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VISION

The vision of the journals is to provide an academic platform to scholars all over the world to publish their novel, original, empirical and high quality research work. It propose to encourage research relating to latest trends and practices in international business, finance, banking, service marketing, human resource management, corporate governance, social responsibility and emerging paradigms in allied areas of management. It intends to reach the researcher's with plethora of knowledge to generate a pool of research content and propose problem solving models to address the current and emerging issues at the national and international level. Further, it aims to share and disseminate the empirical research findings with academia, industry, policy makers, and consultants with an approach to incorporate the research recommendations for the benefit of one and all.

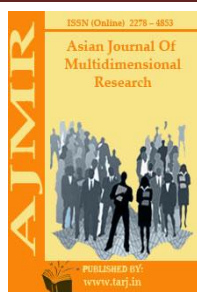


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THE IMPORTANCE OF ENGLISH IN THE MODERN ERA



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ABSTRACT

The twenty-first century has brought about tremendous changes in the lives of people. Changes are inevitable and these changes help people progress well in their respective fields. There is a need for everyone to acquire the latest trends and innovations taking place in this progressive and highly advancing world. In this modern era, people get their success in their specialized areas because they make use of the available resources of modern as well as innovative technologies. To make use of these technologies and apply their thoughts in a right way, there is a need for a common language to communicate with the people of other regions and countries in the world. To bridge this gap, English seems to be a good tool used for communication as it enjoys the status of an international language. English is the only language that is used in almost all the fields, such as science and technology, engineering, medicine, pharmacy, education, tourism, entertainment, information and technology, business, trade and commerce, the internet, employment, to name a few. As a language, English attains the global status and is used to serve various purposes. This paper discusses the importance of the English language and its application to various fields and finally, the benefits that people get from it in this modern era. This paper brings to light the importance of English and how English plays a significant role in the modern era. Moreover, the need to learn English language, due to its usage and importance, is comprehensively expounded. Finally, some important suggestions are given to the learners as well as the professionals to make use of the English language effectively in achieving extraordinary and amazing results in their attempts in all the fields.

KEYWORDS: *Communication, English Language, Global Language, Innovations, International, Modern Era, Significance, Success, Technology.*

INTRODUCTION

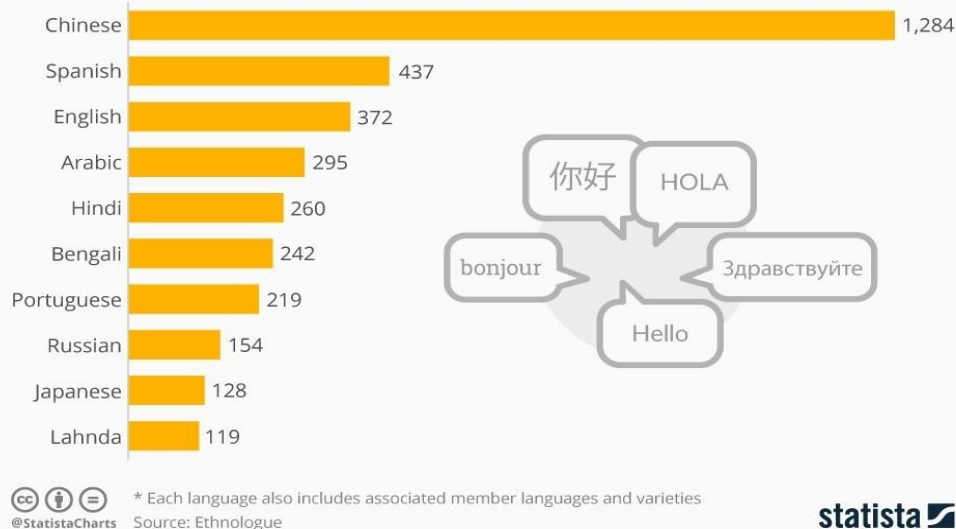
In this modern scientific and technological era, communication plays a dominant role in all spheres of life. Since the whole world has become a global village due to the scientific inventions and discoveries, there is a need to communicate with the people all around the globe. As language is the main tool of communication, there is a need for a language to communicate. As there are people who live in various parts of the world and whose mother tongues are entirely different from one another, there is a need for a common language to exchange their views, opinions, ideas, information, messages, etc. with the people all around the world.

As English is recognized as one of the most expanded languages for the world-wide communication, it has attained global status. The intense globalization of the whole world in the past few decades needs world-wide communication within the range both nations as well as cultures. In the context of world-wide communication, it is more important to recognize the continuous shift of the role of the English language from a foreign or second language into a global language. It is a fact that even with a limited a majority of non-native speakers of English than that of the native speakers, English as a foreign or second language has become an international language. In this context, it is wise to quote the sayings of Crystal (1997), "Only one out of every four users of English in the world is a native speaker of the language". According to Statistics (2016), the estimations in the year 2015 exceeded two billion English speakers including 400million native speakers.

English is acknowledged as the language of global communication although there are more number of speakers of Mandarin and Spanish all around the world than the English language speakers. For one reason, its usage throughout the world is that it is the only language that is spoken by a wide range of speakers in all the countries. Even Mandarin and Spanish are spoken by more speakers than English, they are limited to some countries, whereas English is the language that is spoken all around the world. A language attains its rank of globalization in terms of the total number of countries where it is spoken and the total number of people who speak that language as native speakers and second or foreign language speakers. Hence a global language like English is of immense use in terms of international communication. English language enjoys its position as a global language because of the erstwhile British Empire, the emergence of USA as a global leader in all the fields such as science and technology, business, commerce and trade, travel, education, entertainment, information technology, news distribution, software, academics, engineering and technology, the internet, and so on. It is the language preferred at some important international organizations such as the United Nations. Moreover, it is the official language of the European Union and is spoken as a foreign language in 19 of the 25 European Union Member States even though English is not an official language in these countries.

The World's Most Spoken Languages

Estimated number of first-language speakers worldwide in 2017 (millions)*



The above graph unveils that English is the third largest speaking language in the world next to Chinese and Spanish. Even then, it has been the global language as it has got speakers all over the world. English has also been recognized as the default language of choice in the entire world of all the fields that have already been mentioned. It has also become a status symbol for some of the non-native English speakers as they think that speaking English language keeps them at higher levels. Furthermore, the major language used for the internet purposes is English where it is found everywhere on all the websites. As it is expected that by the year 2050, French language is going to be the most spoken language in the world, English will remain its status in its top spot as lingua franca that bridges the communication barriers between people from diverse linguistic backgrounds. As English is spread all over the world and it has many speakers in each and every region, it is essential to discuss the benefits we get from it in various fields.

According to Bloch (2005), “Language skills are demanded in various occupations with organizations such as General Management, Sales and marketing management, Financial Management, Supply and distribution management, Administrative and support management, Information and computer management, Insurance, legal and property management, Technology management, Product and material management and Trainee management”. Now let us discuss the importance of English in various fields in this modern era.

ENGLISH AS A GLOBAL LANGUAGE

Now we are in the age of globalization and whatever is invented or discovered or produced in any part of the world, gets global status or recognition within no time. As globalization expands, it needs a common language to communicate with all the people living around the world to make international business, to travel or to study, to get employment and so on. Since English is the only language that is spoken by many people of various regions all around the world, it has got the recognition of a global language. Moreover, to get the global status, there should be a single language that is spoken all over the world. It is evident that English is the only language that is spoken or used for various purposes across the world. English has crossed the national borders and now it is the language spoken not only by the native speakers but also by most of the non-

native speakers. As many international students are studying in most of the foreign universities, the medium of instruction, in general, is English. One needs to understand the language of his/her colleagues to settle down in a chosen profession in a multi-national company and English is required here. If the colleagues are from various regions and speak different languages, then there will be a problem in communicating with them. At this juncture, learning a global language is an essential one to exist in this contemporary and competitive world.

ENGLISH AS A LINGUA FRANCA

As English is widely spoken around the world, it is referred to as the “lingua franca” of the modern era. In recent years, English is a ‘lingua franca’ across the globe. According to some statistics, nearly 89% of people who speak English are non-native speakers. Crystal (2003) says, “Since roughly only one out of every four users of English in the world is a native speaker of the language, most English as lingua franca (ELF) interactions take place among ‘non-native’ speakers of English”. Even if it is not an official language in most of the countries, it is the language that is taught mostly as a foreign language. Moreover, English is the official language for maritime, aeronautical and communications. English plays its role as ELF in some of the former Anglophone colonies such as India, Nigeria, Pakistan and Uganda. The term ELF refers to not only teaching and learning but also the use of English as a means of communication for non-native speakers of the language. Now-a-days, ELF is regarded as a means of international communication.

ENGLISH AS AN INTERNATIONAL LANGUAGE

Almost 2 billion people out of the world population of 7.5 billion speak English. It means nearly 25% of the population on the earth speaks English. Among them, 400 million people speak English as their first language whereas the others speak it as a second or foreign language. English is not only the most widely spoken language in the world but also the most commonly studied foreign language in the world. It has also got the official or semi-official status in some countries and almost all the international organizations hold their meetings only in English. According to David Crystal (2006), “Non-native speakers outnumbered native speakers by a ratio of 3 to 1”. When we combine both native and non-native speakers, English is the most widely spoken language around the world.

EDUCATION

Education is a vast area where everyone needs it in order to sustain themselves. So English plays a vital role in promoting the learners’ learning skills in the field of education. It is a known fact that English is taught as a foreign language or a second language in most of the schools around the world. The learners of their countries are taught or encouraged to learn English as a foreign language or a second language to promote them for higher studies in the field of science, engineering and technology, software, medicine, information technology, business, etc. Moreover, almost all the books related to higher education are available only in English. Even though English is not an official language in some countries such as Sweden and Netherlands, the syllabi in the fields of engineering and science are written only in English. Since English dominates as a major language in these fields, most of the studies and research is done in English and they are also written mostly in English. In order to make the available material of the higher studies more accessible to all the learners and research scholars of various countries, it is written in English rather than in any other language. It is only because these days most of the students try to study in foreign countries for various reasons and it is certainly useful for them to come out

of the higher educational institutions such as universities with flying colours. There is no doubt that the students who learn English as a foreign language or a second language will certainly gain more knowledge in their respective fields and are highly respected wherever they go or wherever they work. As there are some students who cannot afford to study in foreign countries, English is the right solution for them to continue their courses through online system. Even these online courses are useful for the people who work in different organizations and cannot attend the regular classes. As most of the literature in the field of science and technology, engineering, medicine, pharmacy, information technology, business, trade and commerce and so on is English, it is possible for the scientists and researchers to continue their research and get success in their fields to get good name for their countries and put their countries at the top most level. As many innovations are taking place in almost all the fields, it is the hour of the day for all the students, professionals and researchers to learn English as it promotes their learning and enhances their knowledge enormously. As English is widely spoken all over the world and so many resources are available only in English, it is an added advantage for those who want to refer to anything in order to get the right information about the subject or topic they are searching for.

SCIENCE AND TECHNOLOGY

In this scientific and technological progressing era, English is widely used as the language of science. English has been adopted as de facto universal language of science. As a result, English has been an extraordinary effect on scientific communication. By learning it as the only international language, scientists and researchers around the globe not only can have access to the available huge scientific literature but also can communicate with the other scientists throughout the world. During these days, most of the scientific journals are in English and most of the correspondence is done in English only. Most of the scientists among the non-native speakers prepare their oral presentations, write manuscripts and grants and communicate with their colleagues who work in other regions only in English.

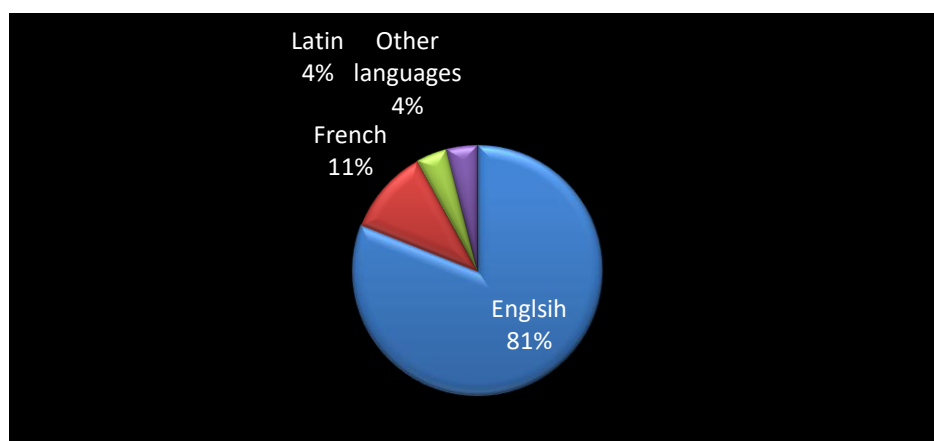


Fig: Languages of Articles

It is evident that English has been used as the language of scientific research. The above chart discloses that 81% of the scientific research articles are published in English, whereas, 11% of them are published in French, 4% in Latin and 4% in the other languages. It shows how much importance is given to English in the field of publishing scientific articles. Before English has become the de facto language of science, most of the scientists used to publish their papers either

in their own languages or in Latin. Then, at the beginning of the twentieth century, the dominant language in scientific research was German. Later, due to the impact of the Second World War on science and the growing influence of the US in science, the usage of English language in the field of scientific research has been increased. Another reason for the spreading of the English language is British colonialism, especially in the twentieth century. Therefore, the English language began to dominate the field of science. There is no doubt that there are many advantages by keeping English as a universal language. One among these reasons is that the results can be more widely accessed and the scientific exchange between countries is significantly enhanced. The use of English as a global language to communicate in science is a must and it is also unavoidable. English as a language of science and technology may be continued until US dominates its research in the field of science and technology.

BUSINESS

English is the language that is mostly used for business purposes. All business organizations do their regular communication only in English. Most of their international business correspondence through email, corporate documentations, fax, telephone, video, well-read and popular business resources both in print and electronic media, and other social media is in English. Good proficiency and fluency in English, both in spoken and written forms, play the main important role in many aspects of the corporate life from getting employment in these business organizations to interacting with clientele and attaining consistent business partnerships around the globe. Even most of the government offices and organizations, technological companies, and even research centres widely use English as their medium of communication. Graddol (1997) says, "About 80% people use English while they are in Europe. Not only in Europe, it is also used in global business which is happened under the control of World Trade Organization (WTO)". Now-a-days it has become common for most of the business organizations to select their employees those who are very good at English and with excellent communication skills as these skills will be very useful for the further development of their organizations. They believe that people with excellent communication skills can represent their companies in any international conferences, seminars, workshops or any other business meetings. Moreover, they also recruit the people who have very good presentation skills as these presentation skills are very much useful for the growth of their organizations. Moreover, the companies can promote their business to the international level when they use a common language, English, that is spoken by the people all over the world and the proficiency of English plays a vital role in the success of the individuals in this highly competitive corporate world. It is a fact that much of the English communication that takes place within business circles around the world occurs between non-native speakers.

Even the corporate companies are selecting their candidates based on their performance in both spoken and written skills and it has become a mandatory to have more proficiency in these skills as they believe that both their oral and written communication skills help them in their business communication such as sales and marketing, emails, presentations and even these days corporate legal documentations are carried out in the English language. The main goal of English in business is to carry the message across and to reach an agreement. That is the reason in business-oriented English vocabulary a bunch of skills is needed such as delivering presentations, writing letters in English, giving a small talk or negotiating, etc. and these skills have become not only a prerequisite of the modern day international cooperation but also an important key for international business. English has almost become the default choice for executives and teams

meeting up online and in person across the world. For instance, if a representative of a company from China wants to meet the General Manager for sales from Japan, the choice of their common language is only English. Unless they have got good communication skills in English, it is very difficult for them at least to keep up with meetings and people even find it difficult to get good job opportunities.

TOURISM AND HOSPITALITY MANAGEMENT

Language plays a vital role in understanding the tourists' dialogues and providing them with the necessary facilities. Almost all the tourist establishments are looking for their employees to be proficient in English in addition to their mother tongue as English is widely spoken all around the world and it attains the status of an international language. Draft and Wiginto say, "Tourism organizational management is based on communication action". It mainly focuses on the basic functions of business. The people who are recruited to take care of these organizations should have interpersonal communication as well as decision making skills and language seems to be a the common tool for the tourism organizational management. The success of the tourism management depends on the ability to interact successfully and productively with the international tourists, government officials, concerned private managements and suppliers.

Raising awareness of the importance of the foreign language proficiency and fostering the development of intercultural competence in the field of tourism and hospitality are the two major important industries. It is a well-known fact that in the field of tourism and hospitality industry, acquiring both communicative competence as well as intercultural competence. So learning English language is of immense use for those who are in the field of tourism and management.

People can travel all around the globe when they understand and communicate in English. As English is considered as the international language and it enjoys the status of lingua franca, people of the foreign or second language can get help or assistance from every nook and corner of the world. If anyone wants to visit a foreign country, first of all he/she should know about the people of that country, their culture, living habits, beliefs, and so on and the visitors get this information by browsing the internet where English is the main language used there. Even if the visitors have to book for their ticket, they should know a common language used for this purpose. Hence, it is important to learn English both for the people who work in the tourism and hospitality industry and for the foreigners who wish to travel to a foreign country as English is the only language in which they can communicate with one another.

THE LANGUAGE OF HOLLYWOOD

English, being an international language, is widely used in movie and television industry. The biggest and most famous world movie, television and music industries in the world have their base in Hollywood, in the US and they use the English language as their medium of communication in order to make the message understood by all the people around the globe. The makers of these films, serials, episodes, short films use English as their main language to make them accessible to a majority of people in the world. Many people in these days are busily involved in performing their duties and sometimes they feel tired and even feel more stressed due to their busy involvement in the work. So they have to be relieved from this kind of stress and they find that entertainment is the only solution to get rid of the stress. So they naturally wish to watch some interesting programmes or movies. Some of them watch these programmes for entertainment and others watch them both for entertainment as well as for the development of their language skills.

As many television shows and major Hollywood movies around the globe have the dialogues in English language, the viewers watch these movies and find the plot easier as the actors speak in English. There are some Hollywood movies which focus on human relationship and communication such as “Armour” (2012), “The Kid with a Bike” (2011), “Coffee and Cigarettes” (2003), “Code Unknown” (2000) and “American Beauty” (1999) to name a few. There are also some more famous Hollywood movies such as “The Hunger Games” (2012), “The Social Network” (2010), “The Hangover” (2009), “Twilight” (2008), “The Break-up” (2006), “Cast Away (2000), etc. where the learners can improve their English well. Due to the impact of these movies on the viewers, their English language skills will be gradually improved.

THE INTERNET

According to the available statistics, English is the language that is spoken by more than a quarter of the present world population. Therefore, a majority of websites are designed or created and written only in English. During these days, most of the people depend on the internet to get information about anything. Most of the students, teachers, scientists and researchers depend on the internet in order to get the available information about their subjects. Some others are using it for entertainment purposes. Whatever the purpose may be, the language used in the internet is mostly English. There is no doubt that some people are even learning English from somelanguage learning websites from the internet. In this modern era, with the advent of the internet, learning English online seems to be a better option rather than learning it in the traditional classroom atmosphere. The proliferation of websites is that some of the websites offer the lessons online and it is beneficial for both the teachers as well as the learners to improve their English language skills and their academic career. At the same time, if the business organizations in their sales divisions want to sell their products to a wider and larger range of people around the world, they used to recruit sales representatives. But to do so, the online e-marketing helps them to sell their goods through the internet.

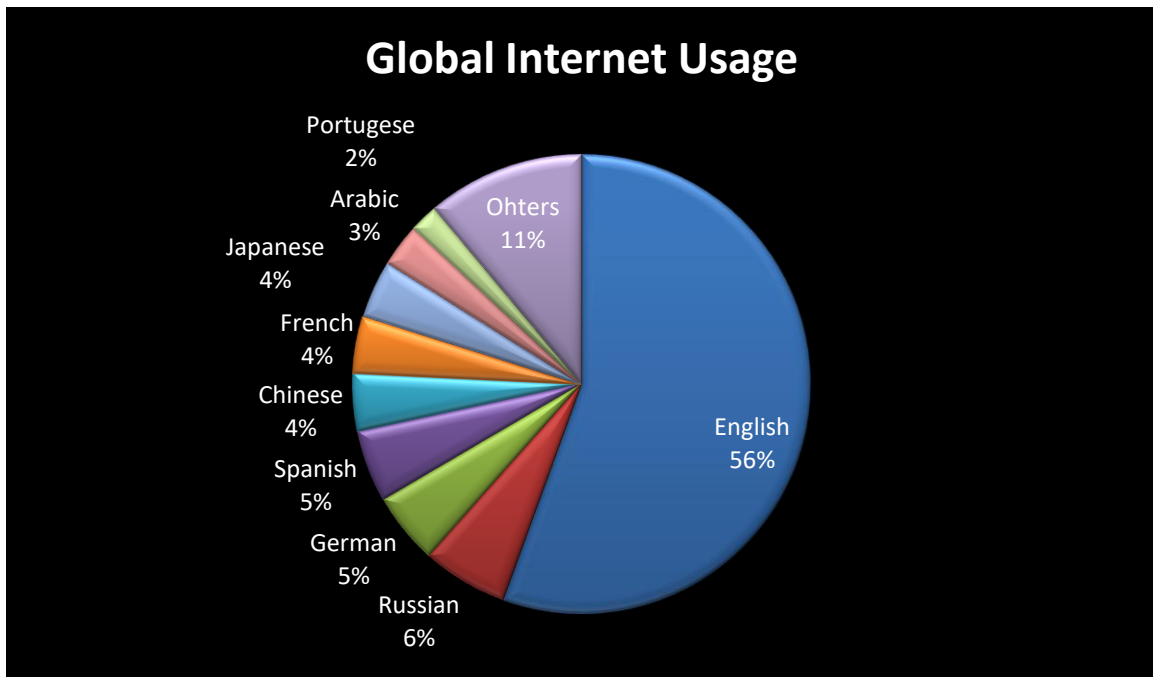


Fig: Global Internet Usage

The above chart reveals that English is the major language in the global internet usage. It means more than fifty percent (56%) of the language of the internet is English and no other single language is used not more than 6%. As English has been recognized as the international language, it is used mostly for the internet purposes.

