the means of identification. The basic idea is to attract and hold their interest by reaching them where they are (Nigel Wright Recruitment, 2011). A survey done among the job seekers revealed that 76 per cent turn to social media to get an overview of the company, 67 per cent to understand the organizational culture and values and around 50 per cent to discover their upcoming plans (Robert Walters, n.d.).

Social Media contains huge amount of data that can assist the organization in various strategy formulation (Hafeez, n.d., p.1). The prospective candidates can be identified and located through data mining and analysis of big data built up with people data over social networking sites. This leads the organization not only to the active job seekers but aids in discovering the passive candidates who have the right set of skills, knowledge and experience required by the organization. Stephanie Overby and Sharon Florentine argue that, "Social media lets your company connect to candidates who may want to work for you, even if they're not actively searching for a new job" (Hafeez, n.d., p.2).

According to a survey conducted by Bacharach Leadership Group, the most favored method of recruitment involves recommendations with highest rating at 33 per cent, stakeholders or former employees at 27 per cent and 15 per cent for social media. However, Overby and Florentine consider direct interviews to be more genuine over past ideas posted in social media. Although social media recruiting is in rise, researchers argue that it is not going to be a substitute for the traditional means rather it will compliment them (Hafeez, n.d., p.2).

III. Strategies for successful implementation of social media in recruitment

Today, before purchasing product consumers usually ask a number of questions mostly related to personal preferences. Reviews of the consumers for a particular product are referred and decisions are made on the basis of their negative or positive experiences. Similarly, this is the approach adopted in the case of recruitment for companies. Job seekers are now looking for the opinions of the employees, leaders and managers regarding their workplace. A survey result reveals that employees' viewpoint regarding their companies is the major factor in shaping the attitude of the outside world. The same report mentions that 61% of Glassdoor users consider the ratings and reviews of the company while making a job decision. The responses of the employees are perceived to be trustworthy and highly acceptable by the job seekers. Such posts and responses can also assist the organization itself to review its own practices and evaluate the level of satisfaction of its employees. Only when the employees have a positive attitude about their company it can be reflected in their commentary (Glassdoor, 2016, p.7).

The employer just as the employees has a huge role to play in attracting the potential talent. According to Glassdoor, 69 per cent of active candidates are inclined towards the employers who actively manage their social media profiles, provide feedback to enquiries and responses, disseminate news on achievements and improvements done within the organization and are engaged in conversations. These techniques serve to build brand image but also 62 per cent candidates agree that it enhances their insights regarding the company (Glassdoor, 2016). The value of the personal opinions of employers is also perceived to be high as 90 per cent of candidates think that such information comes handy during the decision making process. Glassdoor mentions, "Company leaders and employees alike can influence perceptions through their personal social accounts. By encouraging and training leaders and employees to use social media on the company's behalf, employees can generate goodwill and provide a firsthand view of life at the company for customers, candidates and future employees"(Glassdoor, 2016).

The effect of employee and employer engagement can be seen among candidates. They generate interest and motivate them to participate which ultimately help in building personal

connections. Miller et al. (2016) states, "Social media is a place where we socialize and not just means of communication". The candidate should be able to clarify their doubts and get a clear picture of how the normality of work life and behavior in order to decide to join or reject the company. Candidate experience can be improved when two way communications is made possible and frequent exchange regarding the job application is done. Engaging candidates has become the key to maintain their interest level towards the company.

Present mobile population has all of the information at their fingertips. These handy devices offer their customers to perform wide range of activities. It becomes important for companies to arrange for mobile friendly interactions and be reachable through their mobile devices. SHRM survey report (2016) unveils that two by third of the respondents have reckoned the need for integrating mobile recruitment in their strategy. Likewise the main concerns of companies have been centered on targeting mobile phone users searching for job opportunities via social media databases. It was also noticed that companies opted to alter career-based websites, job postings, and applications processes with figures of 39%, 36% and 36% respectively (SHRM, 2016, p.3).

Single click apply is an effective way to generate higher responsiveness of candidates towards job postings. Companies allow candidates to apply and send necessary documents by linking to the cloud storage where their resume and data are stored. 'Apply with LinkedIn' is a one of the examples for one-click job apply (Headworth, 2015, p.16-17). Other strategies that a company can formulate is by making their career sites mobile responsive and compatible to various systems and browsers.

In the market with talent shortage, the possibility to hire required talent from among passive candidate can be increased by using social media to locate and attract them. Personal data in social media can generate a pool of relevant skilled candidates. 89 per cent of employees who responded to Glassdoor are open to new job options.

Inga Rutkauskaite reiterates Bergsli (2010) who says social media branding occurs when "firms participate and facilitate open and social dialogue-based on conversations about their own brand, with the aim of creating a deep and trusting relationship between business and consumer, and between consumers of brand"(Rutkauskaite, 2012, p.13). A company with recognizable online presence will attract a huge number of audience towards its vacancy announcements (L, V G, & S M, n.d., p.39). Companies can use social media as a marketing tool as well for building its brand image.

Castillo argues that in order to recruit personnel suited to job requirements, experts usually drift toward the trusted domains of Facebook, LinkedIn and Twitter. However, due to increases in the competitive nature of recruiting other social media platforms such as Instagram, Pinterest and Snapchat are being targeted and utilized. These uprising networks have recently been altered and redesigned with 'specialist job boards' hoping to attract top-notch employees (Castillo, 2016).

Robert Walters points out that survey reports suggest LinkedIn, Facebook and Twitter are most preferred social media entities used by recruiters and job seekers. Below gives the statistics generated in 2016 for the social media recruiting trends. Chart 1.1 and 1.2 (Robert Walters, n.d., p. 1).

Chart 1.1: Recruiters with profile in social media

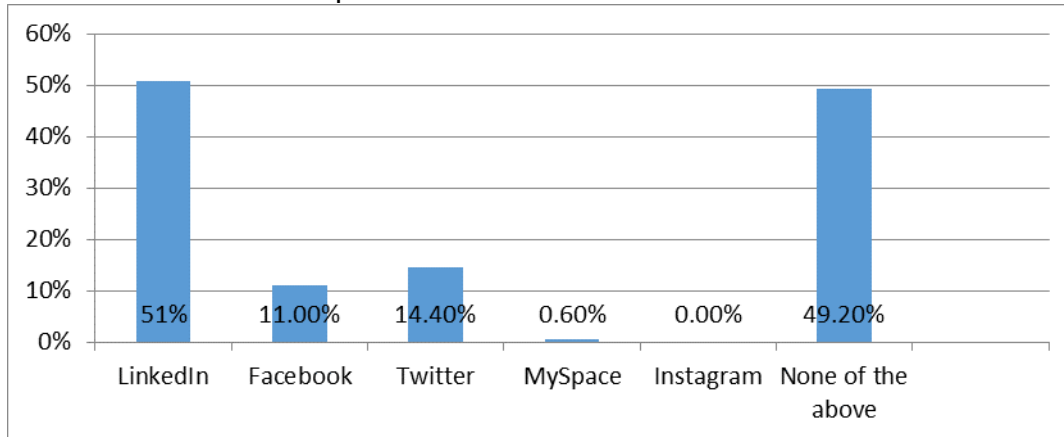
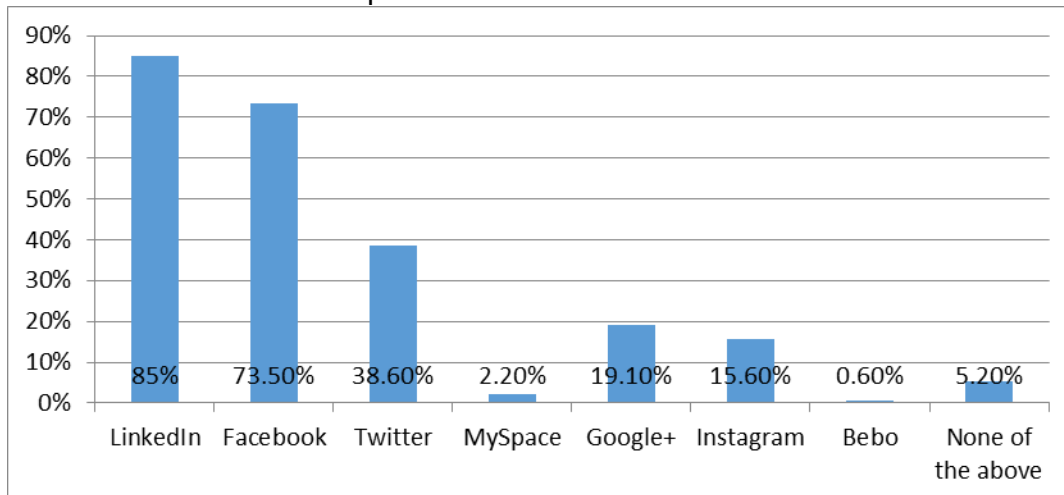


Chart 1.2: Job Seekers with profile in social media



In the 21st century companies pride themselves on the basis of quality and demand in order to ensure they provide high standard consumers can rely on (Glassdoor, 2016). Social media allows the company to communicate itself to the public to fulfill their need for information. Miller et al. (2016) describes that what is shared and exchanged holds high importance during use of social media. What the future employee is hearing about the organization is the major factor determining the face of the company’s workforce. Smykal (2016) says “If the job market is now candidate driven, recruiters need to find a way into the co-pilot’s seat”. Thus, the companies have to leverage the benefits offered by present social media to attract top talents by engaging and building strong presence among them.

IV. Challenges surrounding the use of Social Media for recruitment.

There are some shortcomings that pose to be challenges for an organization attempting to adopt this practice. Davison, Maraist, and Bing (2011) quote “these sites can be valuable ‘friends’ for HR, but also have the potential to be dangerous ‘foes’ if used improperly” (Broughton, Foley, Ledermaier, & Cox, 2013, p.5). Thus, understanding social media and the ways that it should be utilized in the recruitment process are essential to limit challenges and spur benefits. Broughton argues that half of respondents believe the main issue regarding use of social media for

recruitment is rooted in depriving 'non-social media' users from the provided opportunities. It is followed by concerns regarding privacy at 36 per cent, and pool size built up through it and possibility of unfair treatment to candidates at 28 per cent which is represented in chart 2 (Broughton et al., 2013, p. 25). Some of these major issues are discussed in this section.

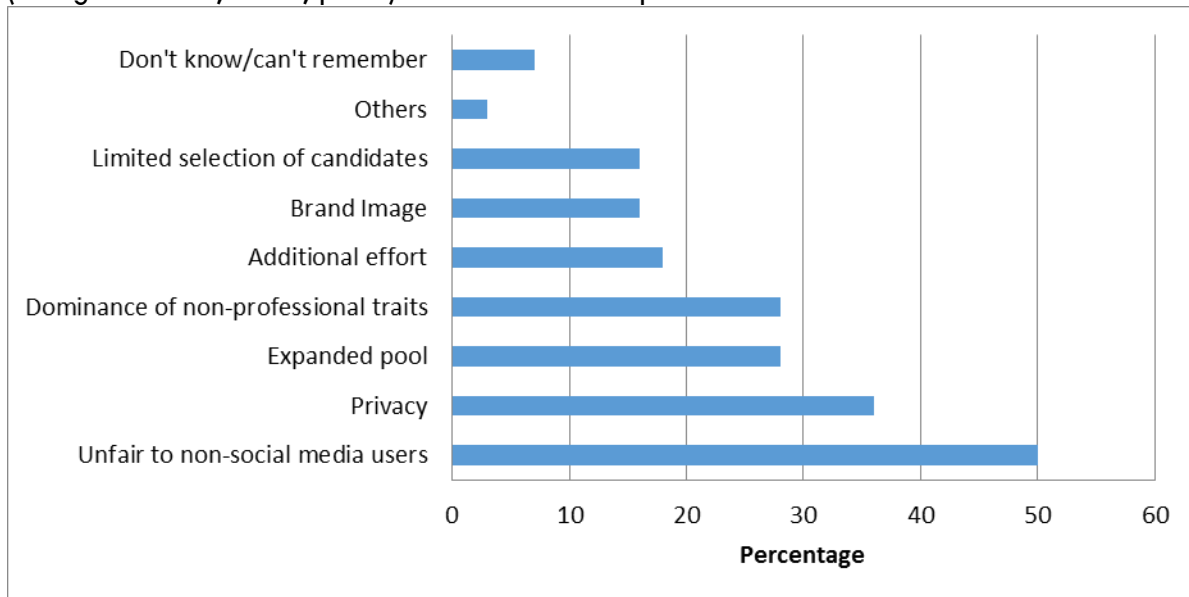


Chart 2: Issues in using social media for recruiting

- a. Prejudice to certain demographic group: The use of social media for recruitment makes the organization prone to legal allegations regarding discrimination against certain demographic groups (Oracle, n.d., p.4). Davison et al. (2012) coins "There may be demographic differences in terms of who has a webpage or profile and who does not. Persons residing in rural areas may be at a disadvantage as frequent Internet coverage is less likely. It is possible that a computer may be a farfetched device and 'smart devices' considered expensive or useless. There are also likely to be age differences and huge generation gaps in relation to person that regularly access recent technological tools."(Broughton et al., 2013, p. 28). Thus, it will be unfair to those who do not have access to, or even utilize social media if the company abandons conventional methods of communication. Moreover, non-inclusive workforce may bring forward legal repercussion for the companies.
- b. Legal concerns: The major legal issues that a company should consider are privacy and impartiality. There is no proper guideline regarding the degree to which one can search for candidate's personal information. Davison et al. highlights "Obtaining information via SNSs may be classified as an invasion of applicants' privacy, particularly if carried out without their knowledge or consent" (Broughton et al., 2013, p.30). In addition, disclosure of certain demographic aspects is usually done after a certain stage in recruitment process. Social media increases possibility of discriminating candidates on the basis of such information that can lead to legal penalties.
- c. Difficult to measure cost-benefit ratio: A company using social media for recruitment has to provide considerable staff time and effort to maintain the flow of interaction with the audience. The pool size built up by such data will also be enormous thus demanding additional work on examining them. The company as well requires tools to track the progress of the venture. This would also encourage seeking competent manpower to analyze the performance and results of such campaigns. However, the benefit gained with

respect to cost associated with such commitment is difficult to measure. Pets at home encountered difficulty in assessing the worth of using Facebook in their recruitment process as they were unable to determine if anyone was influenced and led to apply for any position due the company's Facebook activities (Broughton et al., 2013).