Even if there are some sales representatives working for their organizations to develop their business all around the world, the internet is very useful for them to have a good understanding of the latest trends in business market as well as the cultures of those markets. This kind of activity is generally done through the common currency, i.e., English. Even these companies have their branches in many countries and they do their projects or business connecting via the internet. These company representatives can give training to their employees through online in the form of virtual presentations. So the internet has become the noticeboard for most of the corporate companies to maintain a large number of employees where their one-to-one communication is made through the internet.

EMPLOYMENT

As English is the language that is spoken in almost all the countries of the world, it has become the language of opportunities. Without having the speaking skills of the English language, there is no scope of getting any job in the present international job market. Learning the skills of a widely used international language in addition to the native language of the job seekers will be beneficial in getting the job opportunities with international or multi-national business organizations or companies. The ability to speak fluently in English is the right key to be successful in the present day job competition. Most of the employers prefer to select their employees on the basis of their proficiency in oral as well as written communication skills. Moreover, those who have got very good skills in communicating with the multi-national organizations will have an added advantage in getting good positions all around the world. As these multi-national organizations aim at undertaking their business with all the international companies, they need the employees who can promote their business well with their effective oral and written communication. As the main concept of selling a product is motivating or convincing the other organizations or people, the management of any business organization look for the people who can deliver or sell their goods with their talent or skill in convincing the customers, consumers and clients. In this regard, the interviewers generally search for those who have got good communication skills. Now-a-days, almost all the students are succeeding in getting high grades in their examinations conducted by the universities but most of them are lagging behind in communications skills in English. Candidates those who acquire good communication and presentation skills will succeed in getting the right positions in their job attempts. The interviewers have also more confidence in recruiting the people those who have good communications skills. They believe that those who perform well in their oral as well as written communication skills will promote their organizations and play a key role in the constant progress of the organizations. As English is the language that is used internationally to maintain the relationship with all companies around the globe, this is high-time for all the job aspirants to develop their communication skills in English. Even though Mandarin is the language that has got the highest speakers in the world, now the people of China are learning English to promote their business.

Even in the medical field also, there is a need to acquire these communication skills in English as the doctors sometimes have to take a piece of advice from the expert(s) of the other countries or the other region while performing a critical operation. Or the medical representatives need to

have these skills in order to promote their companies' business. The researchers who do their research in the field of science, education, engineering and technology, research laboratories, information technology and so on should have good oral as well as written communication skills in addition to their listening and reading skills. In getting the job opportunities in tourism department also, it is essential to learn the English language. Hence, learning English has become an order of the day to get employment opportunities everywhere in the world.

MEDIA AND PRESS

English, being an international language, is widely used all over the world in publishing newspapers, magazines, journals, books, comics and so on and it is the primary language used in the field of press and media. Most of the newspapers and books published internationally are in English than in any other language. It is because wherever we travel in this borderless world, we can read these without asking for any other help or assistance.

It is evident that the media have witnessed an unprecedented amount of change in the recent decades in terms of technology, quality, quantity and wider public participation. Today the innovative modes of media have come to the forefront. Radio and newspapers have been joined by television and the internet. Even today, the same importance is given to the newspapers since they use English as their medium of writing to enable the local as well as the international readers to understand the matter easily without further help from the others. There may be many newspapers in the regional languages, but there should be a common language that is understood by a majority of people in the world. Since English is a global language which is used for all purposes and it is the language where most of the information about all the fields is available, it is apt to use English as the language of press and media all over the world.

CONCLUSION

In this paper, an attempt has been made to highlight the importance of the English language in the modern era. As there is a need for a common language for all to communicate with the people of different countries, English is found to be the right solution for this problem. Hence, the importance of English as a global language has been elaborately discussed. As there are many changes happening in science and technology, education, and engineering fields, there is a need for a common language to make progress in these fields. Furthermore, the impact of movies and television programmes in developing the language skills has been thoroughly discussed. In addition to these, the necessity to learn English for tourism and employment purposes is comprehensively given. As the internet has become a tool in accomplishing the desired things within a short span of time, almost all the people make use of it frequently even if most of the sites are designed in the English language.

Some people think that learning English is quite a complex and confusing process. In reality, it is the easiest language of the world to learn as there are so many resources available in the form of books and videos on the internet. Even some interesting comic books are also available in both print and online format in English. As there are many shows and events on the TVs, the parents should advise their children from their childhood to watch some entertainment and useful programmes on the TV and it results in picking up daily or contemporary conversational English in no time. As English is a global language, the responsibility of teachers is to spread the teaching of English as a second language or a foreign language to all parts of the world in order to promote English for the benefits of people. Moreover, it is essential for everyone to learn the English language to face the challenges in the global market. Therefore, one must realize the

importance of English in the contemporary world and make others realize and learn English language not only for communication but also for other purposes.

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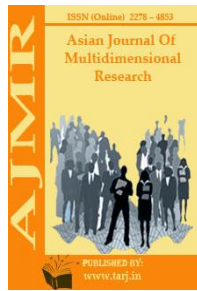


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The author, Parupalli Srinivas Rao, has a vast experience of teaching English at various levels. He has been specialized in ELT and has authored 10 books and published several research papers related to ELT. He has attended several national and international ELT conferences and also presented some papers in them.

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DOING BUSINESS IN INDIA: LESSONS FROM NEW ZEALAND

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ABSTRACT

In recent years, India has laid special emphasis on the simplification and rationalisation of regulatory reforms in the country for more efficient compliance of regulations by businesses. These efforts can further be justified by country's remarkable improvement in World Bank's Ease of Doing Business rank 2019. According to the Ease of Doing Business Ranking 2019 (EoDB 2019), India has shown a jump of 23 spots and has been ranked 77th position out of 190 participating countries. New Zealand, on the other hand has been consecutively ranked first in EoDB rank since 2016, thus making it the most business-friendly country in the world. This paper makes a comparative analysis of New Zealand and India and tries to identify the practices that India can adopt to further improve its EoDB ranking as well as making the country more business friendly in term of compliance of business procedures. This paper analyses the top 5 reform areas of New Zealand and draws practices India can adopt to further improve the EoDB rank.

KEYWORDS: *Ease of Doing Business in India, EoDB ranking, India, New Zealand, World Bank*

INTRODUCTION

Concept of EoDB

The doing business report provides quantified, comparable measures of business regulations and their enforcement in participating economies. The concept was initiated in 2003 to measure the efficiency and strength of laws, regulations and institutions relevant to domestic small and medium size companies throughout their lifecycle. Doing Business report is part of World Bank's Global Indicators Group¹. The other indicators of the dataset include enterprise survey, sub-national doing business, women, business and the law, enabling the business of agriculture and global indicators of regulatory governance.

The doing business report covers the fundamental aspects of regulation that are important for the operation of a business, that is, starting of a new business, dealing with construction permit, getting electricity connection for the enterprise, registering property, getting credit of the business, protecting minority investors, paying taxes, trading across border, enforcing contracts and resolving insolvency. The sub-national Doing Business reports capture the differences in business regulations and their enforcement across locations in a single country or region. They provide data on the ease of doing business, rank each location, and recommend reforms to improve performance in each of the indicator areas.

DISTANCE TO FRONTIER

Distance to Frontier (DTF) score benchmark economies based on defined best practice, score of each indicator shows the absolute distance of the economy from the best performing economy. The trend of DTF shows the improvement in regulatory environment for the entrepreneurs in absolute terms. Every year the set of indicators defined under reform areas are analysed to give cumulative score of each reform area. The score is defined on the scale of 0-100, where 0 is for the worst performing country and 100 is the frontier. The gap in DTF score from the previous score illustrates the extent to which an economy has reformed the regulations from previous year based on the indicators.

The overall DTF score of India has increased from 60.76 in 2018 to 67.23 in 2019. The score of New Zealand has increased from 86.56 in 2018 to 86.59 in 2019. In terms of individual reform area, New Zealand's score has improved in all the areas. On the other hand, India's score has increase in following reform areas: starting a business, dealing with construction permit, getting electricity, getting credit, protecting minority investors, trading across borders, enforcing contracts and resolving insolvency. Whereas, for registering property and paying taxes the score of the Country has decreased from the previous year.

OBJECTIVE, METHODOLOGY AND DATA SOURCE

Objective

The objective of the paper is to identify the areas which India can further reform to make the business environment of the country more conducive.

Methodology

While analysing the regulations of a country, World Bank has chosen economy's largest business city. Based on the set criteria, Delhi and Mumbai from India and Wellington from New Zealand has been selected for assessing the regulatory reforms of the whole country. The comparative

analysis of India and New Zealand will be based on the individual ranking of following five reform areas in which New Zealand have been among the top 5 ranked countries:

1. Starting a Business
2. Registering a property
3. Getting credit
4. Dealing with construction permit
5. Protecting minority investors

Comparative analysis is done on the basis of regulatory procedures of selected cities from both the countries and the time duration required by them in completing the mentioned procedures.

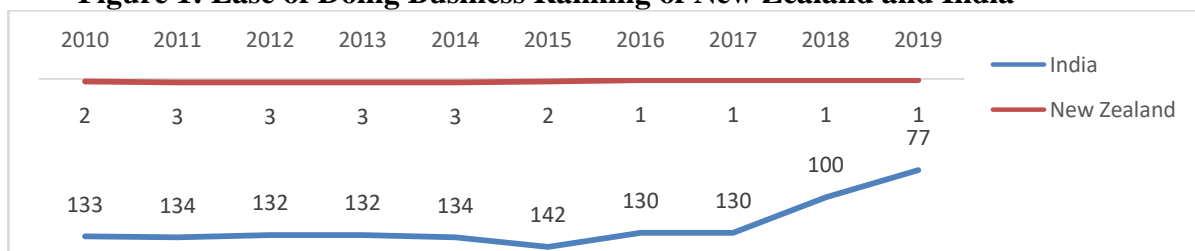
Data source

Data is collected from the codes of civil procedures along with Acts & Rules of both the countries as well as from doing Business Reports (2004-2018) published by World Bank. To have further gain clarity on the procedures, and authentication of information government websites’ of both the countries have been used. Information of reform in procedures made in India has been collected from the portal of the Department of Industrial Policy and Promotion (DIPP) and World Bank and that of New Zealand has been collected from the proofs collected by World Bank.

EoDB Ranking and Score of India and New Zealand

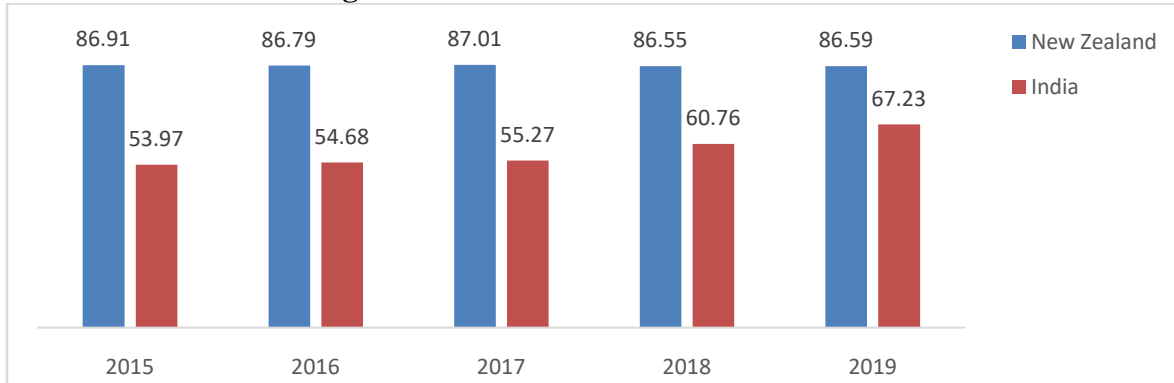
In terms of ease of doing business, New Zealand has been an attractive investment destination and consistently ranked first since 2016. The country has transparent and well-defined regulatory procedures with online procurement process². It has been leading in world in terms of starting a new business with smallest number procedures and very short duration and the country has been appreciated for increasing tax compliance through easier and cheaper process of paying taxes. Whereas, India has shown consistent improvement in terms of regulatory reforms and has jumped 53 positions from 133rd rank in 2016 to 77th rank in 2019.

Figure 1: Ease of Doing Business Ranking of New Zealand and India



Source: Appendix table 3 and 4

Figure 1 highlights trend in EoDB rank of India and New Zealand since 2010. This shows that over the year, New Zealand has been among the top 3 countries and India’s rank has improved from 133rd in 2010 to 77th position in 2019.

Figure 2: DTF of India and New Zealand

Source: Appendix table 1

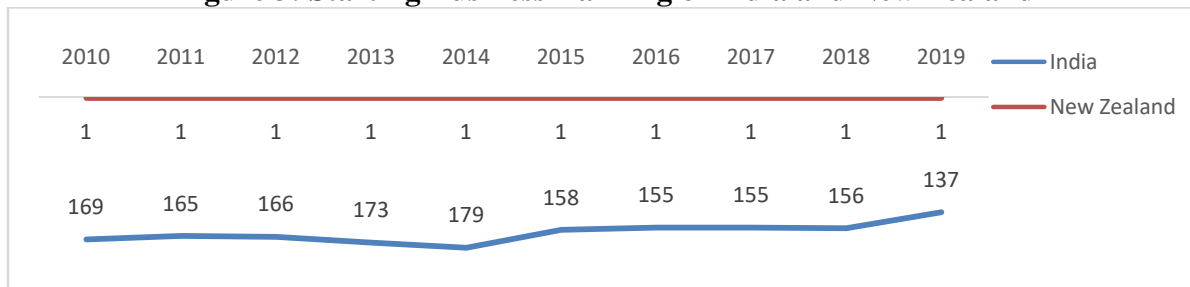
Figure 2 shows that over the years both the countries have made consistent regulatory reforms to ease the business climate for the new as well as existing businesses. The DTF score of both the countries has consistently increased from 2015 to 2019. From both the **figures 1 and 2**, it can be interpreted that the even though New Zealand has been among the top countries in Ease of Doing Business, fluctuations in DTF score highlights that the country has been consistently reforming regulations for easing the business environment for the investors. On the other hand, DTF score of India has been far less than that of New Zealand but has increased over the years, showing the regulatory reforms have eased the business environment of the country.

Reform Areas and performance of New Zealand and India

1. Starting a New business

Reforms of starting business deal with the generic procedures that are essential for an entrepreneur to start-up an enterprise. It includes assessment of all the licenses, approvals, permits etc. from the relevant authority. The reforms suggest that simplified procedures will attract increase in enterprise registration which will further improve the corporate tax compliance thus increasing economy's tax base and reduction the burden of corporate tax. On the other hand, cumbersome entry procedures push entrepreneurs into the informal economy as more and more enterprises are reluctant to spend their productive time in registering their enterprise. Also, enterprise in informal economy will not be complied to pay taxes and will not be under the purview of other government benefits and laws designed for the registered enterprises.

In 2005, India required 11 procedures, average of 89 days, 49.5% of income per capita cost and zero minimum capital to start a business. Whereas, in the same period, New Zealand required 2 procedures, 12 days, 0.2% of income per capita cost and minimum capital of 66.2% of per capita income. In 2019, the number of procedures required to start a business in India has reduced to 10 with the time duration of 16.5 days and the cost of 14.4% of income per capita. To achieve this, India simplified the complex tax registration system that reduced the time of starting a business to nearly half. For New Zealand, 1 procedure, 0.5-day, cost of 0.3% of income per capita and minimum capital has been reduced to zero from 66.2%. In 2019, New Zealand has set the benchmarks for ranking of all the participating countries.

Figure 3: Starting Business Ranking of India and New Zealand

Source: Appendix table 3 and 4

New Zealand has been top ranked country in starting of a new business, whereas India has been ranked 137th position in 2019 ranking. In New Zealand, NZBN and IRD numbers has integrated all the approvals related to business registration and GST registration and application for both can be made simultaneously³. NZBN combines all the non-tax related approvals and IRDN combines tax related licences and approvals. This leads to reduction in time and cost.

TABLE 1: PARAMETERS FOR STARTING A BUSINESS

S No.	Parameter	New Zealand			India		
		2019	2018	2017	2019	2018	2017
1.	Procedures (number)	1	1	1	10	11.5	12.9
2.	Time (days)	0.5	0.5	0.5	16.5	29.8	26
3.	Cost (% of per capita income)	0.2	0.3	0.3	14.4	14.8	13.8

Source: Doing Business Report 2017, 2018, 2019

New Zealand is the ideal country in terms of starting a business for an entrepreneur. India needs to further combine its application forms and improvise the online application system for the applicant in order to eliminate the physical chain between the government authorities and the applicant. New Zealand along with 9 top ranked countries in ease of starting a business has 6 common procedures, most importantly courts are not involved, online registration system is available, there is fixed registration fee irrespective of company size and standardised registration form is used, lastly, no obligation to publish a notice in a journal.

Initiative taken by India

According to DIPP, 2018 onwards, Simplified Performa for incorporating a Company electronically (SPICe) has been introduced that has reduced the number of procedures required for registering a company. It is a combined form for incorporation of the company, to obtain director of identification number (DIN), for reservation of company name, application for PAN and TAN. This form has reduced the number of days required for incorporation of the company. It has also reduced the cost of doing business by nearly 1/4th of the previous cost.

Recent efforts made by India in terms of developing real-time and online system for registration of ESIC and EPFO highlights the initiatives taken to improve transparency in online application system and further efforts of integrating online application forms and number of approvals into unified application form is expected to reduce the number of days required for getting the approvals, as a result, the cost of starting a business will also be reduced significantly. With the reduction in number of procedures to five, the time-period of getting approvals is expected to reduce to 2-5 days⁴.

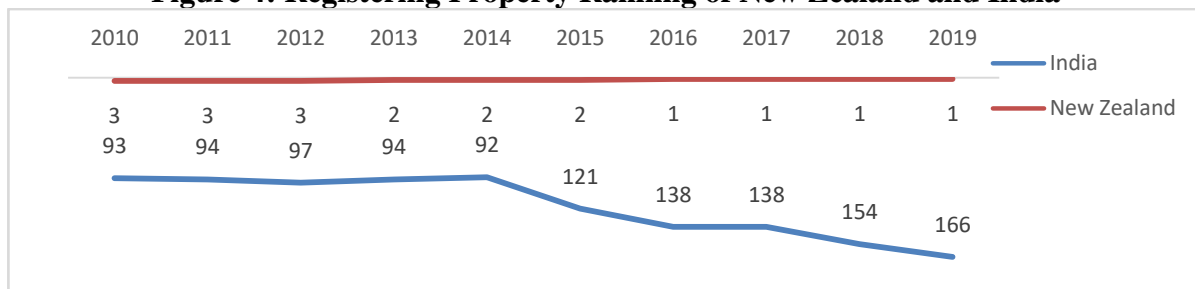
India introduced GST with effect from 1st July 2017. Consequently, all indirect taxes have been merged into a unified tax system. In both practice as well as law, the Government is issuing GST registrations within three days, the entire procedure of which is completed online. In case, application is not approved within three days, the registration is automatically granted as deemed approval on the end of third day. This has resulted in reduction of time associated with procedures.

2. Registering Property

Getting a property registered is among the most essential reform area. The reform area highlights the land administration system of the country. The updated land database of the country increases the transparency. An unregistered property limits the financing opportunities of new businesses and expansion opportunities for the existing ones. According to Peruvian economist Hernando de Soto (2000), large proportion of property in developing economies, nearly estimate of \$9.3 trillion, are not formally registered and is a dead capital of the country. An efficient property registration system reduces the transaction costs and improves the security of property rights. A well-defined and publicizing property rights have resulted in entrepreneurial growth in the economy.

In registering property, doing business report measures the time and cost required along with full sequence of procedures necessary for a business to purchase a property and get title transferred to its name for expanding its operation, for using property as collateral in taking new loans or further sell the property to another business and on the basis of the quality of the land administration index.

Figure 4: Registering Property Ranking of New Zealand and India



Source: Appendix table 3 and 4

In 2019, New Zealand has been ranked first in registering property, the buyers in the country requires to check the legal status of the property with local authorities, then pays a conveyance 0.17% of the property value to register the transfer the property online. It takes 2 days to complete the whole property registration procedure. Standard property transfer requires 2 procedures that complete in single day. On the other hand, India has been ranked 166th position, it requires 9procedures and69.1 days to complete standard property transfer.

Quality of land administration index is measured on the basis of 5 parameters namely, reliability of infrastructure index, transparency of information index, geographical coverage index, land dispute resolution index and equal access to property rights index. Among these parameters, India scored minimum in reliability of infrastructure index (2.0 out of 8.0) and geographical coverage index (0.0 out of 8.0).

TABLE 2: QUALITY OF LAND ADMINISTRATION INDEX PRACTICES ABSENT IN INDIA

	New Zealand	India
1.	Reliability of infrastructure index	
a.	All the land records are maintained under single authority of Land Information Department of New Zealand.	Database is maintained by sub-registrar office of the states and land records department of the state.
b.	The records are maintained in computerised and completely digital format.	The records are maintained in computerised or scanned format.
c.	There is separate electronic database for checking for encumbrances (liens, mortgages, restrictions and the like)	There is no separate electronic database for checking for encumbrances.
2.	Transparency of information index	
a.	Cadastral or mapping agency is committed to deliver an updated map within a specific time frame.	The cadastral and mapping agency is unable to deliver an updated map within a specific time frame.
b.	Do not have a specific and separate mechanism for filling complaints about a problem that occurred at the cadastral or mapping agency	There is no sperate mechanism for filling complaint about a problem that occurred at the cadastral or mapping agency.
c.	Anyone who pays the official fee can consult a map of land plots and fee schedule is available publicly.	Only intermediaries and interested parties can consult a map of land plots.
3.	Geographical coverage index	
a.	All the privately held land plots are formally registered at the immovable property registry and are mapped.	Not all the private properties are registered and mapped at the registry.
4.	Land dispute resolution index	
a.	The system of immovable property registration is subject to a state of private guarantee.	The system of immovable property registration is not subject to a state of private guarantee.
b.	Registrar and lawyers are responsible for checking the legality of the documents required for property transaction	Lawyers and interested parties are responsible for checking the legality of the documents required for property transaction
c.	It takes 1 to 2 years to obtain decision from the first instance court for the standard land dispute cases between two local businesses that are dealt in high court.	It takes more than 3 years to obtain decision from the first instance court for the standard land dispute cases between two local businesses that are dealt in city civil court.

Source: Doing Business Report 2019

The **table 2** highlights the quality of land administration system of India and New Zealand and the practices that are absent in India and present in New Zealand that makes its quality of land administration index higher than that of India. India need to digitalise all its land records, register & map all the properties in the states and make the online application system robust by increasing the transparency and faster resolution of land disputes. As per McKinsey & Company Report (2001)⁵, the restrictive land market regulations cost 1.3% of annual economic growth in India.

India has separate mechanism for filling complaint about the problem that occurred at the cadastral and mapping agency that is absent in New Zealand, but the cadastral and mapping agency of the country are unable to present an updated map within a specific time frame.

Initiative taken by India

As per the notifications by DIPP, following are the initiatives in easing the registering process in the country.

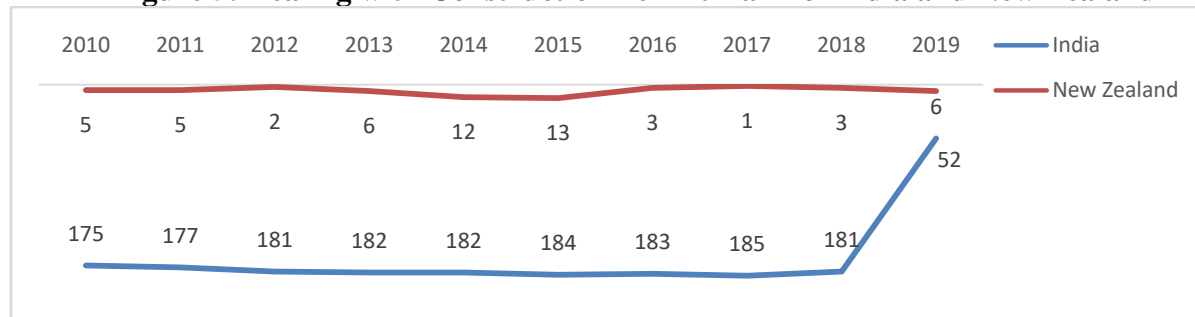
- a) Sub-registrar records have been integrated with land record departments along with digitization of database at sub registrar’s office.
- b) Property records have been digitized to ensure transparency and easy tracking of historical transactions online
- c) States have also provided a list of documents required to complete any type of property transaction and introduced service delivery standards to provide maps within a specific time frame through online portal.

3. Dealing with Construction Permits

The construction industry plays an important role in the economy, and the activities of the industry are also vital to achieve the national socio-economic development goals (Anaman and Osei-Amponsah, 2007)⁶. Park (1989)⁷ asserts that the construction industry generates one of the highest multiplier effects through its extensive backward and forward linkages with other sectors of the economy. According to Kenny (2007), this industry accounts for 5-7% of GDP of most of the economies and a third of gross capital formation globally. Thus, it is an important sector that requires government interventions. Doing Business report (2009), highlighted that dealing with construction permit is an important reform area that requires regulatory reforms to ease the business environment of the country.

It measures duration and number of procedures required for a business in the construction industry and the cost incurred by the entrepreneur to complete each procedure. It also measures the building quality control index based on 6 parameters namely, quality of building regulations, quality control before construction, quality control during construction, quality control after construction, liability and insurance regimes and professional certifications. Efficient construction regulations ensure the safety standards that protect the public while making the permitting process efficient, transparent and affordable for both concerned authority and the builder.

Figure 5: Dealing with Construction Permit Rank of India and New Zealand



Source: Appendix table 3 and 4

In dealing with construction permit, New Zealand has been ranked 6th, it takes 11 procedures, 93 days to get all the approvals required to get the permit. These 11 procedures include all the inspections required in the whole construction period from the pre-construction phase to post-construction phase. On the other hand, India requires average of 17.9 procedures and 94.8 days to get the permit. Every state in India has a separate building bye-law and a different set of procedures to get the permit and has been ranked 52nd position in dealing with construction permit, this rank has improved from 181st rank of 2018.

Construction regulations can help in putting a stop to the faulty building practices that causes unnecessary delays, disputes and uncertainty among the builders and the authorities. Complex business procedures compel builders to construct illegal buildings without construction permits and are also one of the main sources of bribery practice in the country⁸. Thus, the objective to regulatory reforms should be to streamline the administrative procedures to eliminate the redundant and duplicate procedures and reduce the processing time. Developing online service for accepting application for construction permit will reduce the cost and procedure of processing the application. In India, dealing with construction permit requires involvement of multiple agencies at multiple stages. Thus, coordination between these departments will help in eliminating the duplicity of procedures of all the departments and thus will speed-up the approval processing. The number of inspections required in New Zealand is far less than those required in India. In Mumbai, 18 NOCs and 8 inspections are required in the whole procedure of construction permit whereas in Delhi 5 NOCs and 4 inspections are required. In Delhi there are 7 separate agencies involved during the whole construction procedures and in Mumbai, 7 sub department of Mumbai Municipal Corporation and 2 other departments are involved in the whole process. The number of agencies involved in India is far more than the number of agencies involved in construction permit process of New Zealand.

Building Quality Control index is another parameter on which the dealing of construction permit is measured. Regulation and quality control indices cover the inspections and approvals required during the construction process and the accessibility of laws and regulations in the public domain. The liability and insurance regimes index score the regulations that legally hold participating parties liable for latent flaws in the building once constructed. Professional certification index measures the importance of qualification requirements for the professional responsible for verifying the architectural plans or drawings as per the existing building regulations and for conducting technical inspection during the construction on ground. In overall building quality index, New Zealand scored 15 (out of 15) and India scored 14. India has improved on liability and insurance regime index that is, now the architect and engineers are held liable for the structural flaws in the building approved and only registered and qualified personnel are authorised for approving the building plans according to regulations.

One practice that is absent in India and New Zealand is the third-party involvement in construction regulation. Involvement of third-party in construction regulation reduces the burden on local authorities and speed-up the construction permit process. This practice was discontinued in New Zealand in 1990 due to weak regulatory safeguards. The importance of third-party involvement in regulations has been discussed comprehensively in DB 2018; it highlights the precaution an economy shall undertake to avoid the unintended adverse consequences to occur. It suggests that along with the effective enforcement of professional certification a strong liability & insurance regime shall be followed to make authorities (both private and public) accountable for their actions. This can be done by clearly defining the roles and responsibilities of the service

providers so that they can exercise their authority within a legally transparent environment. Public-Private collaboration in building regulation can give successful results when enforced qualification requirements, effective oversight mechanisms and provisions on conflict of interest and included along with other fundamental safeguards⁹.

Initiative taken by India

In dealing with construction permit, India has faced a quantum leap in ranking and in DTF score. The rank of the country has improved from 181st position to 52nd position and DTF score has improved from 38.80 to 73.81 in year 2018 and 2019 respectively. Delhi and Mumbai have initiated joint site inspection system prior to issuing Occupancy and Completion Certificate (OCC) by the concerned departments. This initiative has replaced the multiple visits done by the inspectors of various departments for granting the No Objection Certificate thus reducing the time-period and procedures related to it.

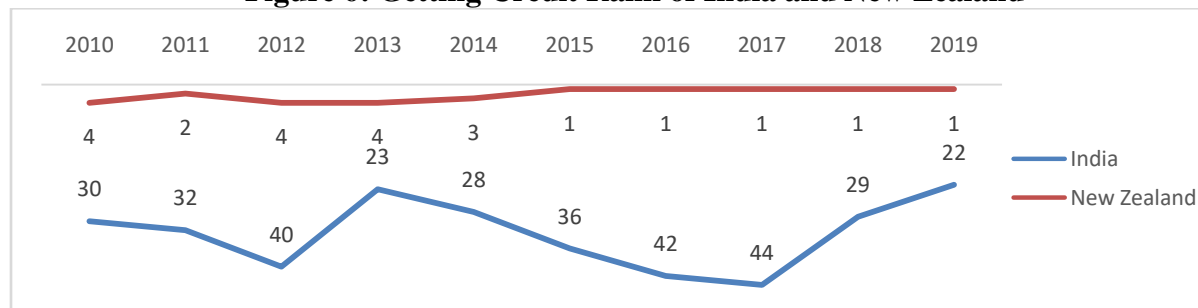
According to DIPP, all departments concerned with issuing Construction Permit have been integrated with a single window clearance system. Online Building Permission System (OBPS) has been developed where the applicant can apply for all NOCs through Common Application Form (CAF) only. This merges the numerous procedures one thus reducing the cost and time by significant number.

4. Getting credit

Medium and small enterprises play a significant role in economic development of a country. These sectors not only provide employment to large percentage of population but are also responsible for equitable income distribution in the economy. One of the major obstacles these enterprises face is to obtain credit for their businesses.

This reform area measures the legal rights of borrowers and lenders with respect to secured transactions and the credit reporting system. A well-defined credit information & the laws creates and enforce collateral benefits for both debtors and creditors by increasing their chances to access credit which in return boosts the productivity and growth by shifting capital to a business venture with attractive returns. In DB report 2019, New Zealand has been the top ranked country in terms of providing credit to the borrowers and India has been ranked 29th position in this regard. ‘Getting credit’ as an indicator is measured based in two indicators namely; strength of legal rights index and depth of credit information index.

Figure 6: Getting Credit Rank of India and New Zealand



Source: Appendix table 3 and 4

The strength of legal rights index measures the collateral and bankruptcy law of the country that protect the rights of borrowers and lenders. The effectiveness of legal rights of borrowers and

lenders measures whether certain features that facilitate lending exist within the applicable collateral and bankruptcy law. This index India has scored 9 (out of 12) points, there is absence of integrated legal framework for secured transactions that extends to the creation, publicity and enforcement of functional equivalents to security interests in movable assets in the economy. There is no common database in India for the collateral registry in operation for incorporated and non-incorporates entities. Notice-based collateral registry in which all functional equivalents can be registered does not exist in the country.

Another indicator to measure the credit facility if the country is the depth of credit information index, it measures the rules and practices affecting the coverage, scope and accessibility of credit information available through either a credit bureau or a credit registry¹⁰. This index highlights the credit information of the debtors and creditors in the country it can be managed by either credit bureaus or by credit registry managed by the central bank of the country. The only parameter India had not scored is non-distribution of credit information to the public that is, the data from retailers or utility companies- in addition to data from banks and financial institutions are not distributed.

Initiative taken by India

Recently, India has set-up a high-level task force on a public credit registry (PCR). It will be transparent and comprehensive database for credit information that will be accessible to all stakeholders-that would help in increase the efficiency of credit market and will help in controlling delinquencies¹¹. Presently, India has 4 private bureaus that maintain credit information of individuals and firms, PCR will further complement them by certifying the collateral details of the firm. This PCR and the already existing Central Registry of Securitisation Asset Reconstruction and Security Interest (CERSAI) that maintains database of properties that have been mortgaged to lenders, together will provide more comprehensive and effective credit information of the enterprises that will further improve the access of credit to small and medium enterprises¹². According to DB 2004, for developing countries, establishment of public credit bureaus or registries has complemented private bureaus by focussing on bank supervision. The strengthening of regulations will influence the credit market by increasing the coverage of credit market and regulations on collection, distribution and quality information. The recent development in the credit market has been a great jump from the period when it was impossible to enforce collateral in India.

5. PROTECTING MINORITY INVESTORS

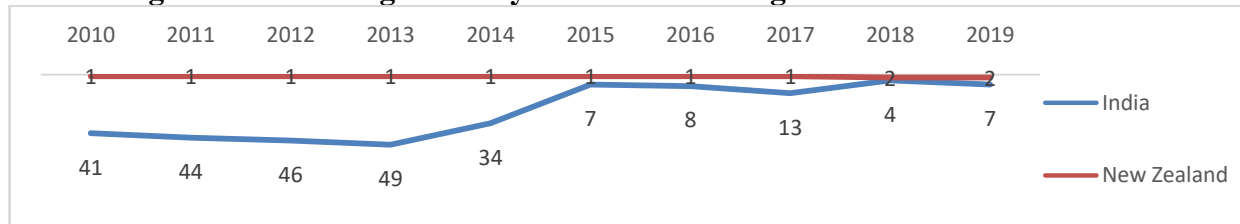
This indicator measures protection of minority investors from conflict of interest and shareholders' rights in corporate governance. Since 2008 global financial crisis, the need for protecting the rights of shareholders (especially minority shareholders) and empowering them has become an important focus area for the financial agencies across globe. The policy makers have been focussing on the reforming companies act to increase involvement of minority shareholders in corporate decisions and protecting them against the misuse of powers by the directors of the companies.

The indicator is measured on the basis of two indices, first is extent of conflict of interest regulation index and second is extent of shareholder governance index. The extent of conflict of interest regulation index is positively associated with the capital market development. It is further measured on basis of three indices, first is the extent of disclosure index, it measures the transparency of related-party transactions, second is extent of director liability index, it measures

the shareholders' ability to sue and hold directors liable for self-dealing and last is the ease of shareholder suits index, it refers to the access to evidence and allocation of legal expenses in shareholder litigation.

On the other hand, the extent of shareholder governance index deals with the corporate governance practices it includes shareholder rights and their role in major corporate decisions measured in terms of extent of shareholder right index, protection from share dilution measured in terms of extent of ownership and control index, managerial compensation and audit transparency both measured in terms of extent of corporate transparency index.

Figure 7: Protecting Minority Investors Ranking of India and New Zealand



Source: Appendix table 3 and 4

Figure 7 shows that New Zealand provides the strongest minority investor protections to businesses operating in the country. It has been the top ranked country in protecting minority investors' for 10 years continuously. Whereas, India has made constant efforts to increase protection of minority investors in the country by making consistent amendments in its Companies Act 2013 and improving its ranking in terms of protecting minority investors. In 2019 DB report, New Zealand has been ranked 2nd position and India has been ranked 7th rank. In terms of DTF score, India's score in 2019 has been 80.00 and that of New Zealand has been 81.67.

Raising accountability of companies towards minority investors by mandating the disclosure of a dividend distribution policy can further improve country's score in the defined indicator. More rights should be defined for the shareholders in terms of liability of directors in case of conflict of interest. Presently, directors are not liable for the damage the transaction has caused to buyer-seller transaction and repayment of legal expenses of the shareholders without the consent from court. If the legal framework of the country compiles directors (defaulter) to pay for the damages and legal expenses to the buyers, it will provide more protection to the investors and small businesses.

Initiative taken by India

Amendments in the Companies Act 2013 has strengthened minority investor protection in India. Through the amendments, shareholders have the power to make claims for damages against defaulting directors and they get greater protection through the constitution of National Company Law Tribunal (NCLT). NCLT has the power to terminate, to set aside or modify, any agreement, entered between the company and the managing director, any other director or manager, upon such terms and conditions as may, in the opinion of the Tribunal, be just and equitable in the circumstances of the case. As per Security Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulation, 2015, the listed entity is required to disclose the transaction details within 24 hours of the event to the stock exchange, this will increase the score

of disclosure index of the country thus further improving the distance to frontier score of the country.

CONCLUSION AND RECOMMENDATIONS

India is a democratic and developing country, it has 29 states and 7 Union Territories. The country is the second most populous country having a federal and parliamentary structure governed by the Constitution of India. The functions of the country are categorised into the centre list, state list and concurrent list. Whereas, New Zealand is an island country in the south-western Pacific Ocean. During the 1980s, the country transformed from a protectionist economy to a liberalised free-trade economy. Today, it is a developed country and is among the highly ranked economies in terms of quality of life, health, education and economic freedom. There are various practices of New Zealand that India can adopt. The constitutional structure of both the countries differs, the Constitution of India is more complex than New Zealand, it has Federal structure and most of the regulatory reforms are under the power of state authorities thus the objective to regulatory reforms should be to streamline the administrative procedures to eliminate the redundant and duplicate procedures and reduce the processing time.

New Zealand and India have no common boundaries to make comparison in the business regulations. Most of the power in New Zealand lies in the hands of private organisations, whereas, in India power lies in the hand of public authorities. India can follow the practice of transparency in granting approvals to the business. New Zealand has well-defined business procedures and multiple procedures are merged into a few procedures, India can adopt the practice of eliminating the repetitive procedures to reduce the time duration of granting approvals.

Secondly, Doing Business report 2005 has suggested that there are 4 ways for reforming property registration procedures firstly, there should be simplified and combined procedures for registering property, secondly, there is need to first link and the then unify the authorised agencies involved in property registration, this can be done linking registry and cadastre system of the country, this will identify overlapping and duplicate titles of property. Then unified agencies will further ease property registration. Thirdly, provide easier access to the registry to increase the transparency and make it more accessible to the entrepreneurs. Lastly, optimum and efficient use of technology for property registration that is only effective if the paper records are efficient and accurate enough to be uploaded online or to be digitised.

In terms of construction permits, India can adopt the practice of third-party involvement in construction regulation with the defined role of the third party in order to reduce the burden on local authorities of the country. A well-defined responsibilities of service providers and authorities will ensure legally transparent environment and both the authorities will be held accountable for their approvals. The robust online system can further increase the transparency in granting approvals and the tracking of the application system to ensure granting of approvals within the stipulated time and will also reduce physical touch point between the applicant and the authorities.

Under the parameter of getting credit in the country, India has to make amendments in Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest (SARFAESI) Act and Insolvency and Bankruptcy Code (IBC) of the country to strengthen the legal rights of both debtors and creditors.

Lastly, for Protecting Minority Investors, according to DB 2017 report, there is a positive relationship between the greater protection to minority shareholders and capital market development along with access to equity finance. This indicator highlights the corporate governance practices of the countries. NCLT can prove to be effective platform for adjudication of disputes on corporate law matters through disposal of such cases in a time bound and speedy manner. The amendment in the rules will increase transparency and communication of the changes in the shareholding pattern within short period of time. This will help the members to meet the management of the Company and understand the financial position and business transactions of the Company.

Thus, to sum up, among the selected indicators registering property and getting construction permits are under the control of state authorities and starting business, protecting investors and getting credit are under the control of central authorities. Thus, to improve the ranking and to attract investment, central government and all state governments shall jointly make efforts to reform business regulations of the country. this can be done by eliminating redundant and repetitive approval procedures and synchronising the activities of authorities to reduce the time duration and cost of the approvals and application.

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TABLES

1. DTF Score of India and New Zealand

S.No	Year	New Zealand	India
1.	2015	86.91	53.97
2.	2016	86.79	54.68
3.	2017	87.01	55.27
4.	2018	86.55	60.76
5.	2019	86.59	67.23

Source: Doing Business Report

2. Indicator-Wise DTF score for 2017 and 2018

S.No	Reform Areas	New Zealand			India		
		2017	2018	2019	2017	2018	2019
1.	Starting a business	99.96	99.96	99.98	74.31	75.40	80.96
2.	Dealing with construction permits	87.40	86.36	86.40	32.83	38.80	73.81
3.	Registering property	94.46	94.47	94.89	50.00	47.08	43.55
4.	Getting Credit	100.00	100.00	100.00	65.00	75.00	80.00
5.	Protecting Minority Investors	83.33	81.67	81.67	73.33	80.00	80.00

Source: Doing Business Report

3. Performance of New Zealand

S. No	Reform Areas	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
1.	Overall Ranking	2	3	3	3	3	2	1	1	1	1
2.	Starting a business	1	1	1	1	1	1	1	1	1	1
3.	Dealing with construction permits	5	5	2	6	12	13	3	1	3	6
4.	Registering property	3	3	3	2	2	2	1	1	1	1
5.	Getting Credit	4	2	4	4	3	1	1	1	1	1
6.	Protecting Minority Investors	1	1	1	1	1	1	1	1	2	2

Source: Doing Business Report

4. Performance of India

S. No	Reform Areas	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
1.	Overall Ranking	133	134	132	132	134	142	130	130	100	77
2.	Starting a business	169	165	166	173	179	158	155	155	156	137
3.	Dealing with construction permits	175	177	181	182	182	184	183	185	181	52
4.	Registering property	93	94	97	94	92	121	138	138	154	166
5.	Getting Credit	30	32	40	23	28	36	42	44	29	22
6.	Protecting Minority Investors	41	44	46	49	34	7	8	13	4	7

Source: Doing Business Report



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IMPACT OF DIGITAL INDIA AMONG RURAL PEOPLE

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ABSTRACT

Digital India project is launched order to remodel India into a complete digitally empowered nation by making the nation digitally literate. The digital India concept focuses on clean digitization of data on the way to help in making matters much more green and fast in the future. It will reduce paper work, save man energy and save time also. The success of digital India project will depend upon the benefits accrued to people when it is executed completely. If India is proficient to sustain its digital revolution, it's not only going to simply improve the lives of its billion-plus people, but it'll also benefit the globe at huge. . Presently, only three hundred million of India's 1.25 billion people are digitally connected, around a half of them via cell phones. Rural access and usage is quite depressing. All these gaps will be converted into possibilities for big corporations and for creating a large number of entrepreneurs because the digital revolution needs improvements and development of several of applications. This paper discusses about the digital India campaign as whole along with its advantages and disadvantages among rural people in Tamil Nadu.