- d. Reliability and relevance of information: A company cannot fully trust the information displayed by candidates on social channels. Broughton et al. mentions, "the information people choose to share on SNSs can be edited or distorted by concerns of social desirability and this may be strongly dependent on the perceived audience." Thus, dependability and trustworthiness of the information on social media raises a question on the efficacy of its use for the process (Broughton et al., 2013, p.26).

Although importance of relevancy of information is more in screening phase, the recruiter should be able to distinguish between the non-job related and professional characteristics even while considering them potential. There might be personal traits that determine the capabilities of the individual to accomplish certain tasks but the recruiter should be careful not to let them get influenced by irrelevant information (Hafeez, n.d., p.4).

Along with these challenges the company that is attempting to go online needs to have enough measures to protect itself from data theft and brand squatting. Also it needs to be aware of threats posed by viral nature of social media that not only transfers intended favorable message but also spread negative comments and indications possible of destroying company's reputation.

V. Analysis

a. Utilizing Social Media

This section consists of case study of two different companies who have incorporated social media in their recruitment strategy. The examples present the various activities companies are performing in social media for recruitment purpose.

G4s

G4s, a leading multinational security solutions provider, operates in 125 countries providing employment to 660,000 people across the world. G4s is a prime example for describing the usage of social media among various companies. G4s have included social media as a strategic tool in the recruitment process. It has a separate department with delegated duties of recruitment, specifically through use of this medium. The basis of the career website that is controlled by G4s is heavily influenced by social media programing.

Participants are required to create a profile in order to further engage in activities similar to that of a typical social media site. One is allowed to digitally share and interact with other members through the work related profiles. The company at present uses Facebook, Twitter and LinkedIn for recruitment on a large scale. They have identified ways in which they can utilize Social Media to search for job seekers interested in their positions. Facebook is considered to be a viable source for massive users, whereas LinkedIn is preferred for hiring upper echelons along with attracting passive workgroup. All these three social media sites are basic avenues leading to the company's career website. The company maintains the standard of the profiles with regular updates and keeps a record of the activities.

G4s encourages employees to engage in social media even during working hours. The corporate's social media policy is basically to make employees understand the right conduct expected of them over online portals. However, there are a few instances where company had to handle certain misconducts.

G4s profits from social media interaction within the company as it tends to build relationships, promote the name of the business, limit costs of constant contact, attract

visitors with an entertaining approach, as well as providing a comfortable environment for employees.

However, this venture has proved to be time consuming and costly as the company required trained IT personnel to constantly upgrade the system to prevent the site from failing.

The company stresses that the social media activities should not be directed towards job seekers alone but should be considered as a goal oriented continuous process to socialize with the community it serves (Broughton et. al, 2013)

ING Vysya Bank

ING Vysya was a private Indian Multinational bank operating in India from 2002 which merged with Kotak Mahindra bank in 2015. The bank was one of the prominent users of social media for recruitment in BFSI segment. The bank felt a scarcity of skilled talent in the market as a result of booming banking and financial sector. To solve this issue the bank turned to social media. It used LinkedIn as a tool specifically aiming at the passive candidates. Job slots and LinkedIn Recruiter were used along with InMail for direct communication. The bank mentioned to have achieved 400 per cent ROI as a result due to shorter hiring cycle and less cost per hire. The company used LinkedIn to recruit mid and senior level employees. The head of recruiting and talent acquisition realized the potential of social media and engaged the company with the prospects. The bank used it for exploring the talent pool, informing the audience with opportunities at the company, find the specific talent utilizing the features provided by LinkedIn Recruiter and building a strong brand image among the audience (LinkedIn Talent Solutions, 2011).

b. Rise of Social Media in business world of India

According to Staista, in 2016 there has been an increase in the number of social network users ranging around 216.5 million. It has been reported that the second highest membership of LinkedIn accounts belong to Indian nationals. A study by ASSOCHAM majorly based on responses of recruiters of high-tech cities in India reveal that around 68 per cent of companies are using social media in their recruitment process (ASSOCHAM, 2016). This certainly creates the assumption that social media is being utilized as a means of attracting possible employees in local companies and abroad.

All India Management Association (2003) mentions that the developed countries along with developing nations such as China and Russia are predicted to have labor shortage by 2020 majorly in the field of IT, health, medicine and education. Whereas in India, there will be an expansion of the young working class generation constituting around 64 per cent of India's population making it the youngest nation in the world by 2020 (Shivakumar, 2013). These indicates towards an opportunity for India to be a major hub for outsourcing skilled talent. By extension this will build the human resource development of Indian and allow companies to firmly utilize the best personnel for tasks. According to A.T. Kearney's 2016 Global Services Location Index, India continues to be the most desired destination for offshoring as it is considered to be highly favorable in terms of availability of skilled talent, capital and operational conditions. Under these circumstances social media have the potential to bridge the gap between supply and demand of labor among nations. Through use of social media data bases, India can maximize on opportunities to seek higher educational advances, specialized jobs and global connectivity.

In addition, Digital India, project by Shri Narendra Modi, current Prime Minister of India, envisions to 'digitally empowering the nation and creating a knowledge economy'. The program aims at providing internet infrastructure in every part of the country, e-governance and digital literacy of the citizens. The program considers IT to be an area that can be boosted to propel economic

growth, public awareness, educational opportunities and social development within India. This further supports the use of social media and digital mediums for job seekers across the nation and the globe. Companies can attract the most suitable personnel for technical tasks as well as the most talented manpower for projects in various sectors.

Furthermore, the innovations of telecom companies of making internet available to the public at subsidized rates widen the coverage that may reinforce the use of social media for recruitment.

VI. Conclusion

The candidate driven market, changing work demographics, gaining popularity of big data, extensive engagement in social media and the idea of digitizing the world are the major factors leading to changes in recruitment landscape (Headworth, 2015). Incorporating social media in recruitment strategy allows the company to locate the right match with greater speed, build brand image, improve candidate experience, elevate quantity and quality of candidate and gain additional information about today's mobile driven community. Similarly, candidates are able to view genuine work previews through several sources, contact the employers with more ease, and explore diversified opportunities across the globe. Social media is being transformed into a platform that allows job-interested persons to participate in online applications via handheld devices. This service is viewed as cost and time effective, accelerating the procedure. However, a company should keep proper track of the potential candidate's need, monitor its employee's activities, minimize discriminatory probabilities, and have sound knowledge on legal terms in order to avoid adverse situations. There are some legal matters that need to be considered prior to implementing social media on a large scale for every purpose but it may be able to be ushered in gradually to prevent emergence of major issues.

There is a sense that using social media in large companies may be a bit of a distraction to the employees as monitoring the daily activities of users may become challenging. It must also be stated that social media does provide a wealth of positives to a company willing to engage in building competitive advantage through its recruitment strategy. The venture may prove to be costly at first glance but is likely to reap benefits with proper utilization. The environment that G4s creates for its workers through social media may foster good relations and encourage employee bonding. This will only ensure that everyone feels as though they belong in that workforce.

Considering the increasing rate of social media interaction in nearly every aspect of daily human life it is pivotal to adopt certain aspects in the business arena. The importance of using leading sites such as Facebook, Twitter and LinkedIn to attract employees is growing as many more companies are widening their scope towards this approach.

Thus, the unique features and personalization furnished by social media makes it suitable for any sort of job market for recruitment irrespective of country, strata of job, attribute of candidates, and nature of organization. To sum up, the use of social media for recruiting purposes is essential to cope with the competitive nature of a technological growing economy.

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Management Effectiveness In The Cost Of Cultivation Of Paddy In Kerala

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Abstract: Agriculture remains one of the most important sectors of Kerala's Economy. Kerala is the largest producer of many agricultural commodities and a leading agricultural state in the country. Paddy is the most essential or the staple crop in Kerala. About 600 varieties of rice are grown in the sprawling paddy fields of Kerala. In all the districts of Kerala, Paddy is cultivated in three seasons autumn, winter and summer. In Wayanad district there is no autumn paddy cultivation. To know the earning capacity of the paddy farmers it is appropriate to study the cost of cultivation of the crops. An attempt is made to study the variation in the cost and to identify the causes for such variation. Cost of cultivation of the crop covers all expenses incurred by the cultivators, interest on fixed assets, land value and labour cost. The purpose of this study is to examine the effectiveness of management in the cost of cultivation of paddy in Kerala. The study is based on secondary annual time series data collected from the Report of Cost of Cultivation, Department of Economics and Statistics, Kerala. The study uses trend analysis, Mean, Standard Deviation, ANOVA and Compound Annual Growth Rate (CAGR) to analyse the data.

Keywords: - Cost of Cultivation, Paddy, Cost Concepts, ANOVA, CAGR

1. INTRODUCTION

The minimum support prices of principal crops are announced by the Government of India from time to time in order to pursue its price support policy. The relevant data on cost of cultivation of production of crops is necessary for that. A comprehensive survey of the cost of cultivation of principal crops was initiated from the year 1970-71. (Ministry of Statistics, GOI). It was conducted by the Directorate of Economics and Statistics, Ministry of Agriculture (DESMOA) through Agricultural Universities in 13 states and general Universities in other 3 states. The studies on cost of cultivation are primarily intended for use by the Commission for Agricultural Costs and Prices (CACP), Planning Commission and other economic ministries of Government of India as well as other research organizations. For the price administration of agricultural commodities and farm economy it is important to conduct studies on cost of cultivation. More focused attention, proper management and organisation is necessary to collect the relevant data through surveys.

In Kerala from 1979-80 the scheme for conducting cost of cultivation was initiated. To find out the cost of cultivation of major crops and for minor crops survey was conducted. The collected data are used for various schemes in agricultural sector. The study on cost of cultivation in Kerala is essential for formulating price policies and achieving economic efficiency of the crop production sector. (Directorate of Economics and Statistics)

Paddy is the most essential or the staple crop in Kerala. In all districts of Kerala Paddy is cultivated in three seasons, Autumn, Winter and Summer. There is no autumn paddy cultivation in Wayanad district. The area under the paddy cultivation in the state is decreasing regularly. For the study a holding is considered if it contained at least 25 cents under the crops for paddy. The holding size group, (Small, Medium and Large) of a crop is determined on the basis of the area under the crops under study. For paddy small holding size group is < 0.40 hectare, medium holding size group is 0.40 to < 2 hectare and large holding is ≥ 2 hectare. (Directorate of Economics and Statistics)

Method of Estimation is based on different concepts of costs, imputation of value owned inputs, allocation of costs to different crops and valuation of farm assets.

Costs incurred for growing the selected crops are classified under, Cost A, Cost B1, Cost B and Cost C.

Cost A consists of all kind of expenses (paid out costs) actually incurred by the cultivators includes:

- i. Hired human labour
- ii. Animal labour
- iii. Machine labour
- iv. Seed/seedlings
- v. Farm yard manure and chemical fertilizers
- vi. Plant protection
- vii. Land tax and irrigation cess
- viii. Repair and maintenance charges of implements , machinery and buildings
- ix. Interest on working capital
- x. Other expenses

Cost B1 : Cost A + Interest on fixed assets (excluding land)

Cost B : Cost B1 + Interest on land value

Cost C : cost B + Imputed value of family labour

(Source: Directorate of Economics and Statistics)

The study is based on secondary annual time series data collected from the Report of Cost of Cultivation branch of the Department of Economics and Statistics. In this context, it is essential to find out the present study helps to identify the management effectiveness in the cost of cultivation of paddy in Kerala and to estimate the future values of cost of cultivation.

2. LITERATURE REVIEW

Gomez, Morini (2009) studied a cost model for calculating and managing production costs in multiproduct firms in the agricultural sector using ornamental plant cultivation. This model is extremely difficult in case of crop variety, but simple and flexible to apply for general firms in agricultural sector.

Holzhammer, Seppelt (2007) presented a simplified methodology for analysing cost effectiveness of management actions on a regional scale. It helps to identify areas where management actions for improving ecology and most efficient to a certain conservation goal. This approach is flexible and applicable to a variety of landscape planning problems and effective allocation of management measures.

Fusi et.al (2014) studied the environment impact on rice cultivation mainly due to fossil fuels and methane emission associated with the fermentation of organic material in the flooded rice fields. Life cycle assessment methodology was applied to study the impact categories. The seven important impact categories are climate change, ozone depletion, human toxicity, terrestrial acidification, fresh water eutrophication, marine eutrophication and fossil depletion. The study analysed that to improve environmental performance of rice production, solutions are to reduce emission from fertilizers as well as methane emission and save fossil fuels.

Zhou et.al (2009) studied the effectiveness and cost benefit of conservation management practices on sediment reduction under a corn-soyabean rotation. Management practices for corn and soyabean consist of tillage with a mold board plow with a row cropped system. The study analysed that economic value of soil is considered in cost-benefit assessment of conservation practices in order to reflect the true value of the conservation practices in the long term.

3. OBJECTIVES OF THE STUDY

- a) To study the management effectiveness in the cost of cultivation of paddy in Kerala.
- b) To estimate the future values of cost of cultivation of paddy in Kerala.

4. METHODOLOGY OF THE STUDY

The analysis is based on time series data for a five year period commencing from 2009-10 to 2013-14 which is collected from the Report of Cost of Cultivation branch of the Directorate of Economics and Statistics, Kerala. The Principal food crop Paddy is selected for the present study in three seasons, autumn, winter and summer. The study helps to analyse the management effectiveness in the cost of cultivation of paddy in Kerala. It helps to estimate the future values of cost of cultivation for the period from 2014-15 to 2018-19. Trend Analysis, Mean, Standard Deviation, ANOVA and Compound Annual Growth Rate (CAGR) are used to analyse the present data.

5. DATA ANALYSIS AND DISCUSSION

5.1 TREND ANALYSIS OF PADDY-AUTUMN

TREND ANALYSIS OF COST OF CULTIVATION OF PADDY-AUTUMN					
CONCEPT OF COST	YEAR	HOLDING SIZE CLASS			
		SMALL	MEDIUM	LARGE	ALL SIZES
COST A	2009-10	34940	27880	25196	27982
	2010-11	36714	31079	30901	32254
	2011-12	42616	37444	23447	32948
	2012-13	51612	39901	29980	36203
	2013-14	68623	49995	49677	53377
COST B	2009-10	122769	98515	59848	85158
	2010-11	118702	94493	74771	92078
	2011-12	149444	104404	65604	97559
	2012-13	191672	108403	76131	102504
	2013-14	200161	124764	88672	123083
COST C	2009-10	127582	101221	61406	87712
	2010-11	123400	97710	76275	94965
	2011-12	156463	108519	67296	101270
	2012-13	199060	112193	77356	105401
	2013-14	208481	130068	91491	127880

Source:- Author's Calculation

From the table 5.1 it is analysed that cost of cultivation of autumn paddy cultivation in the state is increasing regularly. The cost of cultivation of small holdings for cost A from the base year 2009-10 increased by 96%, medium holdings increased by 79%, large holdings increased by 97% and for all sizes it increased by 91%. For cost B small holdings increased by 63%, medium holdings increased by 27%, large holdings increased by 48% and for all sizes it increased by 45%. For cost C small holdings increased by 63%, medium holdings increased by 29%, large holdings increased by 49% and for all sizes it increased by 46% from the base year 2009-10.

5.2 TREND ANALYSIS OF PADDY-WINTER

TREND ANALYSIS OF COST OF CULTIVATION OF PADDY-WINTER					
CONCEPT OF COST	YEAR	HOLDING SIZE CLASS			
		SMALL	MEDIUM	LARGE	ALL SIZES
COST A	2009-10	36919	32787	33667	33895

	2010-11	40891	32897	48170	41250
	2011-12	38830	36548	35936	36608
	2012-13	60524	44181	40259	44072
	2013-14	64307	51218	45516	50283
COST B	2009-10	84779	79235	100050	88591
	2010-11	125900	115443	127784	122820
	2011-12	130254	119631	76380	100861
	2012-13	185432	129789	89901	115145
	2013-14	190271	142066	97879	127466
COST C	2009-10	90116	82511	101277	91422
	2010-11	131230	119202	129666	125953
	2011-12	136688	123224	79534	104680
	2012-13	193664	134350	92235	118957
	2013-14	199635	147638	100550	132166

Source:- Author's Calculation

From the table 5.2 it is analysed that cost of cultivation of winter paddy cultivation in the state is increasing regularly except for large holdings. The cost of cultivation of small holdings for cost A from the base year 2009-10 increased by 74%, medium holdings increased by 56%, large holdings increased by 35% and for all sizes it increased by 48%. For cost B small holdings increased by 124%, medium holdings increased by 79%, large holdings decreased by 2% and for all sizes it increased by 44%. For cost C small holdings increased by 122%, medium holdings increased by 79%, large holdings decreased by 0.7% and for all sizes it increased by 45% from the base year 2009-10.

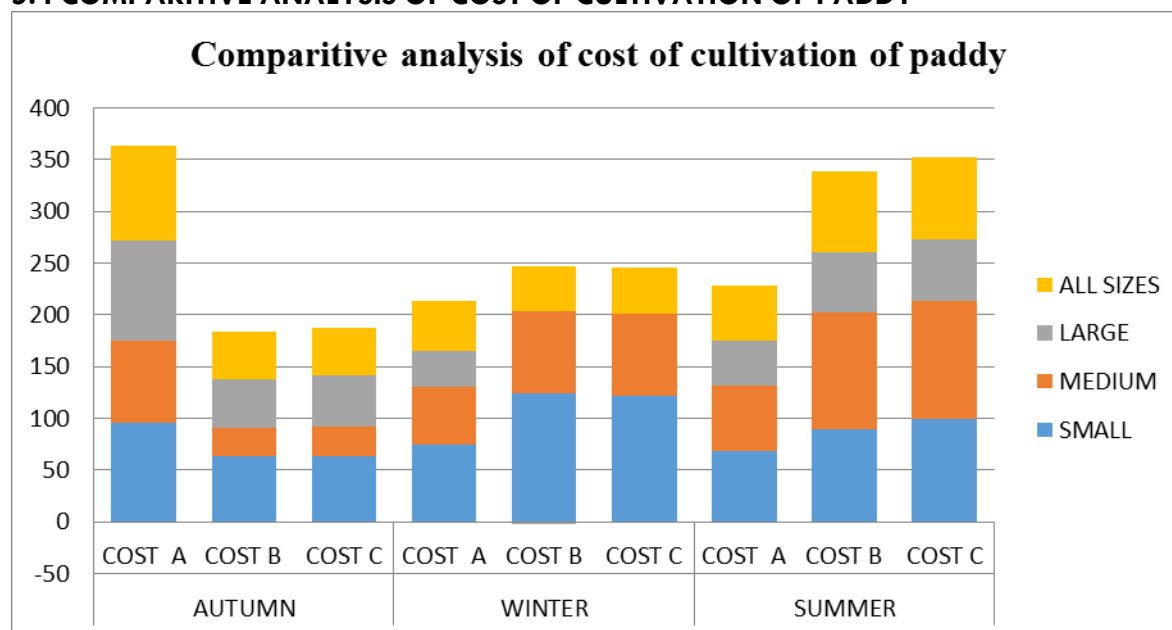
5.3 TREND ANALYSIS OF PADDY-SUMMER

TREND ANALYSIS OF COST OF CULTIVATION OF PADDY-SUMMER					
CONCEPT OF COST	YEAR	HOLDING SIZE CLASS			
		SMALL	MEDIUM	LARGE	ALL SIZES
COST A	2009-10	36372	32117	33316	33304
	2010-11	42413	31770	40619	38078
	2011-12	45800	37090	38725	38999
	2012-13	62484	44800	36098	41983
	2013-14	61201	52566	47619	50795
COST B	2009-10	116418	77554	67390	78397
	2010-11	122154	89016	77004	86853
	2011-12	145525	103344	86572	100002
	2012-13	197601	134255	74278	107486
	2013-14	219721	164995	107350	138455
COST C	2009-10	120750	80277	68854	80759
	2010-11	128852	92569	78455	89671
	2011-12	154399	107399	87904	103263
	2012-13	205100	138423	76385	110880
	2013-14	240519	171927	109828	144572

Source:- Author's Calculation

From the table 5.3 it is analysed that the cost of cultivation of summer paddy cultivation in the state is increasing regularly. The cost of cultivation of small holdings for cost A from the base year 2009-10 increased by 68%, medium holdings increased by 64%, large holdings increased by 43% and for all sizes it increased by 53%. For cost B small holdings increased by 89%, medium holdings increased by 113%, large holdings increased by 59% and for all sizes it increased by 77%. For cost C small holdings increased by 99%, medium holdings increased by 114%, large holdings increased by 60% and for all sizes it increased by 79% from the base year 2009-10.

5.4 COMPARITIVE ANALYSIS OF COST OF CULTIVATION OF PADDY



The graph 5.4 shows the comparative analysis of cost of cultivation of paddy in three seasons, autumn, winter and summer. It shows that the value of cost A is higher for autumn paddy cultivation than winter and summer. While the value of cost B and cost C is higher for summer paddy cultivation than autumn and winter.

5.5 ANOVA FACTOR OF PADDY-AUTUMN

ANOVA: SINGLE FACTOR				
Groups	Count	Sum	Average	SD
Small	15	1832239	122149	62863
Medium	15	1266589	84439	36068
Large	15	898051	59870	22908
All sizes	15	1200374	80025	34167

ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	3E+10	3	1.01E+10	5.83	0.0015	2.77
Within Groups	9.7E+10	56	1.74E+09			
Total	1.3E+11	59				

Source:- Author's Calculation

From the table 5.5, it is clear that the mean value of the growth rate in the cost of cultivation of paddy for small holdings is 122149 ± 62863 during the study period. Similarly the mean value of the growth rate in the cost of cultivation of paddy for medium holdings is 84439 ± 36068 and for large holdings is 59870 ± 22908 . For all sizes, the mean value of the growth rate in the cost of cultivation is 80025 ± 34167 .

To test the statistical significance of the growth rate ANOVA test was done and the calculated F value is 5.83; Sig.value is 0.0015 ($p < 0.05$), shows there is significant difference in the mean value of the growth rate in the cost of cultivation of paddy autumn.

5.6 ANOVA FACTOR OF PADDY-WINTER

ANOVA: SINGLE FACTOR				
Groups	Count	Sum	Average	SD
Small	15	1709440	113963	59466
Medium	15	1390720	92715	43195
Large	15	1198804	79920	32158
All sizes	15	1334169	88945	37230

ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	9358555604	3	3.12E+09	1.59	0.201	2.77
Within Groups	1.09511E+11	56	1.96E+09			
Total	1.18869E+11	59				

Source:- Author's Calculation

From the table 5.6, it is clear that the mean value of the growth rate in the cost of cultivation of paddy for small holdings is 113963 ± 59466 during the study period. Similarly the mean value of the growth rate in the cost of cultivation of paddy for medium holdings is 92715 ± 43195 and for large holdings is 79920 ± 32158 . For all sizes, the mean value of the growth rate in the cost of cultivation is 88945 ± 37230 .

To test the statistical significance of the growth rate ANOVA test was done and the calculated F value is 1.59; Sig.value is 0.201 ($p > 0.05$), shows there is no significant difference in the mean value of the growth rate in the cost of cultivation of paddy winter.

5.7 ANOVA FACTOR OF PADDY-SUMMER

ANOVA: SINGLE FACTOR				
Groups	Count	Sum	Average	SD
Small	15	1899309	126621	67766
Medium	15	1358102	90540	46566
Large	15	1030397	68693	24750
All sizes	15	1243497	82900	36027

ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	2.74E+10	3	9.13E+09	4.21	0.0093	2.77
Within Groups	1.21E+11	56	2.17E+09			
Total	1.49E+11	59				

Source:- Author's Calculation

From the table 5.7, it is clear that the mean value of the growth rate in the cost of cultivation of paddy for small holdings is 126621 ± 67766 during the study period. Similarly the mean value of the growth rate in the cost of cultivation of paddy for medium holdings is 90540 ± 46566 and for large holdings is 68693 ± 24750 . For all sizes, the mean value of the growth rate in the cost of cultivation is 82900 ± 36027 .

To test the statistical significance of the growth rate ANOVA test was done and the calculated F value is 4.21; Sig.value is 0.0093 ($p < 0.05$), shows there is significant difference in the mean value of the growth rate in the cost of cultivation of paddy summer.

5.8 ESTIMATION OF FUTURE VALUES OF PADDY AUTUMN

FUTURE VALUES OF COST OF CULTIVATION OF PADDY-AUTUMN					
CONCEPT OF COST	YEAR	HOLDING SIZE CLASS			
		SMALL	MEDIUM	LARGE	ALL SIZES
COST A	2014-15	81237	57854	58866	62730
	2015-16	96171	66949	69754	73721
	2016-17	113849	77473	82656	86638
	2017-18	134777	89652	97944	101819
	2018-19	159552	103745	116061	119660
COST B	2014-15	226179	132354	97830	134956
	2015-16	255579	140405	107933	147974
	2016-17	288800	148946	119080	162247
	2017-18	326340	158007	131378	177898
	2018-19	368759	167619	144946	195058
COST C	2014-15	235714	138483	101081	140520
	2015-16	266505	147442	111677	154410
	2016-17	301317	156980	123383	169672

	2017-18	340678	167136	136316	186443
	2018-19	385179	177949	150604	204872

Source:- Author's Calculation

The future values are estimated using Compound Annual Growth Rate (CAGR). From the table 5.8, it is estimated that the future values of cost of cultivation of autumn paddy cultivation in the state is increasing regularly. The cost of cultivation of small holdings for cost A from the base year 2009-10 increased by 357%, medium holdings increased by 272%, large holdings increased by 361% and for all sizes it increased by 328%. For cost B small holdings increased by 200%, medium holdings increased by 70%, large holdings increased by 142% and for all sizes it increased by 129%. For cost C small holdings increased by 202%, medium holdings increased by 76%, large holdings increased by 145% and for all sizes it increased by 134% from the base year 2009-10.

5.9 ESTIMATION OF FUTURE VALUES OF PADDY WINTER

FUTURE VALUES OF COST OF CULTIVATION OF PADDY-WINTER					
CONCEPT OF COST	YEAR	HOLDING SIZE CLASS			
		SMALL	MEDIUM	LARGE	ALL SIZES
COST A	2014-15	73877	57260	49080	55494
	2015-16	84872	64015	52923	61244
	2016-17	97502	71567	57067	67590
	2017-18	112013	80010	61535	74594
	2018-19	128682	89449	66353	82324
COST B	2014-15	232886	164393	97344	139603
	2015-16	285046	190229	96811	152896
	2016-17	348888	220125	96282	167455
	2017-18	427029	254720	95755	183400
	2018-19	522671	294752	95231	200863
COST C	2014-15	243554	170754	100369	144923
	2015-16	297135	197488	100188	158911
	2016-17	362504	228409	100008	174249
	2017-18	442254	264171	99828	191068
	2018-19	539548	305532	99649	209511

Source:- Author's Calculation

From the table 5.9, it is estimated that the future values of cost of cultivation of winter paddy cultivation in the state is increasing regularly except for large holdings. The cost of cultivation of small holdings for cost A from the base year 2009-10 increased by 249%, medium holdings increased by 173%, large holdings increased by 97% and for all sizes it increased by 143%. For cost B small holdings increased by 517%, medium holdings increased by 272%, large holdings decreased by 5% and for all sizes it increased by 127%. For cost C small holdings increased by 499%, medium holdings increased by 270%, large holdings decreased by 1.6% and for all sizes it increased by 129% from the base year 2009-10.