KEYWORDS: *Digital India, Digitization, Green, Revolution And Rural.*

INTRODUCTION

“All one needs is a computer, a network connection, and a bright spark of initiative and creativity to join the economy.” - Don Tapscott.

Digital India is an assignment started out with the aid of the authorities of India on 1st of July, 2015 in order to remodel India into a complete digitally empowered nation. This project is interconnected by using the numerous governmental departments such as education, IT, agriculture and many others in order to attain promising returns. It is headed and deliberated through the ministry of communications and information technology. It's a golden opportunity for India if it is implemented properly. Before starting of the assignment, there has been a plan by the authorities to make a high pace net connection in almost 250,000 villages and other residential regions of the country. The crucial role played by the “Bharat Broadband network constrained (BBNL)” on this venture is definitely considerable.

The digital India concept focuses on clean digitization of data on the way to help in making matters much more green and fast in the future. It will reduce paper work, save man energy and save time also. Digital India will reach height which helps the government to compete with private sectors. Many villages are interconnected with excessive high speed network that will create a huge change from backward areas into digitally equipped regions. All of the cities, towns and villages in India will become more tech savvy. This project has been planned to be completed by way of 2019 with the investment of leading organizations (national or international).

Digital empowerment of Indian people will make digital literacy possible and easy thru universally accessible virtual resources. It will permit the general public to find and submit required files or certificate online and no longer physically in the schools, universities, colleges, government offices etc., Digital India has the power to reveal the miracle that is hidden in our nation. It becomes necessary to rework the system in the country into a digitally empowered society with the help of information system by using electronic services, products and gadgets and applications. But think of a situation where farmers in far off villages using mobile phones to find out the right rate of their food grains, or to know about the monsoon updates or school going kids carrying a tablet preloaded with all the curricula in place of taking heavy college bags, or public reaching the governments through their smart gadgets to demand a service that hasn't been implemented, consider current towns that deliver healthcare facilities, transport and civic services etc., thru digital devices and apps. All this appears to be a distant dream, however with technological changes that are expected in the future, can take our nation to achieve all those. Smart cities are arising throughout the world and the idea of internet of things (IOT), wherein all devices at domestic or in workplace are related to the net and are capable to speak to every other, are being advanced as we communicate.

But it is highly important to take this power of technology to every citizen of the country. Digital accessibility is a requirement to, and an essential purpose behind the idea of digital India. A digital network has to be shaped enough as it becomes a part of human life, similar to roads, railways and electricity. Presently, only three hundred million of India's 1.25 billion people are digitally connected, around a half of them via cell phones. Rural access and usage is quite depressing. All these gaps will be converted into possibilities for big corporations and for creating a large number of entrepreneurs because the digital revolution needs improvements and development of several of applications.

If Indian companies want to make progress using the digital India project, they have to focus on technologies and products that assist in the construction of digital India, and make necessary changes in their manufacturing techniques in order to have more relevance to a changing country. The idea to apply technology and gadgets in the area of education is also a great move. The nation is undergoing the so-called digital divide at a very rapid speed, adapting to the changes happening in the technology seamlessly. However, the country would require skilled professionals for the virtual space. Public and the private companies have to join hands with the government to make all the dreams of digital India prescient. Public-private partnerships will be most effective for a win-win situation for both the government and industries.

The success of digital India project will depend upon the benefits accrued to people when it is executed completely. If India is proficient to sustain its digital revolution, it's not only going to simply improve the lives of its billion-plus people, but it'll also benefit the globe at huge.

The structure of the article is as follows: the first section gives a brief introduction about the article and the second section provides a note about digital India which is followed by vision areas of digital India as third section. The fourth section talks about the digital tools followed by aim of digital India project as fifth section. The sixth section describes the nine pillars of digital India, followed by advantages of digital India in seventh section and disadvantages of digital India in eighth section. Finally the ninth section speaks about effect of digital India project by 2019 and tenth section gives the conclusion of the study.

OBJECTIVES OF THE STUDY

The objectives of the study are:

- To examine the visions of Digital India
- To discuss the scope of Digital India
- To analyse the pillars and initiatives of Digital India
- To study the impact of Digital India among the rural people.

A NOTE ON DIGITAL INDIA

Digital India is a updated and extended version of the national e-governance plan. It seeks to deliver all government services electronically. Digital India project will also help in addressing the issues related to public responsibility and transparency thru a completely unique id based on actual and general government applications. This project will also reduce corruption. Although it is not a brand new project, the government has invested lots of power and efforts for the progress and growth. Even the finance for digital India has been increased up to 5 times.

Digital India will benefit many sectors in India like IT/ITeS, Electricity area, Education sector, Telecom sector, Electronics sector, Banking and financial sector and obviously it will benefit agriculture sector also. This project will unite the entire India and bring all the hidden talents in India and motivate the growth and entry of entrepreneurs who represent the future of India. It will help in accomplishing digital literacy universally.

A dedicated examining committee headed by our Prime Minister as chairman is formed to oversee the growth, progress and achievement of digital India project. This project will definitely assist in enhancing the way of doing business, which will certainly result in the growth of the

nation. India attained 134th rank in Ease of Doing business in the year of 2014 according to the World Bank.

The government has tried to implement this project at all levels. The first best thing is introduction of Jan Dhan Yojana system that ensures access to financial services and direct transfer of benefits depending on Aadhaar information and mobile banking. In future there are opportunities for Tele-medicines, digital Locker device, eSign, eHospital, Digitize India Platform (DIP) that enables digitization of records. This project with no doubt will support the nation in increasing its productiveness and achieve growth in all sectors.

VISION AREAS OF DIGITAL INDIA

Three key vision areas of digital India programme are:

- As digital infrastructure provides an opportunity to the nation for high speed internet it will provide them all the government services digitally. It'll offer lifelong, online, unique and authenticable digital identification to the people of the country. It'll provide access to almost all the services online such as bank dealings, financial management, education, bill payments etc.,
- High demand for proper governance and online services will make all the government services very easy and convenient thru digitization. Digitally converted services may also promote the public to do business online via making financial transactions digital and cashless.
- Digital empowerment of Indian public will make digital literacy possible thru universally available digital resources. It will allow general public to submit their necessary documents or certificates online and need not be in person to avail the government services.

Thus, the aim of digital India is to:

- ✓ Create digital infrastructure.
- ✓ Deliver all the government services digitally.
- ✓ Digitally empower the public of India.

DIGITAL TOOLS

The three key Digital Tools that will serve as the pillars of the Digital India project are:

- ✓ Digital Identification – that will verify the person.
- ✓ Bank Account – that is used to transfer benefits directly to the beneficiary.
- ✓ Mobile – that provides a world wide access to all the services.

AIM OF DIGITAL INDIA PROJECT

- Run by the government of India, Digital India is a campaign launched to empower the country digitally. The main aim of this project is to strengthen the electronic services provided by the government by reducing the paperwork. It is a very productive technique as it reduces the work time and gives time to concentrate in various other fields.
- Digital India aims at providing the rural people with high speed internet.
- Three major aspects of digital India includes improvisation of digital infrastructure, delivering of services digitally and providing digital literacy to the common public.

- **DIGITAL INFRASTRUCTURE:** It means creating a digital identity to all the citizens in order to get the government services easily.
- **DELIVERING OF SERVICES DIGITALLY:** To facilitate the citizens of India to get government benefits whenever needed. It also promotes online business through cashless transactions.
- **DIGITAL LITERACY:** To educate the citizens digitally, so that they can connect the world.
- It enables in globalization because it connects the common public with the world thru their mobile or computer.
- This program is launched with the aim to facilitate both, the customer and service provider. This mission is targeted to by the end of 2019. Headed by the ministry of communication and IT, an advisory body consisting of a group of people looks after the operations and implementation of Digital India project.
- The aim of the project is to connect the government and the public such that the general can avail the government services at their door step just by a single click.
- Finally the important thing about digital India project is to provide IT jobs to the youth, as this program emphasis on digital growth.

NINE PILLARS OF DIGITAL INDIA

1. BROADBAND HIGHWAY:

Internet connectivity to all the 2.5 lakh gram panchayats is the main motto of the project. This enables the rural public with high speed internet connection.

2. UNIVERSAL ACCESS:

Assured mobile phone access to public in 44,000 towns in the country that were identified by the government is planned. The government is making necessary actions to ensure that all the towns receive mobile phone connection by the year of 2018. Necessary measures have been taken to set up 1836 mobile towers to provide mobile phone access to areas that aren't connected to the network.

3. PUBLIC INTERNET ACCESS:

Common service centres are planned to strengthened and increase its number of centres to 2,50,000 which accounts to one service centre in each gram Panchayat. Even 1,50,00 post offices are planned to be converted into multi service centres. These centres can be used as functional end points that deliver government and business services.

4. E-GOVERNANCE:

E-governance aims to enable all the government services online. For this purpose the government system has to be re-engineered. Thus, linking the Aadhar of an individual to this mobile and the benefits to be offered are credited directly to the beneficiary without any middlemen.

5. E-KRANTI:

E-Kranti focuses on delivering of almost all the services electronically which includes education, health, farming, rights and financial management. Regarding education sector it focuses on and MOOC (massive online open courses) and on digital knowledge program and installing free Wi-Fi in 250,000 educational campuses. And also, all the materials and books can be given as e-

books. Pertaining to healthcare sector, the government is planning to computerize the government hospitals like private ones by maintaining medical records, medicine supply etc digitally, thus, offering services effectively and efficiently. Relating to agriculture sector, farmers will be able to get real-time price details for their products, loans and subsidies online. Also, SMS based climate information and disaster alert are sent to farmers.

6. INFORMATION FOR ALL:

The aim is to host a website online service of data and participation in a realistic way thru social media and web based systems like MyGov.

7. ELECTRONICS MANUFACTURING:

Importance is set to manufacture electronic devices like tob containers, mobile, consumer electronics, medical devices, intelligent energy metres, technology, Smart cards and micro ATMs. For this purpose government is offering benefits to local producers.

8. IT FOR JOBS:

The government towards building digital India, is also planning to teach one crore people from villages and small towns for IT sector. It also motivates training centres by providing assistance for offering practical IT training. The telecom companies are also encouraged by the government to train 500,000 rural workers in next 5 years.

9. EARLY HARVEST:

Aadhaar Allowed Fingerprint Presence Program is planned to setup by the government in all central government offices at Delhi. This enables online maintenance of attendance which can be viewed by the interested stakeholders.

RESEARCH METHODOLOGY:

The data was collected from rural people in and around villages near Coimbatore. The respondents were chosen randomly. The data was collected from 624 respondents and various tools were used to compute the data.

ANALYSIS:

PERCENTAGE ANALYSIS OF DEMOGRAPHIC DATA:

The table 4.1 shows the demographic details of the respondents. 39.7% of the respondents belong to 26-35 years age group, among which 78.9% of the respondents are married. 46.9% of the respondents have two children and 68.8% of the respondents belong to middle class category, where majority of the respondents (34.9%) family income range between Rs.2,00,000-Rs.5,00,000 per year. 25% of the respondents have completed their higher secondary education.

TABLE NO. 1 DEMOGRAPHIC PROFILE OF THE RESPONDENTS

Demographic Profile	Category	No. of Respondents (N=624)	Percentage
Age	< 25 Years	89	16.6%
	26 - 35 Years	213	39.7%
	36 - 45 Years	157	29.3%
	45 & Above	77	14.4%
Marital Status	Married	423	78.9%

Demographic Profile	Category	No. of Respondents (N=624)	Percentage
	Unmarried	107	20.0%
	Divorcee	6	1.1%
No of Children	1	179	44.9%
	2	187	46.9%
	3	33	8.3%
Family Economic Status	Upper Class	151	28.2%
	Middle Class	369	68.8%
	Lower Class	16	3.0%
Family Income	50,000 - 1,00,000	93	17.4%
	1,00,000 - 2,00,000	180	33.6%
	2,00,000 - 5,00,000	187	34.9%
	More than 5,00,000	76	14.2%
Education	Uneducated	98	16%
	SSLC	157	25%
	HSC	113	18%
	Diploma	109	17%
	UG	127	20%
	PG	20	3%

PERCEPTION TOWARDS DIGITAL INDIA:

The respondents were given seven variables pertaining to digital India and asked about their perception towards the same. The first variable was quick and Easy Government services, for which 224 respondents (41.8%) answered that they are highly satisfied with the services as it minimised their waiting time. The second variable was direct benefit thru bank accounts, here 233 respondents (43.5%) were found to have High level of satisfaction as they can get all the subsidies thru their bank accounts. The third variable was to identify whether they were able to avail the government services at an affordable cost, for which 222 respondents (41.4%) responded that they are highly satisfied with the minimised cost for the government services. The fourth variable enquired about easy access of information, for which 193 respondents (36%) were highly satisfied with the trouble free access of information. The fifth variable enquired about cashless transaction, for which 163 respondents (30.4%) replied that they were highly satisfied with the cashless transaction. The sixth variable was to identify the communication rate of government policies and schemes. 213 respondents (39.7%) were found highly satisfied with the speed of communication. The last variable was to identify about the transparency in government services, and found that 268 respondents (42.9%) were found satisfied with the same.

TABLE NO. 2 PERCEPTIONS TOWARDS DIGITAL INDIA

Digital India	HDS	DS	N	S	HS
Quick and Easy Government services	90 16.8%	47 8.8%	88 16.4%	87 16.2%	224 41.8%
Direct benefit thru bank accounts	86 16.0%	54 10.1%	79 14.7%	84 15.7%	233 43.5%
Government services at subsidized cost	79 14.7%	59 11.0%	68 12.7%	108 20.1%	222 41.4%
Easy access to information	44 8.2%	52 9.7%	79 14.7%	168 31.3%	193 36.0%
Improved Cashless transaction	36 6.7%	76 14.2%	124 23.1%	137 25.6%	163 30.4%
Fast communication of Government policies and schemes	26 4.9%	48 9.0%	117 21.8%	132 24.6%	213 39.7%
Increased transparency	25 (4.0)	50 (8.0)	86 (13.8)	195 (31.2)	268 (42.9)

ADVANTAGES OF DIGITAL INDIA

The various advantages of digital India are listed below:

- It makes implementation of digital locker system possible which can reduce paper work by reducing the usage of physical documents and also enables e-sharing through registered repositories.
- Digital India platform encourages peoples to government activities thru approaches like “Discuss, Do and Disseminate”.
- Digital India helps in achievement of participate in various digital related goals that are set by the government.
- E-governance project reduces the physical work of public, as all the necessary documents and certificates can be submitted thru online.
- E-sign support helps the citizens of the nation to sign documents online.
- It also helps in bringing out important changes in healthcare sector thru e-Hospital system which enables online registration and maintenance of patient details, doctor appointments, cash payment, blood check-up etc digitally and online diagnostic tests.
- National Scholarship Portal enables the beneficiaries to submit the application forms online. Where the verification process of the application, sanction of scholarship and even the disbursement of loan digitally.
- This digital platform enables delivery of all the government and private services to the whole nation efficiently.
- This digital platform enables connection of almost 250,000 gram panchayats of the nation.

- For providing better mobile services like voice calls, data, multimedia etc, BSNL is planning to re-engineer its 30 year old telephone exchange.
- Across all over the country the BSNL has planned establishment of Wi-Fi hotspots at a larger scale.
- A broadband highway is setup in order to handle the issues related to connectivity.
- World class services to be offered in just a click of a mouse in all the towns, cities and villages by open access of broad band highways.
- Literacy rate will be increased thru digital education i.e. through online courses and webinars.
- Government schemes when implemented online helps in increasing the effectiveness and transparency.
- A variety of online tools can be used to increase the effectiveness of small businesses.
- Digital literacy helps in improving the lifestyle of the people.
- Social media helps to connect globally with various communities.
- Digital India enables a system that is digitally participative like ‘MyGov.in’. Thus, it helps the public to participate in a healthy democratic system.
- This system enables easy and quick communication of government policies and scheme that result in inclusive growth of the nation.
- If the police stations, crime branches and courts are connected virtually, it helps in minimising the crime rate.
- Digital connectivity helps in getting things done easily.
- The digital resources/services will be available in Indian languages.
- Financial transactions would become cashless above a threshold, thus increasing the black money.
- Secured and safe cyber space would be provided.

Thus, all the above mentioned initiatives will provide wide variety of opportunities to Indian manufacturers and entrepreneurs, thus promoting employment in a direct and indirect way.

DISADVANTAGES OF DIGITAL INDIA

- **INTERNET CONNECTIVITY** – In order to be digitally connected a high speed internet connection is to be offered to all the small towns and villages, as only less than 20% of Indians have access to Internet as of today. It is important to connect all the people towards digital growth.
- **DIGITAL LITERACY** – Among 193 countries, India has ranked 118 on e-government development index according to the United Nations e-government survey 2014. It shows the pity truth behind digital India. Thus, People in India lack out of digital literacy.
- **LACK OF AFFORDABLE GADGETS** – In order to make the citizens of the country digitally literate, gadgets are to be sold at an affordable price.

- **LINGUISTIC DIVERSITY OF INDIA** – The big challenge before digital India is integration of its diversified languages with technology.
- **CYBER CRIME** – Strict regulations towards cyber security is to be made, as India is prone to cyber crime.
- **ISSUE OF LAST MILE CONNECTIVITY** – Thousands of villages in India do not even have electricity. Digitalising them is far too ahead.
- **CHANGE IN MINDSETS OF PEOPLE** – The mindsets of people are pre-digital towards the functioning of government's public interface.
- **SERVER PROBLEM** – The server is most of the time down both during pre-digital phase and post-digital phase.
- **LOW INTERNET SPEED WITH HIGH PRICES** – in order to establish digital India concept, the government must take measures to improve the quality of broadband connections and work on reducing the prices for internet connection.

EFFECT OF DIGITAL INDIA PROJECT BY 2019

1. Wi-fi connectivity in 2.5 lakh academic institutions and all universities, establishment of Community wi-fi locations for the public.
2. Digital India helps in creating new jobs for about 1.7 Crore graduates.
3. India will grow into an IT innovator in healthcare, knowledge and financial sector.
4. Establishing high speed internet in 2.5 lakh villages and providing universal phone connection.
5. Setting up of 400,000 Community Internet Access Point.
6. Digital inclusion enables indirect job creation in the field of IT, Telecom and electronic devices manufacturing sector.
7. Imports will be reduced to zero by the year of 2020.
8. Implementation of e-services and e-government across all the government offices.
9. Motivating public interest thru internet access and public reasoning.

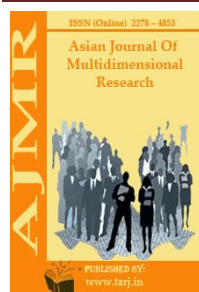
CONCLUSION

India needs to extend its definition of digital literacy for the 21st century and work towards modifying the curriculum of the computer education centres if it wants to equalise the educational opportunities for all. One of the major issues affecting the progress of the nation is corruption. Not being transparent in financial transactions allows the parasite to expand. Digital India program will help in making India transparent in all its works and so the government will be more responsible to the general public by making them aware to their rights and by involving the public in the policy making process.

This digital India project makes the development of the country easy by promoting e-services in all the sectors even in rural areas. Thus, digital India is a boon to the nation if it is executed successfully all over the nation.

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AGRICULTURAL LABOURERS MIGRATION: IMPACT ON THE FARMING

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ABSTRACT

Human beings keep on struggling for their food, shelter and other basic requirements since ages. They have a natural tendency of acquiring personal growth. Migration has been a general activity of human lives. Considers migration as a permanent or semi-permanent change of residence with no restriction the distance involved in the movement Lee broadly (1966). "It is not population that process on productivity power. It is productivity that process on population". Karl marks and Engels. Since ancient times, human beings are migrating from one region to another region and from one place to another place for one or the other reason. During ancient days, the migration was influenced mainly by the geographical factors like atmosphere, soil fertility, natural vegetation etc. Internal conflicts, conflicts between religion and local wars. Casual and unskilled workers who move about systematically from one region to another off earning their services on a temporary, usually, seasonal, basis. These migrations have intensified after industrial revolution. Rampant migration has resulted in making metropolitan cities. Most migrant labourers have no reemployment rights, are usually unorganized in unions and have little systematic access to job seeking. Middlemen, job brokers, labour contractors and crew leaders arise out of this fundamental disorganization of the labour market. The fact that the unorganized migrant workers are "HERE TODAY AND GONE TOMORROW" makes the regulation of his working and living conditions difficult. The term migration refers to the people's movement from their native place to a new place perhaps permanently, temporarily or seasonal migrants. The labour market for migrant workers in agricultural in notable disorderly, partly, because such workers employment relationship is temporary. Thus, if region is taken as the basis, it may be international and internal migration. This paper enlightens that unorganized

agriculture labour facing problems socially, culturally and economically in Growing Bangalore city. Most of the farmers earn their livelihood from agriculture. With less mechanization agriculture is totally based on manpower. That is why agricultural activities and production are affected due to migration. So there is a need to check this migration and improve their livelihood system and which can be possible through study thoroughly and steady thinking over the reasons responsible for the same. Seasonal migrants working in the construction sector may work freelance or under a contractor. If they work freelance, then the men earn roughly Rs 80/day and women earn Rs 60. Although the wages are reasonable, work is not available every day and the average t Casual and unskilled workers who move about systematically from one region to another off earning their services on a temporary, usually, seasonal, basis. In India migrant labour is usually employed in ago manual repetitive easily learned and dement for migrant labour in agriculture stems from the seasonal nature of its worker requirements. Migrant labour has usually been recruited for urban rather than agricultural enrolment and involves longer periods of residence. Migrant labour in various forms is found in South Africa, the middle East, Western Europe the United States and India. The supply of migrant labour on the other hand is influenced by unfavourable economic and social conditions existing in the homes has of such labourers. Here is working days a week. Women may also work as domestic maids in nearby houses.