5.10 ESTIMATION OF FUTURE VALUES OF PADDY SUMMER

FUTURE VALUES OF COST OF CULTIVATION OF PADDY-SUMMER					
CONCEPT OF COST	YEAR	HOLDING SIZE CLASS			
		SMALL	MEDIUM	LARGE	ALL SIZES
COST A	2014-15	69704	59456	52067	56448
	2015-16	79388	67250	56930	62731
	2016-17	90417	76065	62248	69713
	2017-18	102979	86035	68062	77472
	2018-19	117286	97312	74420	86095
COST B	2014-15	257534	199268	120602	159610
	2015-16	301854	240660	135489	183998
	2016-17	353802	290650	152215	212112
	2017-18	414689	351024	171005	244522
	2018-19	486055	423940	192115	281884
COST C	2014-15	285736	207985	123427	167227
	2015-16	339454	251606	138709	193433
	2016-17	403270	304375	155884	223745
	2017-18	479084	368211	175185	258808
	2018-19	569151	445436	196876	299365

Source:- Author's Calculation

From the table 5.10, it is estimated that the future values of the cost of cultivation of summer paddy cultivation in the state is increasing regularly. The cost of cultivation of small holdings for cost A from the base year increased by 222%, medium holdings increased by 203%, large holdings increased by 123% and for all sizes it increased by 159%. For cost B small holdings increased by 318%, medium holdings increased by 447%, large holdings increased by 185% and for all sizes it increased by 260%. For cost C small holdings increased by 371%, medium holdings increased by 455%, large holdings increased by 186% and for all sizes it increased by 271% from the base year 2009-10.

6. CONCLUSION

This paper examines the management effectiveness of cost of cultivation of paddy in Kerala. The result shows that trend for the cost of cultivation for autumn and summer paddy cultivation is increasing regularly, while the cost of cultivation of winter paddy cultivation increases except for large holdings. Comparative analysis shows that coat A is higher for autumn paddy cultivation and cost B and Cost C are higher for summer paddy cultivation. For analysing the growth rate, ANOVA was done computed and the test shows that there is significant difference in the mean value of the growth rate in the cost of cultivation of autumn and summer paddy cultivation. But there is no significant difference in the mean value of growth rate for winter paddy cultivation. By estimating the future values of cost of cultivation of paddy, autumn and summer shows an increasing trend while winter shows an increasing trend except for larger holdings.

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Future of our Indian Women Entrepreneurs – A Conceptual Framework

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Abstract: During the last few years, the role of women entrepreneurs in various fields like sports, defense and business are paving a way for themselves to create a platform for their business and thereby giving a tough competition for their male counterparts. India is a developing country in which the small and medium scale business plays a major role. The part played by the women entrepreneurs in the small and medium sector is remarkable. Our Indian government is nowadays encouraging the services of our women entrepreneurs who is standing far from the original crowd and yet to be properly recognized by our Indian government. Their potential is to be recognized, brought out and exposed for utilization in productive and service sectors for the development of the nation. Thus, it can be said the women entrepreneurs who lead the sector are playing a great role in not just making our Indian economy grow at a faster rate but also establishing economic parity, providing employment to the most needful people. Women entrepreneurs are also a driving factor in bringing in social equality. To sum up, there are much more women entrepreneurs emerging daily across the world. This article tries to explore the future of our Indian women entrepreneurs in their unending business journey

Keywords: entrepreneurs, parity, potential, counterparts, and cut throat competition.

Keywords: Entrepreneurs, Parity, Potential, Counterparts, Cut throat competition.

I. Introduction

An entrepreneur is an individual who is propelled by an idea, personal goals, and ambition brings together the financial capital, people, equipment, and facilities to establish and manage a business enterprise". Female entrepreneurship has long been associated with concepts such as female empowerment and emancipation. Increasingly, it has also been marketed as crucial for increasing the quality of life of women in the developing world. Post 9/11, it has also been encouraged as a way of making changes to the status-quo of women in the Muslim world and re-addressing the balance of power within the family unit. The benefits of female entrepreneurship are many and varied, and have been researched in great detail in the past. The purpose of this research is to facilitate the discussion on how best to empower women using entrepreneurship. This will in turn help in the marketing of entrepreneurship as a tool for female empowerment and emancipation. This paper presents the future of female entrepreneurship in the developing nation. References from other developing countries have been included as and when appropriate. In a small number of cases, some research from the developed world has also been included if it was felt by the researcher that it would add to give a balanced view to the reader.

a) Female Entrepreneurship

"Female entrepreneurs are defined as those who use their knowledge and resources to develop or create new business opportunities, who are actively involved in managing their businesses, and own at least 50 per cent of the business and have been in operation for longer than a year" (Moore and Buttner, 1997 in Farr-Wharton and Brunetto, 2009: 2) In the context of this paper, we will extend this definition to explicitly include home-based female entrepreneurs "Female entrepreneurs are defined as those who use their knowledge and resources to develop or create new business opportunities – whether this be informally in a home environment without formally registering their business or formally via business registration, hiring office premises, etc. - who are actively involved in managing their businesses, are responsible in some way for the day-to-day running of the business, and have been in operation for longer than a year" (the new words introduced in the definition by the present authors have been italicized). It is important to

see female entrepreneurship as a distinct yet related concept to male entrepreneurship so that we can make efforts to understand the similarities and differences among both these group.

b) Women Entrepreneurs

Now the question is that what is the meaning of entrepreneurship for a woman? Women Entrepreneurship means not only an act of business ownership by women in general, it also boosts the economy for everyone, and the empowered women can smash scarcity - not only for themselves, but for their families, societies, and countries too. As per the Government of India "An enterprise owned and controlled by a women having a minimum financial interest of 51 per cent of the capital and giving at least 51 per cent of the employment generated by the enterprise to women." is called as women entrepreneurship. The policy maker cannot neglect the truth that women are now a promising economic force. Now the modern world as well as the democratic economy is now balanced by the participation of both sexes. Women entrepreneurs have been making a significant blow in all the segments of the economy which is more than 25 per cent of all types of business. As per center for Women's Business Research, 2009 women entrepreneur were growing twice as fast as the other business since 1997 to 2002. During the 2008 economic depression, five per cent of high potential women and four per cent of high potential men left their employment to establish their own business. Now the interesting thing is that according to this year's AMEX OPE State of Women-Owned Business Report, the speed of increase in the amount of women owned enterprises over the past 16 years remains higher than the national average. As per AMEX OPEN State of Women-Owned Business Report, the top-ranking countries on the basis of the revenue generation by the women-led firms are United State (No.1), Australia (No. 2), Germany (No. 3), France (No. 4) and Mexico (No. 5). On the other hand, in spite of India's recent economic surge, it ranked No. 16. Other rankings include Japan (12), Morocco (13), Brazil (14) and Egypt (15), and Uganda (No. 17). A sense towards sovereign decision making is the key factor to choose the profession as a challenge. Saddled with household chores and other responsibilities towards her family women want to get liberty under the influence of these factors and as an urge to do something new. Such circumstances are known as pull factors. In case of push factors women engaged in business activities due to family pressure and the responsibility is drive upon them

c) Present Position of Women Entrepreneurs in India

Women represent approximately half of the total world population as well as in India also. Women are the better half of the society. In our societies Indian women are treated as show pieces to be kept at home. But now they are also enjoying the impact of globalization not only on domestic but also on international sphere. Women come out of the four walls to contribute in all activities. Indian women are ready to take burden of work in house and as well as the work place. From many survey it is discovered that the female entrepreneurs from India are producing more capitals than the other part of the world. Since mid-1991, a drastic change takes place in Indian Economy. India has great entrepreneurial potential. At the present era, women participation in financial activities is marked by a low work participation rate. India provides a good example of women entrepreneurship.

d) Top Ten Successful female entrepreneurs in India in 2017

1. Indu Jain

Indu Jain belongs to the Sahu Jain family and is the current chairperson of India's largest media group, Bennett, Coleman & Co. Ltd., which owns the Times of India and other large newspapers. Indu Jain is known by many different identities such as that of a spiritualist, humanist, entrepreneur, an aficionado of culture and the arts, an educationalist but her most prominent and eminent role has been that of Chairman. Ms Jain was awarded the Padma Bhushan by the Government of India in January 2016. She is also the guiding force behind The Oneness Forum, formally launched by the President of India in 2003. The Forum recently awarded the Mahatma-

Mahavira Awards to outstanding individuals from all of walks of life and is involved in several activities that seek to bring, and highlight, a sense of Oneness in the world.

2. KiranMazumdar Shaw

She is the founder Chairman and Managing Director (CMD) of Biocon Limited. Today Biocon under Shaw's leadership has established itself as a leading player in biomedicine research with a focus on diabetes and oncology. Kiran is also a member of the board of governors of the prestigious Indian School of Business and Indian Institute of Technology Hyderabad. Kiran received the prestigious Padma Shri (1989) and the Padma Bhushan (2005) from the government of India

3. IndraNooyi

The most well-known face amongst Indian women entrepreneurs -IndraNooyi is the CFO and President of PepsiCo. Beginning her career in India, Nooyi held product manager positions at Johnson & Johnson and textile firm MetturBeardsell. Nooyi joined PepsiCo in 1994 and was named president and CFO in 2001. She has been conferred with prestigious Padma Bhushan for her business achievements and being an inspiration to India's corporate leadership. Her strong acumen for business has helped the company garner as much as 30 billion dollars' worth of crucial deals within the last couple of years.

4. VandanaLuthra

VLCC, a beauty and wellness giant has its presence in 11 countries across Asia, Africa and the GCC (Gulf Cooperation Council) and the credit goes to VandanaLuthra. She was awarded the Padma Shri in 2013 for her contribution and in 2015; she was listed as the 33rd most powerful woman in business in India by Fortune India.

5. NainaLalKidwai

From being Head of Investment Banking at ANZ Grindlays during 1982-1994 to Vice Chairman JM Morgan Stanley, NainaLalKidwai is one of the most successful and famous Indian businesswomen of today. She is currently Country Head and Group General Manager HSBC Group India. Apart from working at HSBC, Kidwai has also held other eminent positions such as that of Global Advisor, Harvard Business School, non-executive director at Nestle SA and as a member of Governing Board NCAER, Auditor General of India and several other positions. Indian government conferred Padma Shri award on Naina for her contributions in the field of Trade and Industry.

6. ChandaKochhar

She is currently the MD & CEO of India's largest private bank ICICI Bank. Under Kochhar's leadership, ICICI Bank won the "Best Retail Bank in India" award in 2001, 2003, 2004 and 2005 and "Excellence in Retail Banking Award" in 2002; both awards were given by The Asian Banker. Kochhar personally was awarded "Retail Banker of the Year 2004 (Asia-Pacific region)" by the Asian Banker, "Business Woman of the Year 2005" by The Economic Times and "Rising Star Award" for Global Awards 2006 by Retail Banker International.

7. Ekta Kapoor

The woman who changed the face of Indian television – Love them or hate them, you just cannot ignore Balaji serials and Ekta Kapoor is the woman who single-handedly founded and made Balaji Telefilms the household name it is today. She has won the Hall of Fame award at the 6th Indian Telly Awards during 2006 for her contribution to the Indian television industry. Known to be fiercely protective of her company and brand, Ekta is also very professional and has strong business acumen.

8. Suchi Mukherjee

Limeroad was started in 2012 by Suchi along with Manish Saxena, Ankush Mehra and Prashant Malik. The company has risen a funding of \$20 Million from Lightspeed venture partners,

Matrix partners and Tiger Global. Suchi was selected as 1 of 15 women worldwide 'Rising Talents, high potential leaders under 40.

9. RichaKa

Zivame is probably the first in the online lingerie space in India and has played a role in educating women across the country about intimate wear and shaping consumer behaviour.

10. Aditi Gupta

One such initiative has been taken by Aditi Gupta. In 2012, she co-founded Menstrupedia with Tuhin Paul, a crowdfunded initiative. The company provides a resourceful guide about menstruation which helps women to stay healthy and active during their menstruation.

e) Obstacles faced By Women Entrepreneurs in India:

In Indian context attitude towards the women are still conquered by the tough resistance from the male ego and the problem of Indian women pertains to her key responsibility towards family. From the beginning till the enterprise function, women entrepreneur comes across a series of problem. In rural areas women are considered as helpers. The main obstacles faced by women entrepreneurs are as follows:

1. Marriage

The biggest turning point of a woman's life is marriage. She turned into a daughter-in-law from a daughter. The priority is also changed with this. The dream of a woman has ripped like a fruit. Expectation from the family and personal commitment are mostly a great barrier for succeeding in business career. In such circumstances, it will be very much complicated to focus and run their enterprise successfully. Because Indian women are much conscious about their family obligations compare to business responsibility.

2. Cast and religions dominance

It also hinder women entrepreneur. For this women entrepreneur cannot overcome the obstacle before them to grow and flourish. In rural areas, women face more social and political obstacle.

3. Equality between Sexes

Though our constitution speaks of equality between sexes, male patriarchy is still the order of the day. Male dominated society destroys a female capability ability shows much less than male.

4. Literacy Rate

In our India 60 Per cent of total women are illiterate. They are far behind in the field of education. Due to lack of appropriate education, women entrepreneurs are in dark about the rapidly growing new technology, new methods of production, marketing techniques, and other governmental policy.

5. Financial Assistance

Different institutions in the financial sector expand their utmost support in the form of different incentives, loans etc. Many woman entrepreneurs do not aware of all these assistance provided by the institutions. Even the financial institutes are not coming forward to give financial assistance to women borrowers and for these more chances of business failure.