KEYWORDS: *Agriculture, Labour Migration, Labour Market, Disorder*

INTRODUCTION

More than 70 % of our population lives in the rural areas and their main source of livelihood is agriculture. Labour is the single most important factor in determining national income. Poverty is the main obstacle for the development of any country, but it is a grave phenomenon where a section of society is unable to fulfil the basic necessities of life like food, clothes, house and education. In rural areas people do not get any employment, their main livelihood is mostly agriculture and in some cases seasonal employment in agriculture, that' s why workers face a lot of problems. The landless poor who mostly belong to lower castes, indigenous communities and economically backward regions constitute the major portion of migrants. In the very large Tribal Regions of India, the intrusion of outsiders, settlements by the outsiders displacing the local tribal people and deforestation also played a major role in migration. The Indian daily "Hindustan Times" on 14th October 2007, revealed that according to a study by a Government Institute, 77% of the population i.e. nearly 840 million Indians live on less than Rs.20 a day. Indian agriculture became non-remunerative, taking the lives of 100,000 peasants during the period from 1996 to 2003, i.e. a suicide of an Indian peasant every 45 minutes. Hence, the rural people from the downtrodden and backward communities and backward regions such as Bihar, Orissa, Uttar Pradesh travel to far distances seeking employment at the lowest rungs in construction of roads, irrigation projects, commercial and residential complexes, in short, building the .Shining. India.

TYPES OF MIGRATION

Migration is a both old and new human practice. There is no place or time, in which migration does not occur. However, the scale, type and implications of migration vary greatly between

individuals and societies. Due to the vast size of the country and large differences in physical and human dispositions across the country, the migration trend in India shows some specific features. First, among the four types of migration direction-wise, i.e., rural-to-rural, rural-to-urban, urban-to-rural and urban-to urban migration, rural to- rural migration has been dominant. In 2001, rural to-rural to- rural migration has accounted for 54.7 percent of total migration within the country. Second, with respect to the distance of migration, intra-state migration is predominant accounting for 82.1 percent of migration duration of 0-9 years).

More than half the migration took place within the district and the incidence of migration decreases as the distance becomes longer. Third, among intra-state migrants, 60.5 percent moved from rural to rural places followed by 17.6 percent of rural-to-urban migration while in the case of inter-state migrants, the largest portion (37.9 percent) migrated from rural to urban destinations. In inter-state migration, the incidence of rural-to-rural and urban-to-urban movements is almost at the same level, i.e., 26.6 percent and 26.7 percent respectively. Fourth, migration streams in India have been dominated by females. Women constituted 66.5 percent of total migration flows (duration 0-9 years). Women outnumbered men in intra-district as well as intra-state migration flows, accounting for 73.9 percent and 70.3 percent respectively. With respect to inter-state migration and migration from other countries, the share of male migrants surpassed that of female, contributing 50.6 percent and 75.3 percent of total migration.

Thus, the longer the distance of migration is, the higher the share of male migration becomes. Of the total female migration, more than 60 percent moved within the district. Therefore, short distance migration is the dominant form for women. In the case of male migrants, while migration within the district is also predominant (43 percent), the share of longer distance migration is larger than that among female migrants. Fifth, it is noted that if we take a look at the rural-to-urban migration during the last 10 years, the number of males and females was almost equal in total rural-to-urban flows. While women outnumber men in intra-state rural-urban flows, the number of males was significantly greater.

SEASONAL MIGRATION

Seasonal and circular (also known as cyclical, oscillatory) migration has long been part of the livelihood portfolio of poor people across India. Seasonal migration of labour for employment has become one of the most durable components of the livelihood strategies of people living in rural areas. Migration is not just by the very poor during times of crisis for survival and coping but has increasingly become an accumulative option for the poor and non-poor alike. It is now recognized that migration is a part of the normal livelihood strategy of the poor and does not occur only during times of emergency or distress. Migration reduces poverty. Nevertheless, the dominant perception of migration among policymakers, academics and officials in India continues to be that migration is only for survival and that migrants remain poor.

The image of the migrant continues to be that of a powerless, impoverished and emaciated person who is trapped in poverty. On average 25% of the households had at least one member migrating. Out-migration is greater in the poorly developed agricultural areas, and particularly high amongst the landless farmers. It is concluded that non-migrants had more knowledge and adoption about different agricultural practices and also production and productivity of different crops was higher as compared to migrants. Only a few farmers were growing second crop after rice, therefore a major group of small and marginal farmers were free during rabi and summer

and did not have work so they migrated elsewhere for jobs and this seasonal migration is the main cause for the lack of agricultural labourers. Basically, Chhattisgarh is an agrarian state.

Most of the farmers earn their livelihood from agriculture. With less mechanization agriculture is totally based on manpower. That is why agricultural activities and production are affected due to migration. So there is a need to check this migration and improve their livelihood system and which can be possible through study thoroughly and steady thinking over the reasons responsible for the same. Seasonal migrants working in the construction sector may work freelance or under a contractor. If they work freelance, then the men earn roughly Rs 80/day and women earn Rs 60. Although the wages are reasonable, work is not available every day and the average three is working days a week. Women may also work as domestic maids in nearby houses.

They spend roughly half of the income at the destination and earn roughly Rs 4,000/ year through such work. In cases where the contractor travels to the village to round up labourers and take them to jobs in the city, he usually has to bear the travelling expenses (one way not return) and the cost of food. He may give an advance to the labourers to send remittances to their family. He later cuts all of these expenses from their wages. Working under a labour contractor gives migrants more days of work but the contractors take a 15% cut of the wages as their commission.

Casual and unskilled workers who move about systematically from one region to another off earning their services on a temporary, usually, seasonal, basis. In India migrant labour is usually employed in ago manual repetitive easily learned and dement for migrant labour in agriculture stems from the seasonal nature of its worker requirements. Migrant labour has usually been recruited for urban rather than agricultural enrolment and involves longer periods of residence. Migrant labour in various forms is found in South Africa, the middle East, Western Europe the United States and India. The supply of migrant labour on the other hand is influenced by unfavourable economic and social conditions existing in the homes has of such labourers.

The labour market for migrant workers in agriculture in notable disorderly, partly, because such workers employment relationship is temporary. most migrant labours have no reemployment rights, are usually not organized in unions and have little systematic access to job seeking middlemen, job brokers labour contractors, and crew leaders arising out of this fundamental disorganization of this labour market. Labour contractor in addition to bringing the workers together, transporting them, supervising them and dispensing their pay also search the employers and negotiate wages and working conditions.

The wages working conditions and the standard of life of migrant workers tend to be labour than thus of other groups of workers. Migrants often must work long labour is widespread among migrant labours and even in the united states those children who do not work often do not go to school because in most localities the schools are open only to local residents migrant labours, housing often amount to little more than a roof over one's head. Literacy levels, school cohesion and rates of political participation are exceptionally low among migrant workers. The local population is eager to see them come and is even more eager to see them go. Migrant workers also have difficulty gaining access to local health and social service. Often deprived their right do not enjoy easy recourse it the count and are abused by exploitative employers.

The fact that the migrant workers is "Here today and gone tomorrow" make the regulation of his working and living conditions difficult. Union and government-established labour standards. Available to regular industrial and agricultural workers general do not exist for migrant labour. Government authorities on all levels generally acknowledge the existence of serious social

problem associated with migrant labour, yet claim that improvements have been achieved in the levels of migrant labour. The major effect has been to force employment to provide more housing and sanitary and to regularize the activities of the labour contractor's.

Migration due to problems in agriculture

Agriculture has been the base of Indian economy. Agricultural labourers constitute the vital input in the agriculture production. Human resources are very important. Agricultural labourers are migrating to different parts of the country for earning their livelihood and in this way, there is an equilibrium between labour demand and supply. India's top agriculture scientist and one of the architects of India's Green Revolution, Dr. M.S. Swaminathan has warned that the country could face a food crisis if agricultural productivity is not increased and farming is neglected.

The future belongs to grains to grains not guns says Dr. Swaminathan. India has about 45 percent of its total area under cultivation. one of the highest in the world . In China, the net cropped area is only 10% while the world average is 10.7%. Unfortunately, India's per hectare yield compares quite poorly with many countries of the world. Taking the case of rice, it is estimated that India's average yield today is 2.9 tons per hectare. By comparison, China's average rice yield, at 6.3 tons per hectare, is more than double that of India. Increasing productivity and total food grain production is one of the biggest challenges before our planners today. The productivity of grains can be increased by giving attention to seed, soil health, pest management, lifesaving irrigation and post-harvest technology. The first Green Revolution was a spectacular success in India and became a role model for many developing nations to improve agricultural production and technology in the dry land cultivation.

There is now urgency for a Second Green Revolution in the country. Agriculture is the main source of the population of India. The agriculture on which the bulk of the rural population in our country has to depend for the main source of livelihood is itself largely dependent on the precipitation and distribution of rainfall; failure of rain and consequent failure of agriculture greatly reduce the purchasing power of this large segment of population, recurrence of such situation is called as drought. In India, droughts occur once in every five years in some parts of India viz., West Bengal, Madhya Pradesh, Kerala, Coastal parts of Andhra Pradesh, some parts of Maharashtra state, like Marathwada, east and west parts of Maharashtra, interior of north Karnataka, Bihar, Orissa, Rajasthan and other parts of India. At present, cultivators, small and marginal farmers, agricultural labourers, landless labourers etc. have to face the problems of natural calamities in India.

Drought is not caused by niggardliness of nature, but failure of the system properly planning and use of land and water resources. Water resources of India are colossal but they are seasonal, regionally distributed and very compressed also. Planning is reduced to combat recurrent droughts and raging floods. However, the problem of chronic under employment in rural areas is thus essentially due to the event of a failure of seasons and lack of resources.

Causes of migration - push and pull factors in migration

Migration is caused by negative factors [push factors] in the place of origin as well as positive factors [pull factors] in that place of destination. An analysis of the determinants of migration would therefore, be incomplete. If it was to factors at the place of origin or at place of destination migration as it is often restated visa and work permit requirements. Quotas political considerations who moved to other states in India.

In the case negative factor at destinations. It is in constructive to note that rural and urban was net in migration with the 1950s. Which determined the migration trend thereafter of cause the opening up of the region particularly the area of the crushable princely states of Travancore and Cochin to the rest of India since independence must have a facilitating factor.

DEMOGRAPHIC FACTORS

Emigration and out migration from Bangalore were in the first instance a response it the increasing population pressure in the city. The number of orisons who migrated to Bangalore. Having been larger than the number of persons who migrated to Bangalore during 1951-61 Bangalore increased at an accelerated migration trend from rural and urban was he growing demographic pressures, out migration and emigration was partial response to this rising pressures, caused by the increasing gap between bright and death rats. which reached its minimum in the mid 1961s were decades during which migration within the city from more density populated to density populated to less density population areas was also taking place on a large scale.

ANALYSIS AT FAMILY LEVEL –

It is normal for larger families. They have a larger number of migrants. The number of emigrants per families increases sharply as family size increases but only up to a limit. In fact, the ratio remains constant from a family size for members on wards.

MIGRATION AND AGE COMPOSITION -

Age composition is a determinant and at the same times a consequence of migration. Migration propensities are much higher in young working ages than in the younger or older ages. Therefore migration rate is likely to be higher in areas where the proportion of adults in the younger working age group is high.

Economic factors - The basic motivation for migration from rural or urban is economic people move out of the cities in search of employment, Higher incomes and greater economic security improve their and their families immediate and long term standard of living. On this presumption, we should expect a larger migration rate from economically backward areas.

Education - Education is major migration facilitating factors forms areas where the number of younger educated persons is in excess supply. They tend to move areas where there is a demand for their service. Traditionally, out migration from the cities followed this pattern. Propensities to migrate were higher among educated persons. However, this was not the case with the gulf region where the greatest demand until recently has been for construction workers.

OBJECTIVE OF THE STUDY

- i. To study the socio-demographic profile of agricultural migrants
- ii. To study the casus of migrant agricultural migrants
- iii. To know the socio economic conditions of agricultural migrants
- iv. To know the opinion on migration and working conditions in Bangalore City.

METHODOLOGY OF THE STUDY

In Hyderabad and Karnataka areas, agriculture labourers they are unemployed because of lack of rain, low wages. So migration is the only solution for the agriculture labourers. Our research

study mainly focuses on agricultural labour migrants. This study is conducted among migrant construction workers at Bangalore slums. Fifty migrants were interviewed using structured questionnaire, and snowball technique and primary data with the help of observation methods and discussed with the migrants and also secondary data which are collected from other sources.

FINDING OF THE STUDY

The researcher found evidence that shows that 46% of the respondents fall in to the age group of 21 to 30 years.

1. The researcher found that the majority (61%) of respondents are male.
2. Half of (50%) the respondents are coming from north Karnataka area.
3. The researcher found that majority (64%) of respondents of migrants is doing 8 hours per day.
4. The regarding property owned in the native majority (62%) of respondents have the agricultural land.
5. The researcher found that 46% of respondents are temporary migrants.
6. The majority of respondents (62%) migrate to Bangalore because of drought and low wages.
7. The researcher found that more respondents did not adopted family planning methods. Majority of the respondents were involved in construction activities.
8. Majority of the respondents' reason for migration attraction of city and Regarding choose of Bangalore for migration. Majority (54%) of the respondents migrated to Bangalore in search of more work.
9. Majority of the migrants have housing problems in Bangalore

CONCLUSION

Migration in India is mostly influenced by Social Structures and patterns of development. The development policies by all the governments since Independence have accelerated the process of migration. Uneven development is the main cause of migration. Added to it, are the disparities, inter-regional and amongst different socio-economic classes. There are two important reasons for rural labour migration: (1) migration for survival and (2) migration for subsistence. The first indicates the severe social and economic hardships faced by rural labourers, a situation where migration becomes necessary to stay alive. These communities are generally landless, illiterate and drawn largely from scheduled castes, scheduled tribes and other depressed castes. The second reason for migration is also rooted in subsistence and arises because of the need to supplement income in order to fill the gaps of seasonal employment.

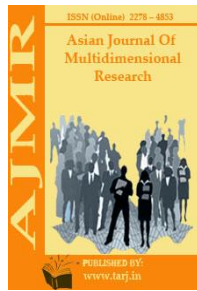
Such communities often migrate for shorter periods and do not ordinarily travel very far from their homes. Migration is an expensive and risky process and this occurs mainly due to a combination of migrants being unaware of their rights; poor education and skills; a negative policy environment that aims to keep rural people in rural areas and actively discourages migration; monopolistic behavior among employers, contractors and labour market intermediaries whereby they play the labour market to their own advantage and discrimination based on caste and gender.

The most serious problem encountered by migrants is a lack of access to basic services such as the public food distribution system which provides subsidized food; health and education.

Children who accompany their parents for several months at a time are often not sent to school in the destination either because the schools there cannot accept them or because there is a language problem. Not having enough money to pay for school fees may also be a problem. This perpetuates the inter-generational transmission of poverty: uneducated parents who have to depend on labouring-cannot offer their children a better future. Given the enormous magnitude of migration, such deprivation faced by migrants seriously compromises the prospects of such regions and populations meeting the millennium development goals.

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REMOVAL OF CYRUS MISTRY FROM TATA GROUP - A STUDY OF LEGAL PROVISIONS

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ABSTRACT

The sudden removal of Cyrus Mistry from Tata group, India's largest conglomerate is a classic example of management clash over strategy, leadership style and corporate structure. In 2011, Cyrus Mistry was appointed as the chairman of Tata Group. But in 2012 Mistry alleged that the board altered the company's articles of association to limit the chairman's power. On the other hand, media reports asserts that the group was not satisfied with the performance of Cyrus Mistry. The Tata Sons and Cyrus Mistry conflict that has gone to court has been one of the complexed corporate conflict seen in Indian corporate sector. With the case unfolding every day, we plan to design a case study dealing with The Facts Related to Conflict between the Tata Sons and Cyrus Mistry In Detail & the legal issues involved in it.

KEYWORDS: *Articles of Association, Conflict, Conglomerate, Corporate Structure, Leadership Style, Legal Issues, Management Clash, Removal*

INTRODUCTION:

The sudden removal of Cyrus Mistry from Tata group, India's largest conglomerate is an archetype of management clash over strategy, leadership style and corporate structure.

Tata sons Ltd was incorporated on 3rd November 1917, and it is soon going to celebrate its platinum jubilee. This salt to software conglomerate is steering all its group companies to new heights. It comprises shareholding of Tata Trusts (66%), Shapoorji Pallonji Group companies (18.4%), some financial institutions and a few individuals.

Between 1991 and 2012, Mr. Ratan Tata was the Chairman of Tata Sons as well as of various group companies, many of them listed, in which Tata Sons holds a stake. He is widely credited for firmly establishing the business house as a glorious institution, globally, with a reputation for conducting business in an ethical manner. On attaining the age of 75, in December 2012, Mr. Ratan Tata had passed the command of Tata Sons to Cyrus Mistry.

Cyrus Mistry is the son of Pallonji Mistry, chairman of construction company Shapoorji Pallonji Group, whose family owns an 18.4 percent stake in Tata Sons. Since 2006, Cyrus Mistry has been working as the director on the board of Tata Sons. Moreover, Mistry was also part of the selection committee that was authorized with the task of finding Tata's successor.

Impressed with his understanding of the vision that the next leader of the Tata Group must possess, and considering his long association with the conglomerate, the committee, headed by Ratan Tata himself, decided to appoint Cyrus Mistry as the next chairman. For a year Tata mentored Mistry, who was first made deputy chairman.

Four years later, on October 24th 2016, the tables turned and succession story went all wrong when the board of Tata Sons voted in favor of ousting Mr. Mistry as Company's Chairman. The case study is about Mr. Ratan Tata, Mr. Cyrus Mistry and their different leadership styles in the Tata Group. It discusses how Mr. Tata transformed Tata from a struggling unit into one of the most successful and profitable companies in the world, what were the strategies adopted by Mr. Mistry for Tata Group after he became the Chairman, and why Mr. Mistry was removed unexpectedly from the position of Chairman of the Tata Sons Ltd., to explore the facts of the case and also to study the various legal provisions related to the case.

EMERGENCE OF A CONGLOMERATE: A TREASURED HERITAGE:

- The foundation of the Tata group was laid in 1868 by Jamsetji Nusserwanji Tata. After, Jamsetji Tata's death, in Germany in 1904, the Chairmanship of the Tata group was passed to the elder of his two sons, Sir Dorab Tata, who was instrumental in transforming his father's grand vision into reality. In 1907, Sir Dorab was the man behind the setting up of the Tata Iron and Steel Company in Jamshedpur. Then in 1915, the Tata group broke new ground by generating hydroelectric power from a site near Bombay.
- By the time of Sir Dorab Tata's death in 1932, the Tata group had consolidated its businesses while also getting in new areas, notably insurance and the production of soaps, detergents and cooking oil.
- Sir Dorab was succeeded as Chairman of the Group by Sir Nowroji Saklatwala. In 1938, after Sir Nowroji's demise, 34-year-old Sir Jehangir Ratanji Dadabhoy Tata was appointed as the new Chairman. With great wisdom and foresightedness, he led the Tata group for the next 53 years.

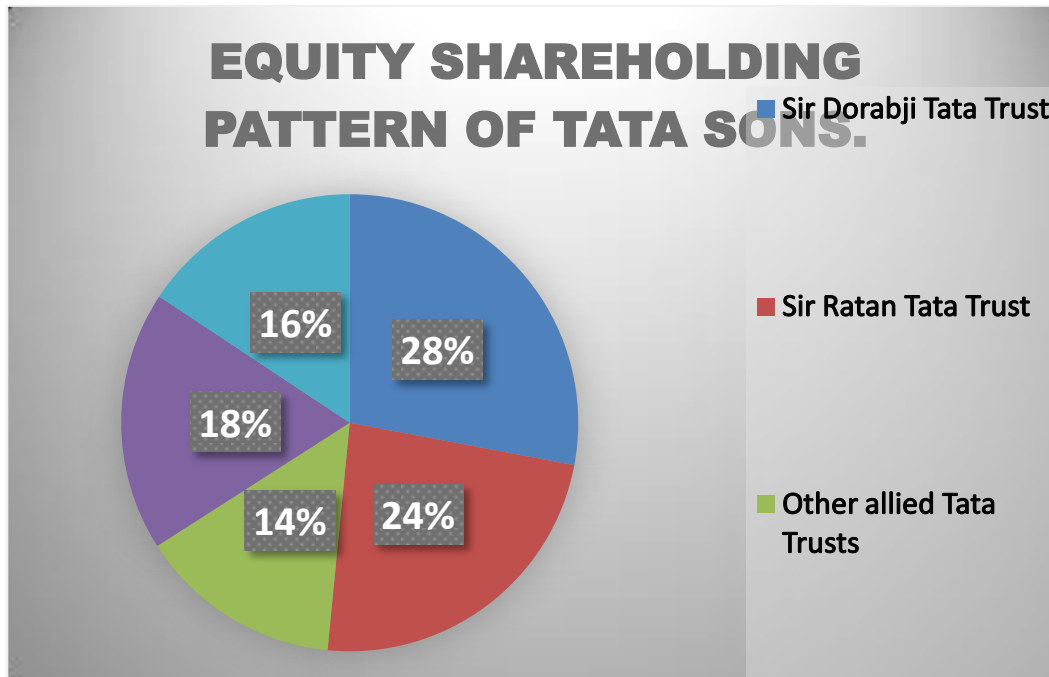
- The beginning of the 1990s ushered in plenty of changes in Indian business. Economic reforms opened up many sectors, signaling increased competition and the arrival of foreign companies.
- In 1991, Sir Ratan Tata, who took over as Chairman of the group, guided the Tata group in a fast-changing business environment where old rules did not apply and new realities were taking hold. During his tenure, the group's revenues grew manifold, totaling over \$100 billion in 2011-12. Mr Tata retired as Chairman of Tata Sons on December 28, 2012.
- Cyrus P Mistry was the Chairman of Tata Sons from December 2012 to October 2016. He was earlier Managing Director of the Shapoorji Pallonji Group.

OWNERSHIP STRUCTURE:

- Tata Trusts are the primary promoters of Tata Sons. About 66% of Tata Sons' equity capital is held by philanthropic trusts endowed by members of the Tata family. The most influential and largest of these trusts are the Sir Dorabji Tata Trust and the Sir Ratan Tata Trust. Tata Sons is the promoter of the Tata Group and it holds significant stake in group companies and is highly influential. Tata companies are commonly referred to as the Tata group and the Chairman of Tata Sons is Chairman of the Tata group.
- It also owns the Tata brand and several other Tata trademarks registered in India and around the world. These are used by various Tata companies under a license from Tata Sons.
- Tata Trusts exercise the significant control over the Tata Sons. The powers exercised by Tata Trusts like they have powers to appoint one-third of the directors of Tata Sons, as long as the Trusts have at least 40% shareholding in Tata Sons.
- Moreover, the committee for appointment or removal of Chairman of the Board of Tata Sons has majority representation of Tata Trusts (3 out of 5 committee members to be nominated by Tata Trusts).
- The majority of the nominated directors of the trust has to approve any item that requires approval of the Tata Sons board (like an annual plan, five-year strategic plan, proposed investments exceeding INR1b if not approved by annual plan, proposed debt if it exceeds twice the net worth of Tata Sons, matters affecting shareholding of Tata Trusts, exercise of voting rights by Tata Sons in any Tata company, appointment of a representative of Tata Sons).
- By exercising these powers, not only the interest of trusts is protected, rather it makes the Chairman answerable to the board of Tata Trusts along with Tata Sons board.

Shareholding Pattern of Tata Sons

Equity shareholders of Tata Sons	Holdings	
Sir Dorabji Tata Trust	28.0%	66%
Sir Ratan Tata Trust	23.6%	
Other allied Tata Trusts	14.4%	
Shapoorji Paloonji group	18.4%	
Others (Primarily Investment arm, Tata group companies and family members of Tata Group)	15.7%	
Total	100%	



TATA UNDER RATAN TATA: THE ERA OF CONSOLIDATION AND INTERNATIONALIZATION:

In 1991, when Mr. Ratan Tata became Chairman of the group, numerous changes were taking place in Indian economy. Economic reforms paved a way to many new sectors, indicating increased competition and the arrival of foreign companies. Mr. Ratan Tata guided the Tata group in a fast-changing business environment. Well, the toughest challenges he faced were during his initial years of Chairmanship, when power was centered with *Russi Mody, Darbari Seth and Ajit Kerkar*. (*Russi Mody, Darbari Seth and Ajit Kerkar were the Chairpersons of Tata Steel, Tata Chemicals and Indian Hotels respectively*). But Mr. Ratan Tata faced all the challenges and got his team in place.

When Mr. Ratan Tata took the charge of Chairmanship from J.R.D. Tata, the share of Tata Sons in the group companies was only 3% in TELCO, 12% in Indian hotels. But under his leadership, the share of Tata Sons grew up to almost 26%. This was the result of his vision towards centralizing the power, control and thence, decision making by increasing the shares in the group companies. During his entire tenure, Mr. Ratan Tata worked in a team, and focused on team building. Moreover, he was pioneer in restructuring the corporate culture of the Group.

Before Mr. Ratan Tata become Chairman, there were different brands under the Tata Group of Companies and various companies under the Tata Group were competing among themselves like TELCO, TISCO, TOMCO, etc. During his tenure, Mr. Tata decided to follow the *umbrella branding strategy* for all the companies and as the result of it, TELCO transformed into Tata Motors, TISCO was converted into Tata Steel and TOMCO was transformed into Tata Oils. Furthermore, Mr. Tata restructured the operations of Tata Steel and made it one of the lowest cost steel producers in the world. With a vision to give brand identity, he brought the peculiar monogram of 'T' letter.



Mr. Ratan Tata was not only proactive but always considered stakeholder's interests. He recognized the needs and provided people with what they want in various forms like tea, automobile, power, health, telecommunication etc.

With strong personality and passion to do right things in business, Mr. Tata left no stone unturned to make Tata group global. He believed in inorganic growth of business i.e. expanding the business by acquiring new businesses by way of mergers, acquisitions and take-overs and during his tenure, the group carried out some of the corporate India's biggest cross-border acquisitions. Like, in 2000, the tea major Tetly was acquired by Tata Group for \$450 million. In 2001, Tata Group entered into a joint venture with American International Group Inc. (AIG) and made its mark in insurance sector. In 2002, under leadership of Mr. Ratan Tata, The Tata Group acquired a controlling stake in Videsh Sachar Nigam Ltd. Then in 2004 Tata acquired the heavy vehicles unit of Daewoo Motors for \$102 million. In 2007, the steel major Corus Steel was acquired by Tata steel for \$13 billion and in 2008, luxury car maker Jaguar Land Rover was acquired for \$2.3 billion.

Literature says that Mr. Tata was always interested in cars, in 1998 Tata launched its first passenger car Tata Indica, and within two years it became the No.1 car in its segment. Exactly ten years later in year in 2008, Tata *introduced Nano car at just Rs. 1 lakh* and transformed people into followers. In year 2012, Tata Global Beverage Ltd. and Starbucks Coffee Co. form a 50:50 joint venture, Tata Starbucks Ltd opened its first store in Mumbai. Under the leadership of Mr.Ratan Tata, in 2013, Tata Consultancy Services crossed \$1billion in revenue.

With his proactive approach, he not only managed to hold the group together, but also he grew the revenues from \$6 billion to \$100 billion and most importantly he strengthened the competitive position of the flagship companies of the group. He built, nursed and nurtured Tata Brand with his unobtrusive strategy, vision and commitment. He received many awards and much recognition across the world. Moreover, to make the group more successful and move in a common direction, he never compromised with the traditional Tata Group values of ethical business.

On turning 75 years old in 2012, Mr.Ratan decided to hand over the baton of Tata Group to his successor. For this purpose, a panel was constituted by Board to find the successor to the group. Along with Mr. R.K.Krishna Kumar, Mr. N.A. Soonawala, Ms. Shirin Bharucha and Lord Kumar Bhattacharya, Mr. Mistry was also the member of selection panel. Being a member of panel, Mr. Mistry suggested ways in which group could be transformed and debts could be reduced. Impressed with his suggestions, the panel concluded that Mr. Mistry should take over as Chairman of Tata Sons. He was the second non-Tata to take the chair of Chairmanship of group after Nowroji Saklatvala in 1932. Mr. Mistry became the sixth Chairman of the group.

TATA UNDER MR. CYRUS MISTRY: THE ERA OF INNOVATIONS?

Cyrus Mistry, a civil engineer, educated in Mumbai and London, joined the board of his family's engineering company, Shapoorji Pallonji & Co Ltd, and three years later he became its

Managing Director. He is the younger son of the billionaire construction baron Pallonji Mistry, holding 18.4 per cent stake in Tata Sons.

Cyrus Mistry is actually an Irish citizen. He joined Tata board on 2006, and was appointed as deputy Chairman in 2011 and finally appointed as Chairman of Tata Group in December 28, 2012.

The statement quoted at his appointments was *“He would be fully familiar with the culture, ethos, governance structure, financial and operational imperatives of the Tata Group as well as various group companies.”*

However, this transition did not yield the expected results for the Tata Group.

As an executive group Chairman, Mr. Mistry used to attend several Auto Shows across the world and take feedback from people about his company's cars. In 2013, Mr. Mistry decided to revamp Tata Motors brand. After the death of Karl Slym (Karl Jonathon Slym was the managing director of Tata Motors from October 2012 until his death in 2014), he passed the lever of the company to Guenter Butschek (the current CEO and Managing Director of Tata Motors Worldwide), who had a rich work experience from Airbus and Daimler AG.

Like every business leader, Mr. Mistry too had to face many new challenges like corruption and slow government decision making in economically challenging times and post 9/11 turbulent global business scenario. For Tata Motors, commercial vehicle business was providing a steady income and profits, these were the *cash cow* for Tata Motors, but ever since Mr. Mistry took over the commercial vehicle segment, unfortunately it started declining over by 25% year-over-year from 2012 to 2014.

At the same time, Mr. Mistry took some significant decisions. He decided to move mass manufacturing out for the JLR group out of the United Kingdom to countries like Brazil, China and Slovakia, which was against the directive set by Mr. Tata at the time of the JLR acquisition.

Moreover, Mr. Mistry not only appointed a new team in place of the top of each Tata company but also designed a new Group's Executive Council (GEC) with a number of new members such as Mr. N.S. Rajan, Mr. Nirmalya Kumar and Mr. Mukund Rajan. This group executive council was appointed to exercise a significant role in the Tata group companies. Also in 2013, group shut down the soda ash and calcium chlorine plant in UK.

Under Mr. Mistry's term of office the entire group was dependent on only two companies i.e. Tata Consultancy Services and Jaguar Land Rover. Unlike Mr. Ratan Tata, when faced with business challenges, Mr. Mistry undertook a *strategy of divesting non-profitable business*.

Mr. Mistry also failed to improve the course of Tata steel. Because of reduced demand and inflow of cheap Chinese imports, steel business suffered a lot. After Tata Steel incurred losses for three consecutive years, Mr. Mistry sold off the European steel business along with the three units in Britain and a mill in France to Greybull Capital. This step was highly criticized in Britain as it led to loss of jobs of more than 10, 0000 of Tata's UK employees and supply chain workers. Tata Officials were of view that Mr. Mistry should have revived Tata Steel business instead of selling it.

Ever since Mr. Mistry took over as the Chairman of Tata Sons, even, Life Insurance Corporation of India (LIC) had reduced its holding significantly in many of Tata Group companies' stocks.

In 2014, as e-commerce sector was flourishing, Tata invested in eight different start-ups including India's start-ups like Ola, Paytm and Snap deal. Mr. Mistry also invested in start-ups working for social causes, like Ampere and Swasth India.

Mr. Mistry's disinvestment strategy was also applied in Tata group's hospitality sector as well. Under his leadership, the Taj Boston Hotel and BLUE Sydney, a Taj Hotel, were sold. Telecom sector was not an exception, even this sector faced troubled times under Mistry's leadership. Over the split of *Tata's Telecom Joint Venture Tata Docomo with Japan's Docomo*, there was a legal battle between two, which cost Tata \$1.17bn as penalty.

Rather than consolidating and strengthening the existing non-profitable business ventures, Mr. Mistry followed an aggressive strategy and disposed off all non-profitable businesses and tried to enter into new ventures like e-commerce, defense and infrastructure, but somewhere, these ventures too happen to be big losses to Tatas. Although unhappily, Mr. Mistry entered into an airline joint venture - with Singapore Airlines (SIA) and Air Asia because it was in the interests of Mr. Ratan Tata, but later on Mistry highlighted the fraudulent transactions worth Rs 22 crore in Air Asia. But his words were not considered.

Furthermore, unlike Mr. Ratan Tata, Mr. Mistry was not fair with all the employees and failed to motivate his team. Mistry changed the existing HR practices and implemented a group level mechanism to track the performance of executives and employees in companies. He dis-banned the two empowered bodies of Tata's old-guards i.e. Group Executive Office (GEO) and Group Corporate Centre (GCC).

In June 2016, Mr. Mistry acquired Welspun Solar for \$1.4 billion without taking any approval either from Mr. Tata or other key stakeholders. Moreover, Mistry had either reduced or cancelled dividend of group companies. In 2016, the Tata group had profits largely coming from only two companies - TCS and Tata Motors (mostly Jaguar Land Rover). Apart from its Group's large debts came from Tata Steel, Tata Motors, Tata Power, Tata Communications and Tata Teleservices. Under Mr. Mistry's leadership, the performance of most of the Tata companies was below average.

It seems as if Mr. Mistry didn't had any clear vision for the group. According to the industry experts, *the tenure of Mr. Mistry was marked by repeated departures from the culture and ethos of the group.*

Therefore, considering the underperformance and in the long term interest of Tata Group, the Tata board decided to remove Mr. Mistry from the Chairmanship of Tata Sons.

THE TATA - MISTRY BATTLE:

On October 24, 2016, the Tata group surprised everyone with the sudden ouster of Cyrus Mistry as Executive Chairman of the group holding company, and appointed Ratan Tata as the interim Chairman and further disbanded the Group Executive Council. On the same day Ratan Tata wrote a letter to the Prime Minister, regarding the removal of the Chairman of the group stating that the decision of removal was under consideration for a long period of time, the reasons primarily cited were the non- performance on the part of Mistry and loss of confidence in him by the Board of Tata Sons to lead the Tata group in the future.

Besides this a selection committee was also constituted on the same day to appoint a new Chairman within four months. The members of this selection committee were Mr. Ratan Tata, Mr. Venu Srinivasan, Mr. Amit Chandra, Mr. Ronen Sen and Lord Kumar Bhattacharya.

On October 25, 2016, Dr. Ralf Speth, CEO of Jaguar Land Rover, and Mr. N. Chandrasekaran, CEO & Managing Director of Tata Consultancy Services (TCS), were appointed as additional directors on Tata Sons Board. Alongside Tata Sons also filed a caveat in the Supreme Court, High Court and NCLT (National Company Law Tribunal) so that no ex-parte order can be passed against the removal of Cyrus Mistry without their part being heard (*A Caveat is a notice which is filed by the party which is expecting a legal action from another party*).

On same day, Mr. Mistry wrote a letter to Tata Board protesting his removal and described the board proceedings invalid and illegal as he was denied of an opportunity of defending himself. He also alleged that his position was that of a ***lame duck*** only, as he had not been given any free hand to work for effective future governance. Following were the allegations in brief made by Mr. Mistry against Tata Group.

1. Mr. Cyrus Mistry stated that the agenda of board meetings and other sensitive information relating to board and committee meetings were being shared with Mr. Ratan Tata, who was not holding any full-time position in various Tata group listed companies. Thus, this raised the risk of violation of SEBI'S insider trading regulations.
2. Mistry had raised many questions over major commercial decisions taken by the Boards of various Tata group companies. Like Tata Power's choice to bid aggressively for the Mundra Project, Tata Motors' Tata Nano project, losses incurred by Indian Hotels and Tata Steel on overseas operations.
3. It was alleged that Independent Director Nusli Wadia was unfairly removed from the board of Tata Steel, Tata Chemicals, and Tata Motors for supporting Mistry.
4. Cyrus Mistry argued that despite the Nano project was an unprofitable venture but it was being continued by Mr. Ratan Tata only due to emotional reasons, and there were lot of manipulations in the manner the money being invested, and the loans were given to different projects by the company.
5. He also alleged malfeasance in the award of certain contracts by Tata entities and that the group's aviation ventures were mismanaged.
6. Mistry explained that the foreign acquisition strategy excluding Tetley and JLR had resulted in a large debt overhang. The European steel business is facing potential impairments of \$10 billion.
7. He said that IHCL's acquisition of the Sea Rock property in Mumbai pushed the company to write down nearly its entire net worth over the past 3 years, impairing its ability to pay dividend, while Tata Capital had enormous non-performing assets on account of loans to South based businessman Sivsankaran.
8. He said the telecom business was continuously haemorrhaging and a shutdown or a fire sale would have cost anywhere between \$4 billion and \$5 billion, in addition to a \$1-billion payment to partner Docomo.
9. Mistry alleged that the Article of Association was changed when he joined the office of Chairman, which restricted his ability to perform freely.

Cyrus Mistry also filed a copy of his reply along with the affidavit to the National Company Law Tribunal (NCLT), in which he stated that he was not allowed to run the group freely as per his own terms. Also there was much intervention by the members of Tata Trust Group especially by Mr. Ratan Tata, Mr. Noshir Soonawala & Mr. R. Venkataraman. He supported his argument with a documentary evidence of the same.

Post removal of Mistry, overall stocks of listed Tata Companies fell by upto 3.16 percent. For instance shares of Tata Power and Tata Motor were 3% down whereas Tata Steel was trading at 2% low, Tata Global Beverages and Indian Hotels had shed nearly 13% and 17% respectively.

Furthermore, on October 27, 2016, Tata Sons rejected all the allegations made by Mr. Mistry stating these as "*baseless, unsubstantiated and malicious.*" Tata group responded that it was unfortunate and unprofessional from the side of Cyrus Mistry that he was causing false charges upon one of the most trusted groups of the country and with which he was associated for quite a long time.

After Mistry's removal as Chairman of group holding company, he was asked to step down voluntarily from the boards of Tata Companies but he refused. The Tata s said that Mistry is going against the governance guidelines framework, which he had introduced in 2015, where there was a clause to the effect that all employees of a Tata company should, after their employment ceases, immediately resign from the board of all Tata companies where they are functioning as non-executive directors. Thereafter, Tata group listed companies started announcing Extraordinary General Meetings (EGMs) to remove Mistry from the board of group companies.

On November 10, 2016, Tata Sons replaces Mistry as Chairman of Tata Consultancy Services with Ishaat Hussain as interim Chairman.

After that both parties made allegations and counter allegations against each other.

In December 2016, Tata Sons issued a statement in response to Mistry's allegations that the price of Mistry's "*wanton statements*" has been borne by the shareholders of the company. They also alleged that "Mistry converted the Group into his "*personal fiefdom.*"

Afterwards an appeal was made by Tata group to all the stakeholders of Tata group companies to support the removal of Mistry as the Chairman and the Director of all Tata Companies

Ratan Tata, interim Chairman of Tata Sons, wrote a letter to its shareholders and gave the following reasons for removal of Cyrus Mistry from the position of Chairmanship of Tata Sons.

1. Mr. Mistry made lofty statements about his plans for the Tata group before the selection committee formed for the selection of the Chairman of Tata Sons.
2. At the time of his appointment as Executive Vice-Chairman in 2011, he was asked to maintain an arm length distance from his family enterprise- Shapoorji Pallonji & Company and the other Shapoorji Pallonji Group Entities of which he was a major shareholder. But Mr. Mistry could not do so. This itself created a sense of breach of trust on his part and posed a significant challenge to the corporate governance principles Tata Sons strived for.
3. During Mr Mistry's tenure as Executive Chairman, dividend income (other than TCS) declined continuously and on the other hand staff cost more than double. All this resulted into huge loss but Mistry did not show any concern about these issues.

4. Mr. Mistry gradually over the past three years had concentrated all power and authority in his own hands as Chairman in all the major Tata operating companies. To violate the supremacy of Tata Son, five member Group Executive Council was set up by Mr. Mistry. This was very much against the past practices and traditions of Tata Group. Mr. Mistry created a new parallel trust structure to erode the power of Tata Trusts & its functioning. He asked various companies to form their own foundations for the different philanthropic works that they were engaged in.
5. Further Mr. Mistry was appointed as the Chairman of the various Tata Companies only because he was the Chairman of parent Company Tata Sons Ltd., which has been the long standing convention in the Tata Group. Therefore, when Mr. Mistry was removed as Chairman of Tata Sons., propriety and reason demanded that he should step down from the Chairmanship of Tata Companies. Instead, he decided to go on a public campaign in the media by making irresponsible and incorrect allegations against the Tata group. He knew it very well that his misleading statements would cause enormous damage to the reputation of the Tata brand and erode shareholders value.
6. *Mr. Mistry constantly complained and highlighted "bad" legacy issues. However, he was fully aware of these and nevertheless taken the responsibility of Chairmanship of Tata Sons as a challenge to turn around and resolve the issues. Tata s also alleged that Mr. Mistry ignored the good legacies which he inherited, viz. TCS and JLR, which account for nearly 90% of the Group's total profits. Moreover, it has always been Tata's policy to tackle difficult situations and turn them around but instead Mr. Mistry always opted a strategy of taking large amounts of write-offs to huge detriment of the shareholders and blaming it all on the past Management. In the opinion of Mr. Ratan Tata, Cyrus Mistry wasn't able to face the challenges faced by certain companies.*

The appeal was made by Ratan Tata to shareholders that in coming up extraordinary general meetings of Tata Group companies, they should give their full support to remove Cyrus Mistry. He strongly emphasized that Mr Mistry's continued presence in boards of Tata firms would create a serious "**disruptive influence**" and can make the companies "**dysfunctional**".

To this move, Mr Mistry gave his reply to shareholders of group companies, accusing Ratan Tata of "**undermining**" reforms. He argued that group companies performed better in his four-year tenure as Chairman than competitors.