6. Competition

In the present market scenario the competition is too high; women entrepreneurs must survive in the market against the male counterpart who has enormous experience and capacity to adopt technology in running enterprises.

7. Low Risk taker

For running an enterprise risk-bearing capacity is essential. But a woman in India by character is very shy. Beside this due to non-adoption or slow adoption to changing technology also reduce their risk taking ability.

8. Managerial Capacity

For an enterprise a good management is necessary. But many of women entrepreneurs are not efficient at all in some managerial functions like planning, staffing, directing, controlling, motivating, and coordinating. Therefore inadequate managerial ability of women becomes a problem for them to run the enterprise successfully.

9. Suspicious nature

Moving alone for business purposes are still seemed to be with suspicious eyes. Sometimes, younger women feel uncomfortable when dealing with men for work related aspects.

10. Problem in Travelling to various work places

Since women cannot run here and there for promotion, supply and money collection, they have to depend upon the middle men for these activities. Middle men lean to exploit them in the excuse of helping. These result in less sales and lesser profit.

11. Lack of Self confidence

Self-motivation, self-confidence are the key ingredients for a successful business. But women suffer with lack of self-confidence because of their inborn nature.

f) Current Expectations of Top Indian Women Entrepreneurs in 2017

1. Tax cuts – Sairee Chahal, Founder and CEO of SHEROES, a career destination platform for women. We look forward to more investments in healthcare and education sector. It would also be nice to see some work around lowering tax on women and making the items affordable, thereby working on gender parity.

2. Suchi Mukherjee, CEO and Founder of LimeRoad, says: “In general, tax slabs should be adjusted in a way that it does not reduce the number of people covered in the tax net, but reduces the tax liability of individuals in order to provide them more disposable income that would help to increase the consumption in the country.

3. The Founder of Moya, bespoke crafts created by artisans, Rashmi Singh says, “Some perks and benefits for the salaried class and entrepreneurs who mostly belong to middle and upper middle class would really help a lot! We are just endless taxpayers with literally no return on it! A relaxed taxation policy on startups other than IT would be welcome.”

4. Aditi Balbir, Founder of V Resorts which provide offbeat stays to travellers, says, “I want the impossible – people who travel to offbeat places and contribute towards local economy should get their travel expenses deduction under 80 C! If someone wanted to boost domestic travel, this would be the way.”

5. Usha Amin, Co-founder of SHAH Fund, a VC fund by women and for women, says, “The expectation from this Budget is far greater than any before as generally there have been more shocks in place of acche din in the waiting. Hopefully, it will remove the lull and boost the economy.”

6. According to Usha, though the government has provided sops to budding entrepreneurs, including women startups, the tax incentive schemes for Startup India have to be simplified for implementation.

7. Tina Mansukhani Garg, CEO of Pink Lemonade, says, “One of the things I'd like to see is the government reducing service tax. I feel this is something that can be a pretty big burden for startups to bear, so it would be nice if there were cuts. I'd also like to believe this would help curtail the second economy to a large extent. In addition, I'd like to see the government also reduce overall corporate tax, as this will translate to improved profitability and more money being put towards growth and future investments.”

8. Women in the workforce

9. Ankita Vashistha, Co-founder of SAHA Fund, says, “A study by McKinsey suggested that if women were to participate in the workforce at the same rate as men, India could add \$2.9 trillion to the country's annual GDP by 2025.

10. Neha Bagaria, Founder of JobsForHer, believes that increasing the labour force participation rate (LFPR) for women is vital to achieving high growth of employment and overall economic growth. "I would like to see the government address the issue of LFPR and WPR (Worker Population Ratio). We hope to see the launch of various legislation-based schemes and other programmes where the emphasis is on female participation."

11. Given that Neha is enabling women to restarts their career, she still finds there is a demand-supply mismatch when it comes to women and jobs. She says, "There aren't enough jobs of the kind that would be acceptable to women who tend to weigh factors like flexibility, security, and travel distance from home more carefully than men before accepting employment. These issues need to be at the centre of economic policies. We would like to see schemes ensuring equality at work, provision of essential services for women, and a supportive legal and political empowerment, through government-led campaigns."

12. Swati Bhargava, Co-founder of CashKaro, wants increased planned expenditure for better infrastructure, which can enable more women to join and remain in the workforce.

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II. Review of Literature

Bowen & Hisrich, (1986), compared & evaluated various research studies done on entrepreneurship including women entrepreneurship. It summaries various studies in this way that female entrepreneurs are relatively well educated in general but perhaps not in management skills, high in internal locus of control, more masculine, or instrumental than other women in their values likely to have had entrepreneurial fathers, relatively likely to have first born or only children, unlikely to start business in traditionally male dominated industries & experiencing a need of additional managerial training.

Tambunan, (2009), made a study on recent developments of women entrepreneurs in Asian developing countries. The study focused mainly on women entrepreneurs in small and medium enterprises based on data analysis and review of recent key literature. This study found that in Asian developing countries SMEs are gaining overwhelming importance; more than 95 per cent of all firms in all sectors on average per country. The study also depicted the fact that representation of women entrepreneurs in this region is relatively low due to factors like low level of education, lack of capital and cultural or religious constraints. However, the study revealed that most of the women entrepreneurs in SMEs are from the category of forced entrepreneurs seeking for better family incomes. Singh, (2008), identifies the reasons & influencing factors behind entry of women in entrepreneurship. He explained the characteristics of their businesses in Indian context and also obstacles & challenges. He mentioned the obstacles in the growth of women entrepreneurship are mainly lack of interaction with successful entrepreneurs, social unacceptance as women entrepreneurs, family responsibility, gender discrimination, missing network,

low priority given by bankers to provide loans to women entrepreneurs. He suggested the remedial measures like promoting microenterprises, unlocking institutional framework, projecting & pulling to grow & support the winners etc. The study advocates for ensuring synergy among women-related ministry, economic ministry & social & welfare development ministry of the Government of India.

Lall & Sahai, (2008), conduct a comparative assessment of multi-dimensional issues & challenges of women entrepreneurship, & family business. The study identified Psychographic variables like, degree of commitment, entrepreneurial challenges & future plan for expansion, based on demographic variables. Through stratified random sampling & convenience sampling the data have been collected from women entrepreneurs working in urban area of Lucknow. The study identified business owner's characteristics as self-perception self-esteem, Entrepreneurial intensity & operational problem for future plans for growth & expansion. The study suggested that though, there has been considerable growth in number of women opting to work in family owned business but they still have lower status and face more operational challenges in running business.

Cohoon, Wadhwa & Mitchell, (2010), present a detailed exploration of men & women entrepreneur's motivations, background and experiences. The study is based on the data collected from successful women entrepreneurs. Out of them 59 per cent had founded two or more companies. The study identifies top five financial & psychological factors motivating women to become entrepreneurs. These are desire to build the wealth, the wish to capitalize own business ideas they had, the appeal of startup culture, a long standing desire to own their own company and working with someone else did not appeal them. The challenges are more related with entrepreneurship rather than gender. However, the study concluded with the requirement of further investigation like why women are so much concerned about protecting intellectual capital than their counterpart. Mentoring is very important to women, which provides encouragement & financial support of business partners, experiences & well developed professional network.

III. Objectives of the Study

The study is based on secondary data which is collected from the published reports of RBI, NABARD, Census Surveys, SSI Reports, newspapers, journals, websites, etc.

The study was planned with the following objectives:

- a. To identify the reasons for women for involving themselves in entrepreneurial activities
- b. To determine the possible success factors for women in such entrepreneurial activities.
- c. To make an evaluation of Government's about women entrepreneurship.
- d. To discuss the development of women entrepreneurs through small and medium enterprises.
- e. To highlight the factors influencing the women entrepreneurs.
- f. To study the major constraints faced by the women entrepreneurs.
- g. To draw conclusions and suggestion.

IV. An bird's eye view about the various Promotion Measures taken by the Government in 2017 for Women entrepreneurship

1. Karnataka has Rs 10 crore for women entrepreneurs
2. Government to roll out programme for promoting women entrepreneurs
3. Amazon to 'nurture' women entrepreneurs in Nagaland
4. Government to roll out programme for promoting women entrepreneurs
5. Government to launch exclusive scheme for women entrepreneurs
6. 'Evolution' of women in Indian advertising
7. Telangana comes up with India's first women entrepreneur park
8. Special treatment for women entrepreneurs under UDAN scheme: Aviation Security
9. India ranks low among countries with women entrepreneurs: Survey
10. Women entrepreneurs are carving out a niche for themselves in 'unconventional' businesses

11. International Women's Day: Top Indian women achievers were recognized
12. 'Women entrepreneurs to get more industrial parks'
13. Women entrepreneurs judged as women first and entrepreneurs later
14. Women entrepreneurs in Karnataka requesting more industrial parks, says CM
15. IIT-Delhi to mentor 45 women entrepreneurs from across the country
16. Telangana plans India's first women entrepreneurs' industrial park near Hyderabad
17. Women entrepreneurs can play greater role in defence production: Vinita Bimbhet
18. Women power: Indian Merchants' Chamber's Ladies Wing and some female entrepreneurs put together an exhibition
19. SushmaSwaraj pushes for separate market for women entrepreneurs
20. Women entrepreneurs feel social media as their best friend
21. 74 investors want a slice of women entrepreneur park
22. 30 Indian-origin men, women in Forbes list of super achievers
23. 2016 saw several Indian women breaking the glass ceiling to be continued in this current year also.

V. Methodology of Study

The main objective of the study is to know the future of the women entrepreneur. The study is mainly based on the secondary source in form of various research papers, websites and eBooks.

VI. Suggestion and Recommendations

Women entrepreneurs need to be given assurance, freedom, and mobility to come out of their absurdities following are some of the recommendations given by the researcher for carrying better women entrepreneurship in the future.

The following actions are recommended to authorize the women to grab different opportunities and face challenges in their business.

- i. Awareness program must be conducted on a huge scale for increasing awareness among women
- ii. There must be a constant attempt to inspire, motivate women entrepreneurs.
- iii. By arranging unlimited vocational training to women community to understand them the production process and production management.
- iv. Proper training programs must be organized to develop professional competencies in managerial, leadership, financial, production process, profit planning, marketing, maintaining books of accounts and other skills. These all will encourage women to start business.
- v. Educational institution should tie up with various government and non-government agencies to support in entrepreneurship development.
- vi. Various schemes plans must be provided by the government to develop entrepreneurs in the state.
- vii. The financial institutions should lend their hand to provide more working capital assistance both for small scale venture and large scale ventures
- viii. NGOs and government organizations must spread information about policies, plans and strategies on the improvement of women in the field of industry, trade and commerce.
- ix. Workshops and seminars should be organized frequently for women entrepreneurs to make their relations more cordial.
- x. Government should recognize the successful growing women entrepreneurs and award them. This recognition and publicity will motivate other women entrepreneurs and
- xi. Good support from their family can encourage women in entering business.

VII. Conclusion

Women entrepreneurs are those who think of a business enterprise and organize it and combine the factors of production, operate the enterprise, undertake risk and

handle economic uncertainties involved in running a business enterprise. It can be said that today we are in a better position wherein women participation in the field of entrepreneurship is increasing at a considerable rate. Women sector occupies nearly 45 per cent of the Indian population. At this juncture, effective steps are needed to provide entrepreneurial awareness, orientation and skill development programs to women. The role of Women entrepreneur in economic development is also being recognized and steps are being taken to promote women entrepreneurship. From the suggestions it is quite visible that for development and promotion of women entrepreneurship, in the region, there is a need for multi-dimensional approach from different sector, namely from the government side, financial institutions, individual women entrepreneurs and many more, for a flexible integrated and coordinated specific approach. The principal factor in developing entrepreneurship among women is not in terms of infrastructure or financial assistance or identifying an enterprise but it is a question of clearing the ground for their movement into entrepreneurship. For ages together they have been confined to a secondary role and confined to the homes and you have to bring out so that they become self-reliant, self-respecting enterprising people. Though there are several factors contributing to the emergence of women as entrepreneurs, the sustained and coordinated effort from all dimensions would pave the way for the women moving into entrepreneurial activity thus contributing to the social and economic development of the members of the family and thereby gaining equality and equal importance for themselves.

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MANAGING STATE LEVEL PUBLIC SECTOR ENTERPRISES (SLPSE) IN KERALA

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ABSTRACT

The significance of public sector enterprises was very evident during global financial crisis. The existence of Indian economy was not in disaster mainly due to existence of public sectors which played a pivotal role in emerging economies in their industrial and commercial activities. Limited number of private sectors due to resource constraints in post-independence period was the driven force for the authorities' to start with public enterprises. The main objective of the public sector enterprises is for wealth maximisation. The Public sectors initiated by Central or State Government are of national and international trade importance and economy growth to ensure that overall benefits from public sectors are spread to all sectors. Rapid development and infrastructure construction are the justification behind setting up of public sector enterprises. As a number of public sector enterprises are formed by taking over sick units protection of employees was also given priority. Whatever may be the idea behind the creation of such enterprises, they come into existence either by direct state investment or through nationalisation of private enterprises. The state intervenes through SOEs in the countries where investment needs for different projects are large and the expected returns at least in the short run are too low to motivate private capital to invest. Kerala holds the credit for maximum number of PSU. The Enterprises Resource Committee (ERC) Report stated that the PSUs had become a huge liability for the State Government and such undertakings should be immediately closed down or privatised. The study is an attempt to understand the status of public sector enterprises in Kerala

Key words: Public sector enterprises, Wealth maximisation. Enterprise Resource Committee.(ERC)

INTRODUCTION

A company in which 51 per cent of paid up capital is held by Government(s), Government companies and corporations controlled by the government is treated as if it were being a Government company (deemed to be Government company) as per Sec 619 of companies Act ,1956.

Public sector corporations in various fields are established by Government of India with a view to achieve the national objective by activating Industrial Policy Resolutions through Five year plans and economic programmes announced time to time. These corporations are functioning with a view of achieving the economic goals of the country. Public sector in its diverse forms involved in all activities in all sector of economy including industry, agriculture, urban infrastructure and public utility services like health, education, water supply and sanitation, transport and communication. Public sector Undertakings gives momentum to the growth of Indian economy to bridge the gap between rich and poor, to optimise the usage of natural resources, as well as to cover the regional inequalities. The absenteeism of the private sector in the areas of low profit margin also had driven the setup of government enterprises. The entry of Government enterprises in all business activities boost the private players to move ahead for a direct competition. To survey competitions the public sectors have to strive for the globalisation augment with efficiency and strategically measures in management and administration levels. On a comparison with the private players it was evident that many of the government sectors are not performing as efficiently as those in private sectors. Many of the PSUS are already in deep red financial crisis. The loss in public sectors is really a loss for the state as due to heavy deployment of the fund in the development. Thus the loss making units reminds the need to evaluate the performance of such

units time to time to safe our valuable resources. Also these sectors are very sensitive parts as they are bread for a large number of beneficiaries.

PUBLIC SECTOR IN KERALA

Kerala has a unique position with largest network of PSUs in nine sectors of power, finance, manufacturing (working, non-working), infrastructure, agriculture and allied, services. As on 31 March 2015, the State of Kerala had 111 working PSUs (107 working companies and 4 statutory corporations) and 15 non-working PSUs (including five under liquidation), which employed 1.28 lakh employees. The working PSUs registered a turnover of `19194.06 crores as per their latest finalised accounts. This turnover was equal to 4.25 per cent of State GDP indicating the important role played by State PSUs in the economy. The working PSUs had accumulated loss of `198.94 crore as per their latest finalised accounts. The percentage of turnover to state GDP was 5.36 (2008-2009). As on 31 March 2015, the total investment (capital and long term loans) in 126 PSUs was `19933.20 crores as against 13,897 crores in March 2014 , with the major investment in the thrust area of power. Apart from this financial stake GOK also extends the aid to public sectors by equity capital outgo from budget, loans given from budget, subsidy/grants given, loans converted into equity, loans granted, interest/penal interest writing off –all high marks a huge financial burden for the government.

Analysis of the latest finalised accounts of all working PSUs in the State for ending 2015:

No of profit making PSUs	50	498.47(cr)
No of loss making PSU	53	889.89(cr)
No profit/No loss	5	
Not finalised the accountd	5	

The major contributors to profit were :

- A)Kerala State Electricity Board (`140.42 crore),
- B)Kerala State Beverages(Manufacturing and Marketing) Corporation Limited (`123.54 crore),
- C)The Kerala State Financial Enterprises Limited (`69.90 crore) and
- D) Kerala State Industrial Development Corporation Limited (`30.49 crore).

The major PSUs which incurred loss are :

- A) Kerala State Road Transport Corporation (`508.22 crore),
- B) The Kerala State Cashew Development Corporation Limited (`127.95 crore) and
- C) The Kerala State Civil Supplies Corporation Limited (`89.11 crore).

The other key parameters are :

Particulars	2010-11	2011-12	2012-13	2013-14	2014-15
Return on Capital Employed (per cent)	8.32	6.75	5.87	4.1	5.28
Debt (` in crore)	3533.36	4306.05	5620.44	8391.62	8912.96
Turnover (` in crore)	14579.38	16171.31	18486.21	17586.85	19194.06
Debt/Turnover Ratio	0.24:1	0.27:1	0.30:1	0.48:1	0.46:1
Interest Payments (` in crore)	737.47	985.89	1185.61	1039.87	1508.11
Accumulated profit/loss(-)(` in crore)	-77.28	214.3	289.81	-284.62	-198.94

Source: CAG AUDIT REPORT 2016

The overall performance of the public sector enterprises are not satisfied with a decrease in ROCE, Increase in Debt, Increase in interest payments and accumulate loss results.

Three companies Keltron component, The Travancore Cement Ltd, The Travancore Sugars and Chemicals Ltd were listed in the stock exchange.

All the Government companies are required to finalise their financial statements by six months from the end of relevant financial year. To ensure the utilisation of capital investment Public Sector Restructuring and Internal Audit Board in Kerala analyse the half year performance of the Government companies. The half year results of Government companies for the half year ended financial year 2015-2016 reveals a sharp decline in the performance of State level Public sector enterprises.⁴¹ Government companies are in loss with an aggregate of Rs 59 crores. Kerala Minerals and Metals and Malabar cements Ltd are major profit generators.

RESURGENCE OF PUBLIC SECTOR

The public sectors are often blamed for their poor finance performance ratios. The main reason for the poor performance can be lack of accountability. The main objective not being the profit maximisation the mission of the company are diverted to social objective, equitable distribution of resources and wealth and addressing the needs of priority sectors .Some of the suggestions put forward for the turnaround of public sectors are:

I) Redefining the role of financial manager/financial advisor

Financial manager of the company should be given the power to take decision as well as his agreement should be ensured in all the capital decisions. Responsibility accounting along with redefined structure in organisation makes the role of financial manager crucial.

An important role of the financial adviser is crucial for strategic financial planning technique while dealing with conflicting objective with an effective mode to boost the flow of funds and to create adequate provisions to meet contingencies. This requires a well-designed financial information system, clear strategic financial objectives with regular coordination of Government's regulatory policies.

II) Capital decisions

The major losses of the public sectors heavily affect the Government as being the major stake holders. The capital structure should have an optimum blend with equity and debt. The gestation period of the project, risk associated, technology involved should be analysed. To ensure profitability appropriate pricing decisions are important. The managers should be given the freedom of pricing with suitable pricing strategies.

III) Working Capital Management

Over piling of inventory is a curse in almost all the public sector enterprises. Effective material management of stock with effective management information system and strict monitoring can be taken against the investment in inventories as well as their theft/misuse.

IV) Audit

The financial statements of the companies for every financial year are required to be finalised within six months from the end of the relevant financial year i.e. by September end in accordance with the provisions of Section 96 (1) of the Act. Failure to do so may attract penal provisions under Section 99 of the Act. Similarly, in case of statutory corporations, their accounts are required to be finalised, audited and presented to the Legislature as per the provisions of their

respective Acts. Every company should make it a strict policy finalises their accounts before the stipulated time. Audit committee should be accountable for the noncompliance with the audit procedures.

V) Annual Report

The audit reports of the Government Companies needs to be prepared like those of private companies. Every aspect that demands disclosure, even if off balance sheet should not be omitted. All the statutory disclosures should be ensures with relevant annexures. Moreover the annual reports should be available to all stake holders.

VI) Governance

Corporate governance includes policies and procedures adopted by a corporate entity in achieving its objectives with relation to its stakeholders, both internal and external. Execution of governance will ensure the participation of executive directors, independent directors working to achieve the objectives of management by regulating committees to ensure accountability and framing policies to regulate a system.

FINDINGS

The SLPSE are in the shadow of generating loss. Much of the performance ratios are not appreciated. The loss is contributed by penalties paid for the non-payment of income tax, It was seen that 11 companies have not yet submitted the accounts for audit. The financial burden is hold by the Government. Privatisation is also not recommended as these industries provide immense employment opportunities.

CONCLUSION

Resurgence of State Level Public Sector Enterprises is the remedy for the protections of financial stake of Government. A good financial information system and implementation of Corporate Governance with Companies Act 2013 will bring transparency, disclosures and hence compels the accountability for all investment and strategies adopted optimising the fund flow which ensures profitability and hence reducing the burden of Government for stake. SLPSEs being the backbone for the economic development need to be preserved. Identifying the bridge gap in economy expand the scope of opening additional enterprises. Azim (2012) observed that different governance elements have varying impact on corporate performance and profitability

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Role of Bank Facilitators in Facilitating and Promoting Banking Objectives in the Remote areas of the State of Meghalaya

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Abstract: Reserve Bank of India vide its circular DBOD.No.BL.BC.58/22.01.001/2005-06 dated January 25, 2006, permitted banks to engage individuals as **Business Correspondents** and **Business Facilitators (BC/BFs)** depending on the comfort level of banks. The aim of this circular is to ensure greater financial inclusion and increase the outreach of the banking sector. Banks may ensure that these individuals are permanent residents of the area in which they propose to operate as BC/BFs. It is mandatory for BFs to settle cash with bank branches by the end of the day or next working day. Since the area of business of BFs mainly covers the rural areas with erratic connectivity it becomes difficult to complete the settlement within the prescribed timeframe. This theme presupposes significant importance in the **North Eastern Region**. Financial inclusion aims at delivering the banking services to the vast number of people of all strata irrespective of caste, colour, gender, income, profession or place of residence. Thus the services of BC/BFs are indispensable to reach the vast number of financially excluded people to facilitate banking penetration in the most remote areas of our country.

Key words: *Business Correspondents, Business Facilitators, Financial Inclusion*

I. Introduction

The BC/BF model began in the 1990s in Brazil to control the 20 years of high inflation and to improve the country's social programmes. The Reserve Bank of India in 2006 allowed the banks to employ intermediaries known as Business Facilitators to expand their outreach. Bank Facilitators facilitate banking practices among the rural masses through proper guidance and assistance. The concepts of branch banking, anywhere banking, online and off-line banking services and personalized banking options can be made realistic with all customers with the help of Bank Facilitators. Be it customer service, financial inclusion, technology or even retail banking the banks have been adopting new changes and strategies with diversified objectives. Both online and offline facility options are inevitable situations in handling the service portfolio of banks. Branch banking aims at off-line and virtual banking aims at online approaches. Banks reach the customers through different platforms using formal and informal service facilities. Keeping in view the customer convenience, cost of maintaining more branches and the adoption of bank promotion systems, the banks in their service performance recognized the need of service inclusion. Hence the services of BFs become imperative to achieve this aim.

II. Review of Literature

It is found that 51 per cent of the rural households in India have no access to institutional credit, 22 per cent approach the village money lenders for their financial needs. Only 27 per cent have access to institutional credit (Rangarajan C. 2007)¹. Considering the special features of the North Eastern Region, BFs in that area need to be permitted to account for the transactions in the bank's books by the end of the second working day from the date of the transaction. It is a reality that low-income households regularly engage in frequent financial transactions mostly outside the formal financial system (Bindu Ananth & Asha Krishnakumar 2010)².

The BC model ensures a closer relationship between poor people and the organized financial system (Duvvuri Subbarao(2010)³; it was also stated that possibly the most important initiative of the Reserve Bank has been the Business Correspondent (BC) model. However, many families in our country still remain without access to the formal system of financial services. RBI survey shows that there were no guidelines governing their remuneration and almost half of the agents (BCs) are not traceable (Kumar, K. Ram 2014)⁴.

Shetty, Jayakumar (2013)⁵ observes that BC model is the grass root channel of financial inclusion plan. Anjaneyulu Ballem & Others (2013)⁶ stated that the BC model help develop the savings

habit among its clients. All these studies stressed the need of the services of BC/BFs to ensure better financial inclusion and increase the outreach of banking business among the citizens of the country.

III. Statement of the problem:

Shillong is a small metropolitan city. It is located in the state of Meghalaya. The Shillong city is governed by Municipal Corporation of Shillong which comes under Shillong Metropolitan Region. It has more than 55 bank offices of which few of them are of recent origin. In order to achieve the objectives of financial inclusion it is necessary to study the various options offered by various banks and how far these have been utilised by the natives of Shillong. The banks with a mission to offer the best banking services to the clients extend their services to the unbanked areas with the help of bank correspondents and more number of service points. At this juncture it is imperative to have a clear idea about the role of the bank facilitators in facilitating banking practices in the rural areas of the state as it enables the banks to be more efficient and effective in providing the banking services to the unbanked areas. Hence this study has been made to analyse the role played by the facilitators in offering best banking practises and to offer suggestions to the banking sector in the study area.

IV. Objectives of the study:

- To study the socio-economic profile of the respondents
- To analyse the role of Bank Facilitators in achieving banking objectives in the rural areas of Meghalaya.
- To give suggestions for the betterment of the banking services practised by BFs in Meghalaya

V. Area of study and Period of study:

Shillong, the study area is the capital of the state of Meghalaya. It is a cosmopolitan city with people comprising tribal and non tribal segments. It is the headquarters of the East Khasi Hills district and is situated at an average altitude of 4,908 feet (1,496 m) above sea level, with the highest point being Shillong Peak at 6,449 feet (1,966m). Shillong is the 330th most populous city in India with a population of 143,229 according to the 2011 census. The data were collected during 2013-14.

VI. Sample:

The banks in the study area are divided in to five strata, namely, State Bank of India, Other Nationalised Banks, Meghalaya Co operative Banks, Rural Banks and Private sector Banks. Among the Facilitators of these banks ten respondents each from each bank are selected by using purposive sampling to choose the respondents.

VII. Data:

Primary and secondary data have been used for the study. Primary data were collected from fifty respondents with the help of a structured questionnaire. Secondary data were gathered from the published sources like journals, news papers and web sites.