On December 19, 2016, after a bitter eight-week boardroom battle, ousted Tata Sons' Chairman Cyrus Mistry quit from the boards of six listed companies including Tata Motors and Indian Hotels, and decided to shift his fight to a "**larger platform**". But he still chose to continue to remain a Director in the Tata Sons board of directors.

SHIFTING OF BATTLE FROM BOARDROOM TO COURTROOM:

After the unceremonious removal of Mr. Cyrus Pallonji Mistry, Cyrus Investments Pvt. Ltd. and Sterling Investment Corporate Pvt. Ltd (both shareholders of Tata Sons Ltd), filed a petition on December 20, 2017, before National Company Law Tribunal (NCLT) Mumbai Bench, under **Section 241 and 242 of Companies Act, 2013**, alleging continuing act of oppression of minority shareholders and mismanagement by the board of Tata Sons Ltd and powers of the tribunal to act in such cases along, with an application seeking Interim Relief. On December 21 2016, Mr. Nusli Wadia who was an independent Director in Tata Group

Companies since years, was also made to quit because he supported Mr. Mistry's Case and made allegation of violation of Corporate Governance norms in the Tata Group. Two days after he too filed a criminal defamation suit against Mr.Ratan Tata, the Company and its directors protesting allegations made against him.

On December 22, 2016, the preliminary hearing of the petition took place before the NCLT and it refused to grant any Interim Relief and posted the main petition for hearing on January 31, 2017 and February 1, 2017.

Moreover, in this hearing NCLT (referred as *Tribunal* further) directed Mistry to prove his allegations against Ratan Tata, Tata Trust & others named in the petition, by filing a reply within the week . On December 29, 2016, Tata Sons sent a legal notice to Cyrus Mistry, demanding the return of all confidential information and documents regarding the company in his possession. The letter further demanded that Mistry should sign a letter pledging not to disclose any confidential information regarding the company.

During the pendency of petitions before Tribunal, the Tata Sons Ltd, issued a special notice on January 3 2017 calling for ***Extra Ordinary Meeting*** on February 6 2017, with an agendum of removal of Cyrus Mistry as the Director from the Board of Tata Sons Ltd. To this, Mistry Companies filed a ***Contempt Plea*** with the Tribunal against Tata Sons alleging that Tata Sons had committed a breach of Tribunal order dated Dec 22 2016. Also Mr. A Sundaram, Counsel for Mistry's family Companies had argued that removal of Mistry as a director of Tata Sons could have been waited. He further added that this action on the part of Tata Sons amounted to ***willful disobedience*** of Tribunal's order.

In the meantime, during the pendency of the said petition, an application under proviso to ***Section 244 of Companies Act 2013*** was filed by Mr. Mistry seeking waiver of condition for filling an application Under Section 241 and 242 of the Companies Act 2013.

On January 18 2017, Tribunal dismissed ***contempt petition*** filed by Mistry family Companies against Tata Sons and its directors. In the view of Tribunal, the action taken by Tata Sons did not amount to contempt of court. The bench however, gave liberty to Mistry family companies to file an affidavit within three days on the issue of Tata Sons holding EGM on February 6 2017. Moreover, Tata Sons were also asked to file a rejoinder (a defendant's answer to the plaintiff's reply or application), if any, three days thereafter. Tribunal kept this matter for hearing on January 31 2017 and February 1, 2017, along with the main petition filed earlier by Mistry family companies against Tata Sons.

On January 31 2017, Tribunal held that in the previous order, interim relief had been rejected but it is still to decide the issue of maintainability of petition under Section 244(a) and waiver under Section 244.

Aggrieved with the dismissal order of Tribunal regarding contempt plea, Mistry and his family firms, moved to **The National Company Law Appellate Tribunal (NCLAT)**.

On February 3, 2017, NCLAT quashed the set of petitions filed by the Cyrus firms seeking the stay over the EGM called by Tata Sons for Mistry's removal as a director. While deciding pleas made by Mistry firms, NCLAT had stated that Tribunal would first decide the question of maintainability under Section 244 (1) (a), then to decide the question of waiver under Section 244 and thereafter if waived, to decide the merit of the case.

Tribunal further reserved its order on maintainability of petitions under Section 244 (1) (a) filed by Mistry firms till March 6, 2017, it further added if petitions are not held maintainable then the hearing would also continue on March 7, 2017, where petition seeking waiver of certain requirements would be considered.

Meanwhile, an EGM was convened by Tata Sons on February 6, 2017 and Cyrus Mistry was removed from Board of Directors of the Company.

On 6th March 2017, on the issue of maintainability, NCLT passed an impugned order stating that the Mistry firms' petition was not maintainable under section 244. The principal reason was that the Mistry group did not held 10% shares (qualification) required. They held 18.37 percent of the equity shares in Tata Sons that represented only 2.1 percent of the total share capital (including preference shares). After considering the preference shareholding, the Mistry Firms holding drops below to the minimum threshold prescribed under Section 244 of the Act for maintaining an oppression and mis - management claim.

The similar ruling was also established by *Hon'ble Supreme Court* in '**Northern Projects Limited vs Blue Coast Hotels And Resorts Ltd., (2009)**'.

Secondly, on the question of waiver, NCLT by passing an impugned order dated April 17 2017, dismissed the application for waiver filed by Mistry family firms under Section 244 of the Act and thereby, company's petition for oppression and mismanagement was automatically rejected.

However, Following were the Arguments made by Cyrus Mistry Firms for Allowing Waiver Application

1. The Cyrus Mistry Firms (Petitioners) hold 18.37% equity in the Company and if preference shareholding is considered, none of the groups would have the requisite 10% issued and paid up share capital and would lead to an absurdity as none of them would be able to maintain an application.
2. NCLT is the appropriate forum to deal with issues under Section 241 of the Act if they affect the interest of member, class of members, company or the general public. The waiver should be granted to further a remedy rather than preventing it.
3. No other court would have jurisdiction except NCLT as envisaged under Section 430 of the Act. The power of waiver should be applied to sub-serve such purpose. Section 244 (1) is an enabling provision. In the absence of waiver being granted, minority will always be deprived of approaching NCLT under Section 241 and 242 of the Act.
4. The issues should be considered on face value basis and NCLT need not get into the merits of such cases at this stage. If allegations are correct and cause of action is established as per threshold under Order VII Rule 11 of the Code of Civil Procedure, waiver application should be allowed.

Following are the Noticeable allegations made by Cyrus Mistry Firms against Tata Sons and the Ruling of NCLT on the same:

1. *Articles of Association of the Company ("Articles") are per se oppressive as they ensure that Sir Ratan Tata Trust and Sir Dorabji Tata Trust control the affairs of the Company. Further the Articles have been abused and misused by Ratan Tata.*

The Petitioners alleged that the powers vested under certain Articles were not exercised in a judicious manner and should be struck off in entirety. However, the Petitioners failed to disclose in their pleadings whether at the time of making amendments to the specific Articles they did not attend the meeting, contested and voted against the resolution.

The NCLT held that in the absence of disclosure, it would be construed that by voting, they acquiesced to the amendment to the Articles. The parties having acquiesced to an action, at a later stage cannot raise complaints on the same issue. Further, due to the Petitioner's failure to provide details on the dates, actions and their effect causing prejudice or oppression no cause of action was established under Section 241 of the Act.

2. *Investment of USD 12 billion by Tata Steel Limited ("TSL") at a substantial premium in Cora Group Plc. in 2007 and usage of powers in relation to investment*

The NCLT found no cause of action in this issue. The transaction in question took place almost 9 years ago and was not in relation to the affairs of the Company. TSL and its Directors were not made party to the proceedings nor was the Company a subsidiary of TSL and held only 31.35% shareholding. Ratan Tata himself was not either a Director or Chairman of the Company and no objections were raised on the transaction for the last ten years. The NCLT held that it would not intervene in case of business decisions taken by a Company.

3. *Continuation of business of Nano Car Project undertaken by Tata Motors upon insistence of Ratan Tata*

The NCLT held the transaction referred was in relation to the proposal of manufacture of cars in 2007-08. There was no disclosure with respect to shareholding of the Company in Tata Steel or it being a subsidiary therefore it did not fall within the parameters of Section 241. The courts would not interfere in business decisions unless actions are "*unconscionable, unjust and laced with fraud*" to cause oppression to the complaining party.

4. *Illegal removal of Cyrus Mistry as the Chairman of the Company was in violation of law, principles of governance, fairness, transparency and probity.*

The Petitioners alleged that Cyrus Mistry was removed as the Chairman of the Company contrary to the Articles and resolution for his appointment under the dictate of Ratan Tata. It is an admitted position that Selection Committee is constituted for appointment and removal of Chairman. However, no Selection Committee was set up for Cyrus Mistry's removal but rather it was done by Board of Directors themselves due to loss of confidence in his leadership.

NCLT held that directorial complaint does not give rise to a grievance under Section 241 of the Act. Cyrus Mistry was not appointed Chairman based on shareholding of Petitioners in Tata Sons but done on selection and taken on employment. Section 241 only addresses shareholder grievances and directorial issues cannot be taken up as a cause of action.

5. *Use of Tata Sons shareholding in certain Tata Group Companies to requisition EGM for removal of Cyrus Mistry as Director from Group Companies.*

6. *Actions of Tata Sons undermined the position and status of independent Directors in listed Tata Group companies and taking steps to remove Nasli Wadia as he expressed support towards Cyrus Mistry.*

The group companies were not made party to the proceedings and therefore actions in those entities cannot be considered to constitute affairs of the Company. The NCLT therefore concluded that no cause of action arose under Section 241 of the Act.

7. *Actions of Ratan Tata constitute breach of SEBI Regulations on prohibition of Insider Trading*

The NCLT held that allegations of insider trading were raised at a pre-mature stage and should be dealt with only by the Securities Exchange Board of India (SEBI). In the event of any violation/irregularity detected by SEBI, it could then be considered as a probable ground under Section 241 of the Act.

8. *Close relationship of Ratan Tata with Shiva leading to leakage of Board meeting discussions*

The NCLT held that actions alleged dated ten years ago and in relation to Tata Teleservices Limited (TTSL). TTSL is not made party to the proceedings and the allegations do not relate to affairs of the Company. Further, the allegations have been raised only post removal of Cyrus Mistry and Ratan Tata himself having retired five years ago no cause of action has been established under Section 241 of the Act.

9. *Actions in relation to sale of immovable property of Tata Sons and awarding contracts of Tata Power to benefit persons close to him.*

Since no details of the transaction were provided or how Ratan Tata abused his position in awarding contracts, the allegation was dismissed for being without any cause of action.

10. *Bestowing contracts upon Mr. Mehli Mistry and enriching him at the cost of Tata companies;*

11. *Joint Venture between Air Asia Limited and Telstra Trade Place Private Limited entering the aviation sector including possible fraudulent, hawala transactions as indicated in the Deloitte Forensic Report*

NCLT held with respect to both allegations that no details were provided in relation to the transaction or any documentation submitted. Mr. Cyrus Mistry was on the Board for five years and raised these issues only post his removal, therefore no cause of action was made out under Section 241 of the Act. The allegation was dismissed as it was vague and did not contain any details and was not in relation to the affairs of the Company.

The Mistry Camp Moved To National Company Law Appellate Tribunal (NCLAT)

Aggrieved with The Orders of NCLT, Mistry family firms appealed in the National Company Law Appellate Tribunal in April 21, 2017.

The National Company Law Appellate Tribunal (NCLAT) bench headed by Justice S J Mukhopadhya issued an order dated September 21, 2017 in the case of *Cyrus Investments Pvt Ltd & Anr. v. Tata Sons Ltd & Ors.* as to whether the Mistry group's action for oppression and mismanagement in respect of Tata Sons is maintainable or not. Although the NCLAT held that the Mistry group's petition did not meet the requirements of maintainability under section 244 (1) (a) of the Companies Act, 2013, however it exercised the power to grant a waiver under Section 244. Further, the appellate body directed the Mumbai bench of NCLT to issue a fresh notice to the Mistry Firms and dispose of matter with three months.

To this Mistry's Group issued a statement, "***The Ruling of NCLAT is a welcome vindication of what we have stood for and values for which we are pursuing the petition against the oppression and mismanagement of Tata Sons Ltd.***".

This ruling is an important one as it clarifies the threshold issues relating to the maintainability of an action for oppression and mismanagement, and the invocation of the waiver provision.

While deciding the said case, The NCLAT bifurcated its consideration of the issue into two distinct but related questions. First, whether the petition preferred by the Mistry group is maintainable or not under sections 241, 242 and 244 (1) (a) of the Act. If not, secondly, whether the Mistry group has made out a case for a waiver under the proviso to section 244.

For the first issue, i.e., the maintainability of an action for oppression and mismanagement, the NCLAT mainly focused on the interpretation of the relevant statutory provisions of the Act and concluded that the Mistry group had failed to satisfy the requirements. Therefore, in this regard, NCLAT's decision was in harmony with that of NCLT's decision.

In this case, the Mistry group's argument mentioned to "**class of members**" in section 241 of the Act to indicate that the 10% threshold requirement for an oppression and mismanagement action deals with a class as opposed to the total share capital. If this view point were adopted, the Mistry Group would succeed as it had over 18% of the class of equity shares. However, the NCLAT categorically rejected this contention, and observed:

*"It is also obvious on a bare reading of Sections 241 and 244 of the 2013 Act, that while clause (a) and (b) of subsection (1) of Section 241 deal with the **subject matter** of the grievances which can be raised in a petition, Section 244(1) deals with **locus/eligibility** of the member who can raise such grievances. The subject matter of the complaint bears no connection with the eligibility of the member applying to the Tribunal except that a member seeking to make a grievance of the subject matter contained in Section 241 is required to first satisfy the eligibility of Section 244 of the 2013 Act".*

*"The parliament while re-enacting Section 398(2) of the Companies Act, 1956 as Section 241(1) (b) has added the expression "...any class of members" at the end of Section 241(1) (b) but this only enlarges **the subject matter of the complaint** which may be brought before Tribunal and does not alter the **locus/eligibility** of a member who can bring such complaint. The latter continues to be governed by Section 244(1), a provision identical to the erstwhile Section 399(1)".*

Therefore, the NCLAT held that the expression "issued share capital" in section 244 (1) (a) must be taken to include both equity and preference shares while determining whether the threshold of 10% holding has been satisfied. Based on this interpretation, since the Mistry Group held only 2.17% of the total issued share capital of Tata Sons, it failed on the maintainability issue.

For second question of waiver, the Mistry group had made certain submissions on various substantial issues relating to corporate governance of Tata Sons as well as other listed companies within the group, with a view to highlighting the importance of the matters raised by the petition that thereby supports a waiver from the Tribunal.

The NCLAT further, clarified some important factors that are to be considered to decide a waiver application. NCLAT considered the relevant facts and evidences as presented in the application

for waiver to ensure that the applicants have made out an *exceptional case* for waiver of the maintainability requirements under section 244.

In context of this case, Justice S J Mukhopadhaya quoted that *“An exceptional case needs to be made out under Section 244 to grant a waiver from the minimum shareholding requirement,”*

Further, after considering the relevant factors, facts and evidences related to the case, the NCLAT found that although the Mistry firms were members of Tata Sons but the two majority shareholders i.e. Ratan Tata and Narotam Sekhsaria, holding 31% and 17% each and none of the other 49 members would be eligible to move to court at all if this requirement is imposed, thereby restricting minority shareholder protection in the company. Moreover, the Mistry group was able to display that their interest in the overall value of Tata Sons was 1/6th, which was in the region of “one lakh crores”. This was an important factor that influenced NCLAT while granting the waiver. Finally, the NCLAT also found that the allegations made in the petition filed by the Mistry firms related to instances of oppression and mismanagement, were related to group companies. Hence, the NCLAT overruled decision of NCLT and held that the Mistry group is entitled to the waiver.

Mistry Family Firms Appeals to Transfer the Case from NCLT Mumbai Bench to Delhi Bench:

After getting the positive response from NCLAT, on October 5, 2017, Mistry Firms pleaded before NCLT to transfer their said petition from NCLT Mumbai Bench to New Delhi Bench. During the proceedings, Cyrus Mistry’s Senior Lawyer C.A. Sundaram expressed that *“the Mumbai Bench could have been cause of bias, as Forum (NCLT Mumbai Bench) had already judged this issue”*.

But NCLT on October 5, 2017, **dismissed the plea** of Cyrus Mistry seeking transfer of case to New Delhi Bench from Mumbai Bench. Also the Principal Bench headed by Chairman Justice M.M. Kumar **imposed a cost of Rs.10 lakh** on Mistry’s two investment firms - Cyrus Investments Pvt. Ltd and Sterling Investments Corporation Pvt. Ltd which would be shared by both, for stating that the Mumbai Bench could have cause of bias.

Mistry Firms wants to Amend Plea in Mumbai NCLT against TATAs:

On November 3, 2017, Mistry & Cos, filed an application at the National Company Law Tribunal (NCLT), seeking to amend a petition that they had moved against Tata Sons in which they alleged mismanagement and oppression of minority shareholders against the Tata group holding company.

The amendment was *“to bring on record facts which had emerged subsequent to the filing of the company petition.”* Cyrus Investments and Sterling Investments, sought to bring on record issues such as the business conducted in the 99th annual general meeting of Tata Sons held on September 21, 2017 and the resolutions passed therein, especially the conversion of Tata Sons from a public to a private company. According to them, the facts which they want to bring on record were oppressive in nature and were relevant to the ongoing proceedings.

They further added that in the said AGM, Tata Sons shareholders approved a resolution to convert the firm to a private limited company. That conversion will effectively restrict the Mistry

family's ability to sell its 18.4% stake (ordinary shares) in Sons to external entities. To this end, Mistry Companies also filed an interlocutory application seeking an injunction against the resolutions passed in the said AGM of Tata Sons.

Mistry Firms Demands One Nominee Director on the Tata Sons Board:

On hearing dated November 22, 2017, Mistry's counsel alleged that Articles of Association of Tata Sons particularly Article 121 and 121 A makes the Board of Tata Sons as '*Dummy Board*' and '*Board Driven*' instead of '*Shareholders Driven*'. Moreover, it gives all the substantial powers to the Tata Trust. They also pointed out the articles of association are oppressive and were being used by majority shareholders to run the company by trimming the powers of independent directors, who, by statute, are duty-bound to protect the rights of minority shareholders. They referred AOA of Tata Sons as "*tools of oppression*".

Therefore, to ensure greater transparency and better corporate governance, Mistry's group asked for at-least one nominee director on Tata Sons Board as they have an 18.37% shareholding but were completely unaware of the business proceedings of the Tata Group.

Tata Sons Proposed Its Conversion From Public Ltd To Private Ltd Co.:

On September 21, 2017, 99th Annual General Meeting of Tata Sons was held under the Chairmanship of newly appointed N. Chandrasekaran. In this meeting, the shareholder voted in favour of the firm becoming a private company.

The major resolutions those were passed with the company shareholders' approval were namely conversion of Tata Sons from being a public company to private company, giving preferential shareholders voting rights if Tata Sons failed to pay a dividend for two consecutive years, and amending the Articles of Association to adopt best governance practices. These also included appointing a woman director on the board, increasing the number of directors on board from three to five, for ensuring at least a one-third of the board shall comprise independent directors; and the appointment of an alternate director in case the independent director is out of the country.

However, the resolution moved for conversation of Tata Holding Co from public to private was opposed by Mistry Group because it would restrict Mistry Group's right to sell or transfer the shares held by them without seeking prior approval of Board.

Meanwhile, Tribunal has ordered a *status quo* on converting Tata Sons Ltd from public to a private company till 16 January.

Looking Ahead...

Known for good business ethics, corporate governance & global competitiveness, the mission of this '*Salt to Software Conglomerate*' is "*To improve the quality of life of the communities we serve globally through long-term stakeholder value creation based on Leadership with Trust.*"

Tata group has always been value driven. Pioneering, integrity, excellence, unity & responsibility are the core values on which Tata group operates. Not only in India but worldwide Tata group is highly respected and one of the most successful conglomerates. But in recent past, this group has been facing an image damaging situation.

In 2010, the panel was constituted to find the successor to Mr. Tata. It took a year to find a sagacious and sanguine successor and ultimately, Mr. Mistry was selected as the Chairman of the

Tata Group. However, there was an unplugged divide and distance between the style of Mr. Ratan Tata & that of Mr. Cyrus Mistry. *Often there was a clash of ideologies.* Not much time had rolled by, a sense of disgruntlement started brewing. While taking significant decisions, Mr. Cyrus seldom consulted the old titans of the group and always preferred to work within his own select team, this could be the main reason for his removal.

On the one hand, it seems that since Mr. Mistry had been working with the Tata Group even before being raised to the helm position of Chairmanship, there could have been a graceful exit of Mr. Mistry rather than an unceremonious one. Undoubtedly, Mr. Mistry was shockingly hurt due to his sudden ouster but he too could have discussed the issues in private with the board at Tata Sons & handle his termination with dignity and elegance. He should have realized that fighting this battle publicly would lead to decline in the market value of the company and ultimately it was a loss of shareholders.

Nevertheless, Mr. Cyrus Mistry pledged to fight it out publicly. On December 21, 2016, in an interview with the Financial Times, Mr. Mistry stated that he would end his campaign ***“when a structure is put in place at the trusts, which clarifies [their role] with regard to Tata Sons”***.

Waiting for next hearing from NCLT so that the ball of controversy stops rolling and the phenomenal, impeccable and the impregnable honour of the global corporate giant is saved from being soiled.

Now the points to ponder are:

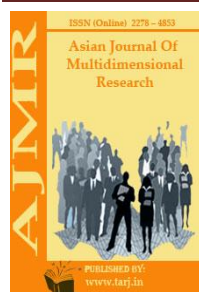
- Wasn't the selection of Mr. Mistry as chairman done carefully?
- Why did Tata Sons lost confidence in Mr. Mistry? What were the expectations from Mr. Mistry that he failed to fulfil?
- Did Cyrus Mistry needed to be given a free hand to manage the Tata Group?
- Will Cyrus Mistry's successor would be more effective & successful?