VIII. Hypothesis

- **The role of the respondents is not related to their socio-economic factors.**
- **The role of facilitators is not very important in achieving banking objectives.**

IX. Socio- Economic Profile of the Respondents :

People of all categories irrespective of age, gender, marital status, place of residence, education and occupation, need banking services. Whether it is rural area or urban area

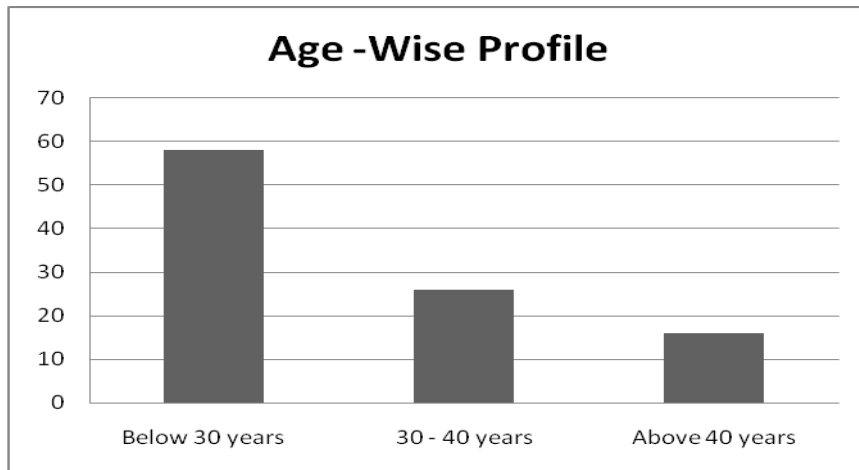
everyone is in need of banking services and facilities. Irrespective of the place of residence people have the right to access to banking services. In order to reach the common mass, banks employ facilitators in the rural areas. Profile of the bank facilitators is studied to get an idea about their social and educational background. Therefore the bank facilitators are classified based on their profile. Their profiles show their age level, educational qualification, experience and period of service, nature of employment and their remuneration. The detailed demographic profile of the bank facilitators is given below:

Table 1
Demographic Profile of the Bank Facilitators

Categories	Percentage
a. Age	
Below 30 years	58
30 - 40 years	26
Above 40 years	16
b. Gender	
Male	86
Female	14
c. Educational Qualification	
Having degree	78
Without having degree	22
d. Experience	
Less than 3 years	48
3- 5 years	30
More than 5 years	22
e. Nature of Employment	
Part time basis	76
Full time basis	24
f. Nature of Remuneration	
Salary	24
Commission	76

Source: primary data

- a. **Age:** The age determines the maturity level of an individual to handle various problems in life. It shows the ability to face difficulties as and when these arise. People who are able to guide and educate others are selected and appointed as facilitators who are required to meet certain criteria given by the banks.

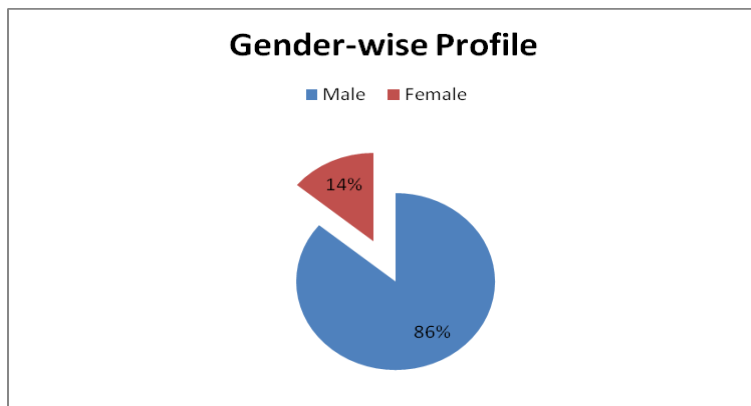


Source: primary data

The job offers a good employment to the unemployed. It is understood from Table 1 that 58 per cent of the facilitators are below 30 years of age and 26 per cent of them are in the age category of 30-40 years. It is concluded that the youth are increasingly getting employed as bank business facilitators. It may be due to the source of income or due to the absence of alternate job opportunities for these young people.

b. Gender:

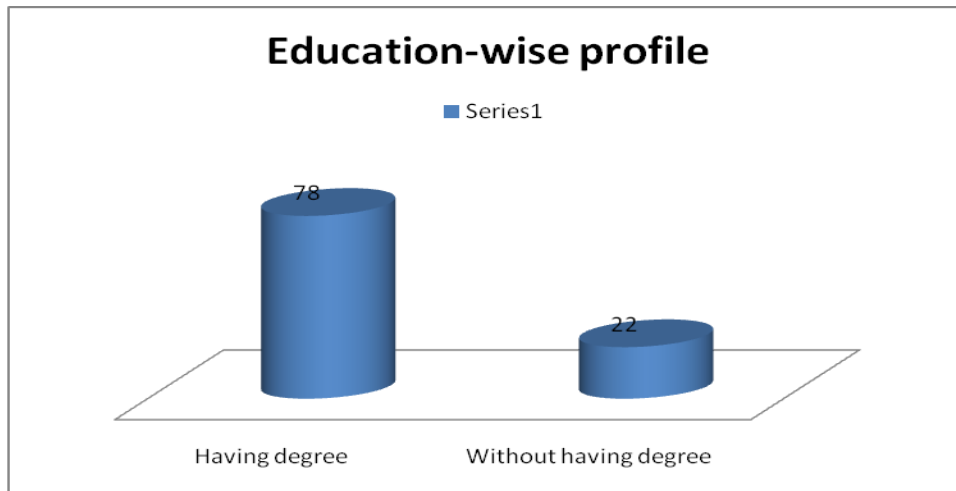
Employment opportunities are offered both for male and female categories. In the modern age, all kinds of jobs are performed by individuals irrespective of gender. The nature of work involves a lot of travel along the rural areas.



Source: primary data

It is obvious from Table1 that 86 per cent of the facilitators are male and the remaining 14 per cent is female. Even though the study is conducted among the members of a matrilineal society where women are having more social and economic power, the number of individuals undertaken the work of facilitators is more with male respondents. It points to the fact that women folk of the study area may have employed in other fields or the men are not able to get other jobs or the men are more suitable for the work of facilitators

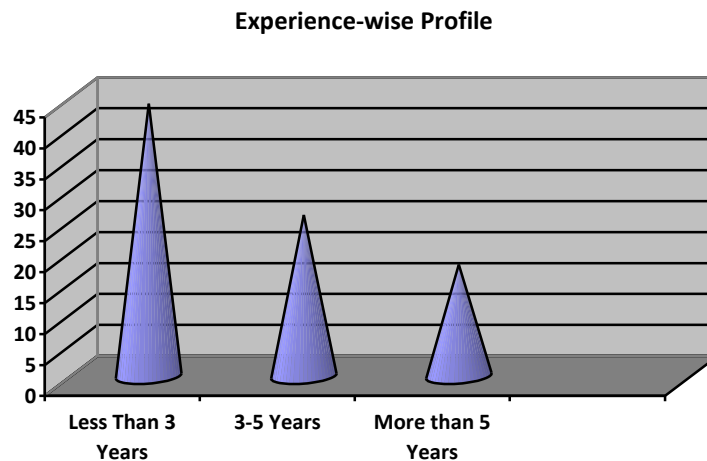
c. Educational Qualification: Banks fix the minimum educational qualification for the people to be appointed as bank facilitators.



Source: primary data

The facilitators were asked to state their educational qualification and the responses are displayed in Table 1. It is understood from Table 1 that majority (78%) of the bank facilitators have secured a degree as their educational qualification. It is concluded that people even without a degree are working as facilitators.

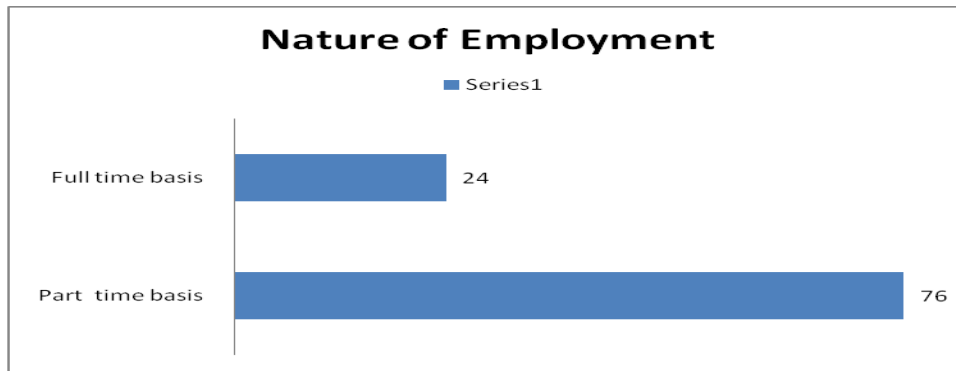
- d. **Experience:** Experience improves the skill and knowledge of performing a particular job. Productivity of an individual depends on the experience of carrying out a task. The concept of facilitators in modern banking is of recent origin.



Source: primary data

The respondents are asked to state their period of experience as facilitators and the results are presented in Table 1. It is found in Table 1 that the experience of 48 per cent of the facilitators is less than three years and 22 per cent has more than 5 years. The facilitators are with less experience in this field as the concept itself is of recent origin.

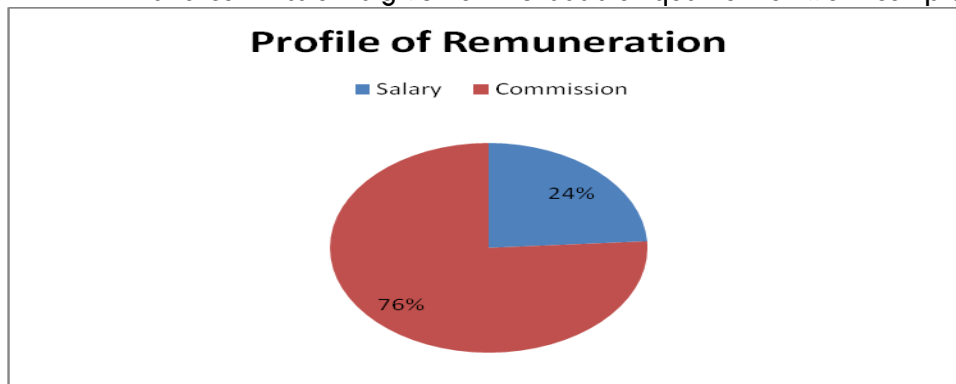
- e. **Nature of Employment:** The job of bank business facilitators may be on a part time basis or on full time basis. It depends on the requirement of the prospective customers as well as the extent of area to be covered by each of the bank.



Source: primary data

Sometimes banks may be given certain area to include in the purview of financial inclusion by the lead bank or sometimes the individual banks or institutions volunteer for adopting some villages or areas to provide the benefits of financial inclusion. In order to be employed as bank business facilitators who are mostly employed in rural remote areas, the knowledge of local language is essential besides other parameters. It is understood from Table 1 that 76 per cent of the facilitators are working on part time basis. Those who are working as part time facilitators are temporarily employed for the purpose and others are permanent facilitators. It is concluded that majority of the respondents are doing this job as part time job.

- f. **Nature of Remuneration:** Remuneration is the reward for performing a particular job. People seek employment in order to get rewards either in the form of salary or commission or any other financial benefits. Generally salary is given on monthly basis and commission is given on the basis of quantum of work completed.



Source: primary data

Thus remuneration depends on several factors such as time, output or both and on terms and conditions agreed between the employer and employee. It is obvious from Table 1 that banks employ facilitators on salary basis and on commission basis. It is clear that those who are working on part time basis get commission based on their quantum of work completed and those who are on full time basis receive salary on monthly basis. The facilitators who are working on commission basis are temporarily employed by the bank to achieve their targets of business if it is found that there is shortage of man power to perform the services of facilitators.

X. Role of Bank Facilitators in Promoting Banking Objectives

The banks latently realized the need of competent professional who can promote the banking objectives to support developmental programmes. This necessitates the services of certified personnel (BFs) to create access of banks' operational systems, to create awareness and

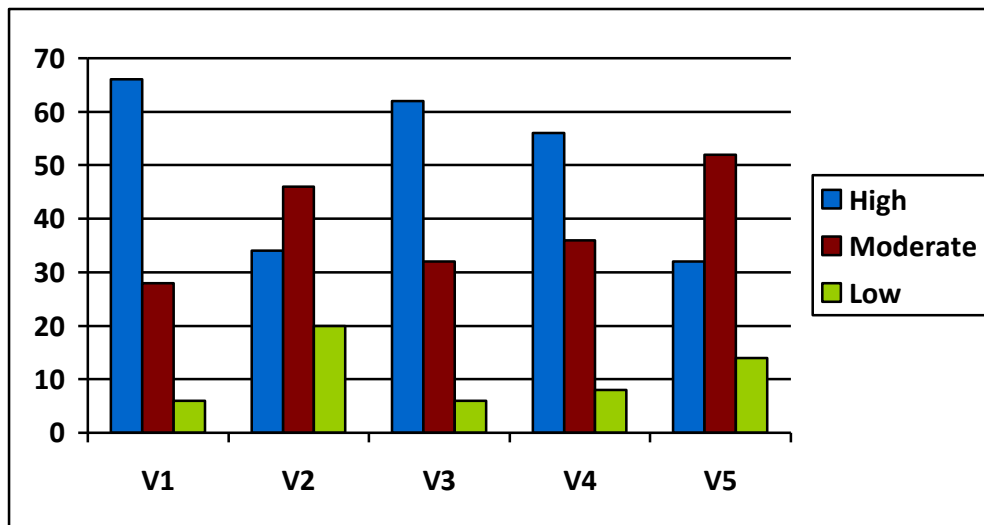
familiarity of the banking information to the untouched areas and processes necessary to overcome the competition. The role of facilitators became inevitable in the promotion of banking business, its sustenance and to introduce innovation. Banks introduce various innovative promotion techniques to overcome competition and to have better credit growth. Banks promote banking through familiarization measures as the tribal societies are reluctant to adopt bank services. They provide bank information and educate the prospective customers especially in the remote areas. The role of bank facilitators in promoting banking objectives is identified and coded as shown below in Table 2.

Table 2

Coding	Role of Bank Facilitators
V1	Provide banking information
V2	Overcome competition
V3	Educate the customer
V4	Focus on untouched markets
V5	Boost risk coverage and insurance

The Table 2 displays the codes used for each of the role played by the bank facilitators in promoting banking objectives. The chart given below shows the opinion of the facilitators about their role in promoting the banking objectives in the remote areas of Meghalaya. The opinion of the facilitators about their role in promoting various banking objectives was collected in three point scale (High, Moderate and Low). The following chart displays the high, moderate and low level opinion about the role of facilitators in promoting banking objectives:

Opinion about the Role of Facilitators in Promoting Banking Objectives



Source: primary data

It is obvious from the above chart that in promoting banking objectives, the high level opinion about the role of the facilitators is the highest with 66 per cent in providing banking information(V1) and the second highest with 62 per cent in educating the customers(V3). It is followed by 56 per cent in focusing on untouched markets (V4).

It is clear from the above chart that 52 per cent of the respondents have moderate opinion about the role of boosting risk coverage and insurance (V5) followed by 46 per cent about the role of overcome competition(V2) in promoting banking objectives.

The low level opinion about the role of facilitators in promoting banking objectives is very less as compared to other levels of opinion. only 6 per cent of the respondents have very low opinion about the roles of providing banking information (V1) and educating the customer (V3) in promoting banking objectives.

Using the Kolmogorov Smirnov test the following analysis manifests the role of BFs in promoting banking objectives. The results of Kolmogorov Smirnov test is shown below:

Results of One-Sample Kolmogorov-Smirnov Test

Variables		V1	V2	V3	V4	V5
N		50	50	50	50	50
Normal Parameters ^{a,b}	Mean	1.4000	1.8600	1.4400	1.5200	1.8200
	SD	.60609	.72871	.61146	.64650	.66055
Most Extreme Differences	Absolute	.405	.236	.384	.349	.287
	Positive	.405	.224	.384	.349	.253
	Negative	-.255	-.236	-.236	-.211	-.287
Kolmogorov-Smirnov Z		2.866	1.670	2.716	2.471	2.032
P value		.000	.008	.000	.000	.001
a. Test distribution is Normal.						
b. Calculated from data.						

Source: Primary Data (SD- standard Deviation)

The opinion about the role of facilitators in promoting banking objectives is analyzed using one-sample Kolmogorov –Smirnov test. It is clear from the test results that the mean value (1.8600) of V2 (Overcome competition) is high when compared to other four variables and its standard deviation is 0.72871 which is followed by V5 (Boost risk coverage and insurance) with the mean value of 1.8200 and the standard deviation is 0.6606.

Regarding V1 (Provide banking information), the calculated value of KS test is 2.866 which is significant at 5 per cent level of significance as its p value (0.000) is less than 0.005.

Regarding V2 (Overcome competition), the calculated value of KS test is 1.670 which is significant at 5 per cent level of significance as its p value (0.008) is less than 0.05.

Regarding V3 (Educate the customer), the calculated value of KS test is 2.716 which is significant at 5 per cent level of significance as its p value is .000 is less than 0.05.

Regarding V4(Focus on untouched markets), the calculated value of KS test is 2.471 which is significant at 5 per cent level of significance as its p value is .000 is less than 0.05.

Regarding V5 (Boost risk coverage and insurance), the calculated value of KS test is 2.032 which is significant at 5 per cent level of significance as its p value is 0.001 which is less than 0.05.

The Kolmogorov – Smirnov test points out that all the five variables are significant. Thus, all the variables stimulate the role of facilitator in promoting the banking objectives. Hence the null hypothesis is rejected. The role of facilitators is very important in achieving banking objectives in the remote areas of Meghalaya. Even though all variables are significant, the facilitator has to give importance to ‘overcome competition’ and ‘boost the risk coverage and insurance’.

XI. Findings and Suggestions

It is found that majority of the respondents are male and below the age of 30 years. Among the respondents 78 per cent of them are having degree as their educational qualification. Respondents having more than 5 years of experience constitute 22 per cent and 48 per cent of

them have less than 3 years of experience. It is clear that the job of facilitators is of recent origin in the study area and it is gaining momentum in spreading banking practices and objectives among the rural masses. The percentage of facilitators working on part time basis is more than that on full time basis and it is found that 76 per cent of the respondents are engaged on commission basis who are employed on part time basis. It shows the need and importance of bank facilitators in the study area in order to familiarise the banking practices and services to the common people of the area. Hence it is suggested that banks in this area need to employ more number of facilitators on a full time basis to achieve the banking objectives in the competitive field of banking. There is a significant role played by the facilitators irrespective of their socio economic factors in helping the rural people in achieving these objectives. Banks should encourage more female members of the society to undertake the job of facilitators to increase their customer reach.

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Waste Paper Management: An Indian Perspective

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Abstract

This paper deals with one of the prominent constituent of solid waste-waste paper, from an Indian perspective. The paper begins with an introduction about paper, and Indian paper industry. A special emphasis is given to the shift in raw material consumption of the Indian paper industry to cover the growing use of waste paper as a raw material. The need for waste paper recycling is highlighted from the ecological, economic and employment point of views. Trends in other nations are discussed. The problems that prevent the efficient use of waste paper as a material for paper industry in India and the ways to overcome them are covered, with some real world examples. The paper is created with information collected from various secondary sources.

Keywords: *Waste paper, India, Paper Industry, Recycling*

I. Introduction

Paper is an indispensable part of the modern world. This versatile material has found many uses, not only as a writing material, but also as a packaging, cleaning and industrial material. The oldest traces of paper dates back to 2nd BC China. The knowledge about paper spread globally through the city of Baghdad, earning it the nickname *bagdatikos*.

Indian paper industry had its beginnings when the first successful effort to establish a paper mill was done in 1870, with the setting up of Royal Bengal Paper Mill, which continues to be the principal seat of the industry even today. Today, Indian paper industry accounts for 3% of the world's total paper production. The industry employs 0.5 million people directly and 1.5 million people indirectly.

Paper is basically made from “pulp” which is derived from cellulose present in wood, agro residues or waste paper. Paper production needs large amount of heat and water to break down cellulose into pulp. Basically speaking, paper industry uses coal, water, electricity, oil, chemical compounds etc other than basic raw materials which contains cellulose.

II. Shift in raw material usage of Indian paper industry

Indian paper industry has relied on wood, agricultural residue and waste paper for meeting its raw material requirements. In that, wood (plantation & forest) traditionally played the major role. The over reliance of the industry on wood has given rise to the popular myth that a flourishing paper industry is a symbol of increasing deforestation. This is wrong anyway as at present wood is not the major source of raw material, and also the wood used by the paper industry hails from plantations and not forests.

Over the years, the Indian paper industry has matured to increasingly utilize waste paper for its raw material requirements. During the 1970s, wood accounted for 84% of raw material share in the Indian paper industry whereas agro residue & waste paper stood at 9% and 7% respectively. By 2000, the share of wood declined to 39%, whereas agro residue & waste paper rose to 31% & 30% respectively. By 2011, waste paper became the undisputed leader as a raw material source for the industry, accounting for 47% of the need, whereas wood & agro residue supplied 31% & 22% of the need¹.

Other than the advantages of using waste paper as a raw material (which is covered separately), the reasons that encouraged this shift is the disadvantages of use of wood. Plantations wood is generally a monoculture and this raises ecological problems such as depleting soil nutrients, weak soil and the eventual continuous application of chemical fertilizers². Concerns about deforestation, and the cost of procuring and transporting wood is also a reason.

Currently about 550 mills in India uses waste paper as primary source for paper³.

III. Waste paper as a raw material-the advantage & need

It is estimated that using one ton of waste paper as a raw material saves 60% coal, 43% energy and 70% water as compared to making virgin paper from wood. 17 trees, 2.5 barrels of oil, 4100 Kilowatt hours of electricity, four cubic meters of landfill and 31,780 liters of water are also saved. At present, the recovery & utilization of waste paper by the industry is 3.0 million tons annually or 27% of the total paper consumed. This recovery ratio is low compared to other nations and India imports around 57% of its waste paper requirement¹.

From the environment point of view, use of waste paper as a raw material will reduce the load of environment. It is estimated that 5 million ton of waste paper is dumped in landfills, taking up valuable space, resulting in formation of greenhouse gases (methane). Also, the most energy consuming process of converting wood into pulp is avoided altogether. For rebleaching of recycled paper, oxygen is used rather than chlorine, reducing release of chlorinated compounds.

From the economic point of view, greater rate of waste paper recovery will mean saving of foreign exchange through reduced import. The demand for paper & cardboard is expected to hit 24 million tons by 2025 (from the present 11.1 million tons) and the projected waste paper requirement is 16 million tons by 2025. As of 2011, India spends 1 billion USD for import of waste paper to meet 57% of its requirement. If the domestic capability is not increased, the amount spend on waste paper import can go as high as 6.4 billion USD by 2025 assuming that exporters can meet the demand.

Adding a social dimension, increased efforts for waste paper recovery represents an opportunity for income and employment generation for the 4 million⁴ rag pickers of India. Unorganized sector accounts for 95%⁵ of waste collection in India. Indian paper giant ITC has initiated

“Wellbeing out of Waste” program in which waste paper is recovered using over 4,000 people. In 2010, ITC’s Coimbatore plant made 1,00,000 tons paper from paper⁶.

IV. Measures in other nations

Developed nations have high rates of waste paper recovery and some of them are the largest exporters of waste paper. Legislations, frameworks and mechanisms are in place to ensure the recovery of waste paper, based on the 'polluter pays' principle.

a. European Union⁷

Packaging Recovery Organization (PRO Europe) has been formed for the member countries of EU which acts as an umbrella organization. PRO Europe ensures that their registered trade mark symbol "Green Dot" is placed on all packaged items. "Green Dot" symbol in a package signifies that the producer has made a financial contribution to a registered recovery agency to recycle the material after its use. Fees is levied from all the participants of packaging chain-from the manufacturer to packer, distributor and the importer. All are monitored by government bodies, like the Ministry of Environment or an independent body.

b. Germany⁸

In addition to the EU legislations, Germany has its own legislations like the Waste Management Act (1986), a Packaging Ordinance (1991) and a Voluntary Agreement of Graphic Paper Chain (1994). German government has adopted the 'Principle of Producer Responsibility' under which it becomes the legal obligation of the manufacturer to take back the packaging material and recycle them. End customers have to play their part by ensuring household segregation of waste & by following disposal guidelines in the packaging materials.

c. Japan

Japanese Containers and Packaging Recycling Association (JCPRA) is authorized by the Ministry of Environment to collect fees from manufacturers and businesses using packaging materials in accordance to the volume they manufacture or sell in order to recover the used paper.

V. Problems in India

Studies have found that, in India, the amount of waste generated is directly related to the economic status of the family⁹. With the improvement in the economic conditions of the masses, the amount of waste generated is posed to increase. Out of the total solid waste generated in Indian cities, paper constitute as high as 5.88%. It is estimated that an Indian city of size of Haridwar produces as much as 1,420 kg of recyclable waste per day.

Despite the large volume of waste produced, the recovery rates are poor, especially from end consumers such as households. Recovery rate of copier papers used in offices is a poor 20%. In case of the packaging paper, the recovery rate is only 50%. Recovery rate of newspapers are only 30%.

95% of collection of waste paper in India is done by the informal sector consisting of rag pickers and door-to-door collectors. They are inadequately compensated and little or no institutional support is offered to them.

Low rate of recovery of different grades of paper as indicated by the table tells that there is considerable potential of improving the rate of recovery. People generally don't take waste to the designated points and instead deposit them on nearby roads, railway tracks, open plots etc.

SI No	Grade of Paper	Recovery Rate
1.	Copier Paper	20%
2.	Packaging Paper	50%
3.	Newspaper	30%

Table 1: Recovery Rate of Different Grades of Paper¹

Even though provisions of state municipal acts dictates the sweepers to collect waste from door steps during daily street sweeping, they generally avoid it. Municipal rules engage workers for eight hours a day, with a provision of cleaning in morning as well as evening where in actual practice, cleaning happens only in one time i.e., morning and work is generally done in 2-3 hours.

Also, there is a lack of formal processing and recovery units in Indian cities. Recovery activities are limited to the unorganized sector, which often involves old people and children, with total disregard for health and safety. The financial implications of recovery & recycling has not been studied widely in India.

There are no specific rules or legislations in India that specifically applies to the recovery of waste paper. However the existing legal frameworks on Solid Waste Management covers this, albeit poorly. Environment Protection Act (EPA) 1986 has framed rules for collection, disposal and recycling of all solid waste including paper, but they are not widely followed¹⁰.

VI. Public Private Partnership for Enhanced Waste Paper recovery

Indian corporate giant ITC has demonstrated the viability of Public-Private partnership in waste recovery through its Wellbeing-Out of-Waste program (WOW). WOW was initiated in 2007 as part of ITC's CSR as a waste paper collection scheme in which ITC collaborated with local governing bodies to effectively recover waste paper and recycle them. By 2011, WOW program has collected an average of 6,000 tons of waste paper every month from 6 south Indian cities, benefitting 3 million citizens and 5,00,000 school children. ITC has expanded this scheme to cover all recyclables, creating livelihood for over 5100 waste handlers in 2015-16¹¹.

VII. Recommendations

1. Ensure waste paper collection mechanisms at household/office levels.
2. Ensure proper removal of collected waste paper.
3. Support the informal sector consisting of rag pickers and door to door collectors
4. Introduce more Public-Private Partnership models, like WOW
5. Introduce strict waste paper recovery legislations, modelled after Green Dot of EU, with responsibility to the producer to recover the waste paper/packaging.
6. Mass awareness campaigns against improper disposal of waste paper.

VIII. Conclusions

1. Indian paper industry is utilizing waste paper as its major source of raw material. But the lack of availability of indigenous waste paper is forcing them to rely on imported waste paper.
2. Use of waste paper as a raw material has many economic, environmental and social benefits.
3. Many developed countries have demonstrated that with proper framework, large amount waste paper can be recovered.
4. Solid waste management in India is poor and this has resulted in low waste paper recovery.
5. Public Private Partnerships has proven to be successful for waste paper recovery and should be implemented widely.
6. Strong and strict legal framework should be implemented as in developed nations to improve waste paper recovery.

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