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ASSESS THE KNOWLEDGE OF UNDER FIVE MOTHER REGARDING MISSION INDRADHANUSH

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ABSTRACT

Mission Indradhanush is a health mission of the government of India. Mission Indradhanush's objective is to fully immunize more than 89 lakhs children who are either unvaccinated or partially vaccinated. Objectives: of the study were to assess the knowledge of under five mothers regarding mission Indradhanush health scheme and to find out the association of knowledge of under five mothers regarding mission Indradhanush with selected socio demographic variables. The study was exploratory survey research design. The sample consisted of 100 rural under five mothers of selected rural community of Meerut district. Result: shows that 2% mothers were having very poor knowledge, 28% mothers were having poor knowledge, 58% mothers were having adequate knowledge, 12% mothers were having good knowledge, 0% mothers were

having excellent knowledge. No association was found. **Conclusion:** Mothers of under five children should be given proper awareness about immunization.

KEYWORDS: Knowledge, under five, Mission Indradhanush, Rural

INTRODUCTION

Mission Indradhanush is a health mission of the government of India. It was launched by Union health minister J.P.Nadda on 25 december 2014. It aims to immunize all children under the age of 2 years, as well as all pregnant women, against seven vaccine preventable diseases. The diseases being targeted are diphtheria, whooping cough, tetanus, poliomyelitis, tuberculosis, measles, and hepatitis-B. In addition to these, vaccines for Japanese Encephalitis and haemophilus influenza type B are also being provided in selected states. 201 districts will be covered in the first phase of these, 82 districts are in the state of U.P, Bihar, Rajasthan, and M.P. The 201 districts selected have nearly 50% of all unvaccinated children in the community.

BACKGROUND TO THE STUDY

Mission Indradhanush is one of the key interventions for protection of children from life threatening conditions, which are preventable. It is the major public health intervention in the country. Indradhanush Programme seeks to drive towards 90% full immunization coverage of India and sustain the same by year 2020. Mission Indradhanush's objective is to fully immunize more than 89 lakhs children who are either unvaccinated or partially vaccinated, those that have not been covered during the rounds of routine immunization for various reasons. Vaccination will be provided against seven vaccine preventable diseases in selected districts/states of the country.

NEED FOR THE STUDY

Mothers are those who are mostly responsible for their children's health. Mothers plays the major role in their baby's health in the womb and outside the womb and for that mother's knowledge is very much important.

The hazards should occur in the life of the baby as well as in the family also, only because of less knowledge. So, it is very important to assess the knowledge and attitude of mothers regarding Mission Indradhanush. It is very important to be aware for the mother regarding the importance of vaccination and the mission indradhanush which was started by the government of India for the vaccination of pregnant women and children under 2 years of age.

Immunization is a way of protecting the human body against infectious diseases through vaccination. Immunisation prepares our bodies to fight against diseases in case we come into contact with them in the future. According to WHO as per statistical record about 63.3% are fully immunised.21.1% are partially immunised and 9.6% are not immunised. Triumph WHO analysis that it need of more awareness among parents about immunisation.

OBJECTIVES

1. To assess the knowledge of under five mothers regarding mission Indradhanush health scheme.
2. To find out the association of knowledge of under five mothers regarding mission indradhanush with selected socio demographic variables.

REVIEW OF LITERATURE

Dr. H.R Keshavamurthy(director in press information bureau, Kolkata) on **27. March. 2015** conducted a study on Mission Indradhanush to put vaccination efforts on high speed. Though a proven cost effective preventive intervention the benefits of immunization is not reaching many children who are at the risk of the diseases.

Majority of children who do not receive these vaccines live in developing countries studies have revealed that children are left uncovered by routine immunization either because the parents and guardians are unaware of the drive, or there is some element of apprehension or fear due to vaccination. The result is the Mission Indradhanush launched on 25 December 2014 with an aim to cover all those children who are partially vaccinated or unvaccinated.

G.K Today, India's daily E-Magazine of GK and current affairs, 26 december'2014 Government has launched Mission Indradhanush to immunize kids against 7 vaccine preventable diseases .Mission indradhanush depicts 7 colours of the rainbow which aims to cover all those children by 2020 who are either unvaccinated or are partially vaccinated against 7 vaccine preventable diseases. It will be focused and systematic immunization drive through a catch up campaign mode aiming to cover all the children who have been left out or missed out for immunisation. Under this scheme government will conduct 4 special vaccination campaigns between January and June 2015 with intensive planning and monitoring.

Among the 201 districts, 82 districts are in four BHIMARU states that is Bihar, Madhya Pradesh, Rajasthan, and Uttar Pradesh. In these 82 districts nearly 25% children are unvaccinated or partially vaccinated children. WHO, UNICEF, Rotary International and others will be donor partners for mission indradhanush. While the mass media, interpersonal communication will play crucial role to monitor and evaluate the sturdy mechanisms for implementing this mission.

M.M. Angadi, **December 15, 2013** conducted a study to determine the knowledge, attitude and practices of respondents among mothers of children aged 12-23 months with respect to immunization. A total of 155 mothers/ responsible guardians of children in the age group of 12 to 23 months were included in the study. Children of 54 out of 155 respondents (34.84%) were fully immunized, 97 (62.58%) were partially immunized and 4 (2.58%) were unimmunized. The main reason for partial and non-immunization was found to be lack of information.

RESEARCH METHODOLOGY

RESEARCH APPROACH: non- experimental research approach was adopted.

RESEARCH DESIGN: exploratory survey research design.

SETTINGS

This study was conducted in rural of Pilona, Pachpeda, Ikla Rasoolpur, Dabka in Meerut district.

POPULATION

The population of the present study was residents of selected rural community of Meerut district

THE SAMPLE & THE SAMPLING TECHNIQUE

In the present study, non-probability purposive sampling technique was adopted.

SAMPLE SIZE

The sample consisted of 100 rural under five mothers who fulfilled the inclusion criteria of this study and were willing to participate in the study were selected.

CRITERIA FOR SAMPLE SELECTION

The following criteria were set to select samples:

INCLUSION CRITERIA:-

1. Mothers of under five children who are willing to participate.
2. Mothers who are residing in selected rural area of Meerut district.
3. Mothers who can read or write or understand hindi.

EXCLUSION CRITERIA:-

1. Mothers who are unwilling to participate.
2. Mothers who are seriously ill and mentally sick.

DATA COLLECTION TECHNIQUE AND TOOL

Structured questionnaire was prepared and validated from the subject experts.

DESCRIPTION OF TOOLS AND TECHNIQUES

The tool consists of two sections:

Section I: This section included items seeking information on socio-demographic background.

Section II: This section includes the self structured questionnaire consisting of 25 multiple choice questions seeking the knowledge regarding mission indradhanush.

SCORING AND INTERPRETATION

S.NO.	SCORE	INTERPRETATION
1.	0-5	Very poor knowledge
2.	6-10	Poor knowledge
3.	11-15	Adequate knowledge
4.	16-20	Good Knowledge
5.	21-25	Excellent knowledge

VALIDITY

Content validity of the self structured questionnaire was established by 10 experts. The experts were from the field of nursing. After validation of content, the tool was translated into simple Hindi language.

PROCEDURE FOR DATA COLLECTION

After the formal permission was obtained from the concerned authority. Data collection was done from 20/4/2017 to 25/4/2017 from Pilona, Pachpeda, Ikla Rasoolpur and Dabka villages of Meerut District. The investigator approached the study subjects, explained to them the purpose of the study and obtained the consent after assuring the subjects about the confidentiality of the data.

DESCRIPTION OF SAMPLE CHARACTERISTICS**TABLE 1 FREQUENCY AND PERCENTAGE DISTRIBUTION OF MOTHERS OF UNDER FIVE CHILDREN ACCORDING TO DEMOGRAPHIC DATA. N=100**

SR.NO	SAMPLE CHARACTERISTICS	FREQUENCY	PERCENTAGE (%)
1.1	Age in years		
	20-25	43	43%
	26-30	43	43%
	31-35	13	13%
	36-40	1	1%
1.2	Education		
	No formal education	18	18%
	Primary education	32	32%
	Secondary education	40	40%
	Graduate or above	10	10%
1.3	Religion		
	Hindu	81	81%
	Muslim	17	17%
	Christian	0	0%
	Others	2	2%
1.4	Occupation of mother		
	Housewife	92	92%
	Employed govt./private	2	2%
	Self employed	4	4%
	Daily wager	2	2%
1.5	Health facilities		
	Private participation	17	17%
	Govt. health centre/hospitals	62	62%
	Going to quacks	21	21%
1.6	Family income		
	Less than 5000	18	18%
	5001-10000	61	61%
	10001-15000	18	18%
	More than 15001	3	3%
1.7	Type of family		
	Nuclear family	45	45%
	Joint family	49	49%
	Extended family	6	6%

1.8	No. of children		
	One	38	38%
	Two	38	38%
	Three	14	14%
	Four or above four	10	10%
1.9	Source of information		
	Mass media	30	30%
	Family members	33	33%
	Friends	3	3%
	Others	34	34%

Findings related to assessing the knowledge of under five mothers regarding mission indradhanush health scheme

TABLE:-2 FREQUENCY DISTRIBUTION OF KNOWLEDGE LEVEL OF MOTHERS OF UNDER FIVE CHILDREN REGARDING MISSION INDRADHANUSH HEALTH SCHEME.

INTERPRETATION	FREQUENCY	PERCENTAGE
Very poor knowledge	2	2%
Poor knowledge	28	28%
Adequate knowledge	58	58%
Good Knowledge	12	12%
Excellent knowledge	0	0%

Majority of subject i.e approx. 43% lies in the age group between 20-25 and 26 -30 years. 1% of the subjects were between 36-40 years, 40% subject attended secondary education while 18% were no formal education, 81 % subject from Hindu religion compare to 17% muslim,92% subject were house wife and 62% subject were getting health facilities from government health center . 61 % subjects family income lies between 5001-10000 INR. 10 % subject having four or more than four children , 30% subject source for information through mass media while 3% getting source of information through friends.

According to the data analysis result, 2% mothers were having very poor knowledge regarding Mission Indradhanush, 28% mothers were having poor knowledge, 58% mothers were having adequate knowledge, and 12% mothers were having good knowledge regarding Mission Indradhanush. There is no association of Knowledge scores with demographic variables.

DISCUSSION

The findings of the present study is similar to the study conducted by Chris-Otubor , in which 232 mothers participated. Though only 2.6% had excellent knowledge on vaccine preventable diseases, 89.6% had an overall good knowledge while 5.2% each had fair and poor knowledge. Less than 60% reported for vaccination at the stipulated time and less than 3% had negative attitude towards immunization. The education of the mother, marital status, religion, geopolitical

zone and her and/or the father of the child been immunized as children significantly influenced their knowledge ($p < 0.05$). The record of 513 children that visited the clinic for the first time in April 2012 also revealed that only 23.4% completed their immunization schedule revealing poor practice by mothers.

RECOMMENDATIONS

Keeping in view the findings of the present study, the following recommendations were made.

- A similar study can be replicated in different setting to strengthen the findings.
- The same study could be replicated on a large sample size.
- A comparative study to assess the knowledge of mothers regarding mission indradhanush in urban and rural community.
- Same study can be replicated on those living in disaster prone area.
- A similar study could be done to assess the attitude of mothers towards immunization.

LIMITATIONS

1. Sample is limited to the mothers residing in selected rural community of Meerut district.
2. Sample is limited to 100 mothers.
3. Sample who are above 20 years of age.
4. There is time limitation for completion of the study.

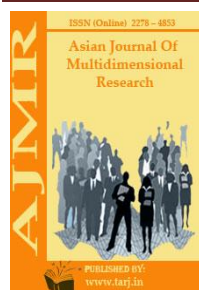
CONCLUSION:

The conclusion drawn from the findings of the study are as follows:

From the total 100 sample of mothers, 2% mothers were having very poor knowledge, 28% mothers were having poor knowledge, 58% mothers were having adequate knowledge, 12% mothers were having good knowledge, 0% mothers were having excellent knowledge. There was no significant association of knowledge scores with demographic variables. Mothers of under five children needs to be given awareness regarding the immunizations regardless of Age, Education, Religion, Type of family, No. of children etc.

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FOREIGN DIRECT INVESTMENT, TRADE OPENNESS AND GLOBALIZATION IN INDIA: ECONOMETRIC ANALYSIS

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ABSTRACT

Globalization is considered an engine for improved economic growth. This has been possible by the integration of the global market through the advancement in technology, completion and investment. This study examines the relationship between foreign direct investment (FDI) inflows, trade openness and globalization using univariate and multivariate linear regression analysis. Data has been collected from Reserve Bank, World Bank, KOF globalization index for the period 1990-2015. Causality among the variables is checked by using the Granger causality test. Bi-directional causality has been found between trade openness and globalization, between FDI inflows and globalization. But only unidirectional causality has been found between trade openness and FDI inflows. Market capitalization has no causality with any of the variable used in this study. A strong positive and statistically significant association has been found between globalization, trade openness and FDI inflows. Thus policies can be designed to increase the foreign direct investment inflows to boost the economic growth of the country.

KEYWORDS: Foreign direct investment, globalization, market capitalization, trade openness, KOF globalization index.

1. INTRODUCTION

Globalization can be termed as the process of increasing economic integration and association of national, regional and local economies across the world through the reinforcement of cross border movement of goods, services, technologies and capital. Among all the aspects of globalization (economic, political, social, cultural, environmental) economic aspect is considered to be the heart of the globalization process (Obadan, 2008). Economic globalization is termed as the process of achieving greater economic integration through movement of human capital, technology and information, financial flows, trade (UNDP, 1999; IMF Staff, 2002), the most important features being progressively unrestricted flow of capital and liberalization of trade in goods and services (James, 1999). Foreign Direct Investment is a predominant source of employment opportunities especially in the context of developing countries. FDI is broadly categorized into two, inward foreign direct investment and outward foreign investment which results in net FDI inflows.

Trade has been an indispensable issue in the economic relations of the countries. It is not only involved in exchange of goods and services but also leads to advancement through skill and knowledge acquisition which further leads to expansion and improvement of quantity and quality of output (UNCTAD, 2010). The countries which occupy largest share of global trade and investment are most active and benefiting most from globalization meaning that countries deficient of institutional potential for global trade and investment find it difficult to reap the benefits of economic globalization (Obadan, 2008). There are several globalization measures used in the literature, but the KOF indices of globalization are the widely used globalization measures (Potrafke, 2015; Quinn, Schindler, & Toyoda, 2011). The KOF index is considered superior to other measures of globalization, as it includes all aspects of globalization i.e. economic, political and social and also it consists of a large time coverage and large number of countries (Potrafke, 2015).

This paper has been divided into four sections. Second section reviews the related literature while third section discusses the trend analysis in the context of India. Fourth section covers the objectives of the study. Section five presents the methodology and econometric model used in this paper. Section six covers the results and findings of the econometric models. Section seven concludes the study.

2. REVIEW OF LITERATURE

Khan & Ahmad (2011) examines the role of trade openness and FDI in relation to economic growth for Pakistan and Malaysia for the period 1980-2010 using Johansen co-integration and granger causality test. Study shows that in the long run trade openness positively effects the economic growth in both Pakistan and Malaysia.

Ahmad & Sattar (2004) studied the impact of trade liberalization on economic growth and employment generation. Findings show that the direct effects of trade liberalization have been positive. Also, trade liberalization contributed to growth and helped reduce poverty.

Naveed & Shabbir (2006) tries to investigate the impact of FDI and trade openness on per capita GDP growth using fixed effect and control set of variables. In both types of methods openness is found to be significant and positively affecting GDP per capita growth, while FDI appeared to be insignificant. Granger causality is also tested among variables. Only openness does cause GDP and reverse causality does not hold.

WahHak (2011) investigates the impact of international trade and FDI on economic growth using a panel data regression analysis. The study finds that FDI has significant effects on economic growth. Countries with lower GDP experience a higher increase in economic growth to countries with a higher GDP level. While international trade does not significantly influence economic growth, human capital does.

Chakrabort & Basu (2002) explored the two-way link between FDI and growth for India using VECM model. Findings show the long run relationship between FDI and GDP. Also, GDP in India is not Granger caused by FDI and trade liberalization policy of Indian government had some positive short run impact on the FDI flow.

Kulwinder Singh (2005) examines the trends of economic and political developments in the industry and infrastructure sector. The study concludes that industrial reforms need to be supplemented by infrastructural reforms.

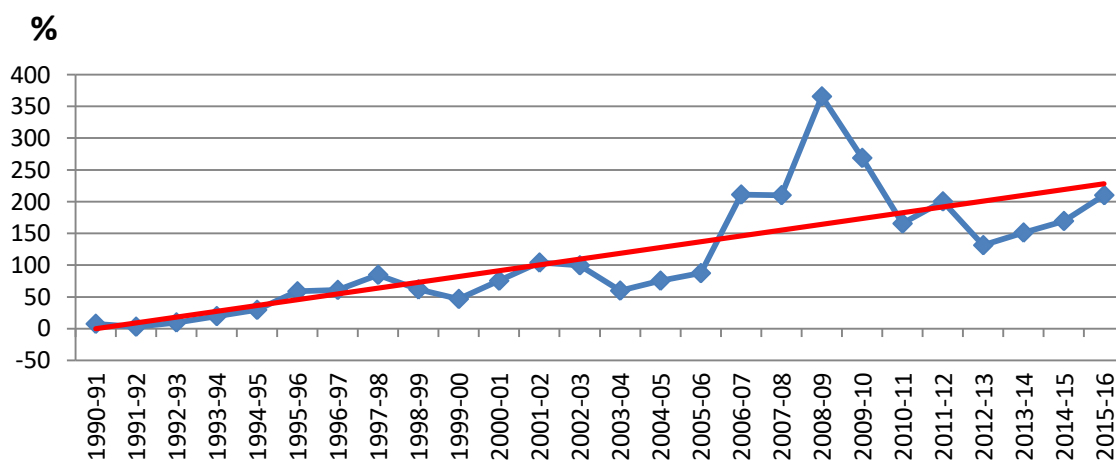
Yanikkaya (2002) examines the relationship between trade openness and growth using different measures of trade openness. Positive correlation was find among different measures of openness. The study also concludes that trade promotes growth through a number of channels such as technology transfers, scale economies and comparative advantage. Unlike other studies, Yanikkaya provides considerable evidence that restrictions on trade can promote growth especially of developing countries under certain conditions.

3. TREND ANALYSIS

3.1 FDI Inflow

During the period from 1990 to 2015, the FDI inflows in India show an upward trend, reaching the maximum in the year 2008-09. The value of FDI inflows has increased from 97 million US\$ (7.25%) in 1990 to 22739 million US\$ (210%) in 2006. In the year 2008, the value of FDI inflows increased to the highest level of 41738 million US\$ (365.7%) followed by a sharp decrease in the next years. Since 2013, FDI inflows into India has been showing an increasing trend.

Fig.1: FDI net inflows as a per cent of GDP in India during 1990-2015

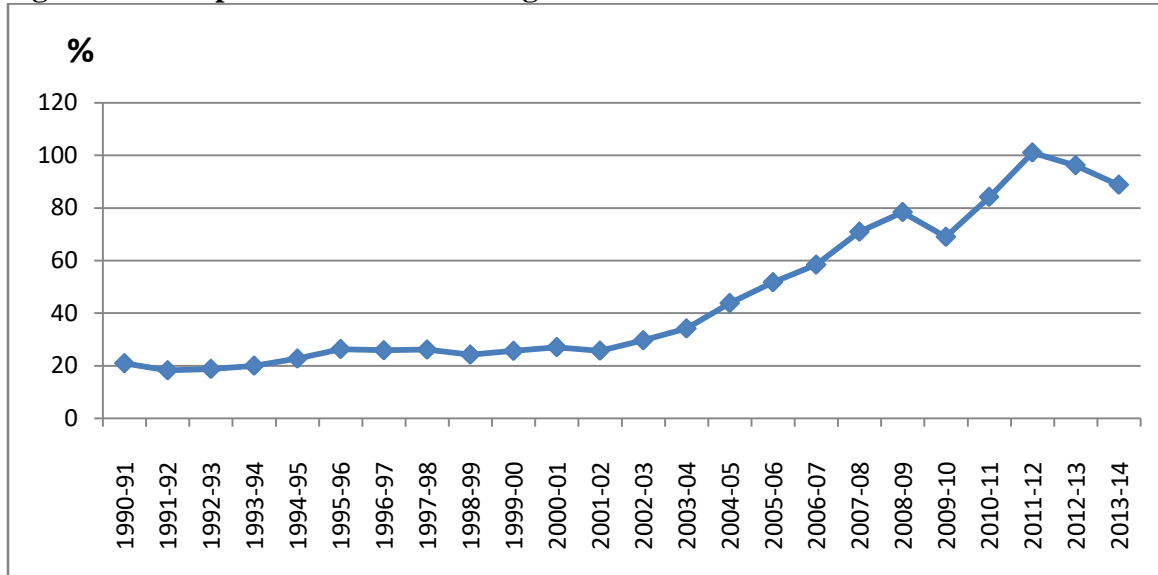


Source: Authors' computation based on WDI

3.2 Trade openness

Trade openness measure is defined as the sum of exports and imports as a percentage of GDP. Due to the liberalization of exports and imports after 1990, the trend line of Trade openness is showing an upward trend from 20.88% in 1990 to 88.78% in 2015.

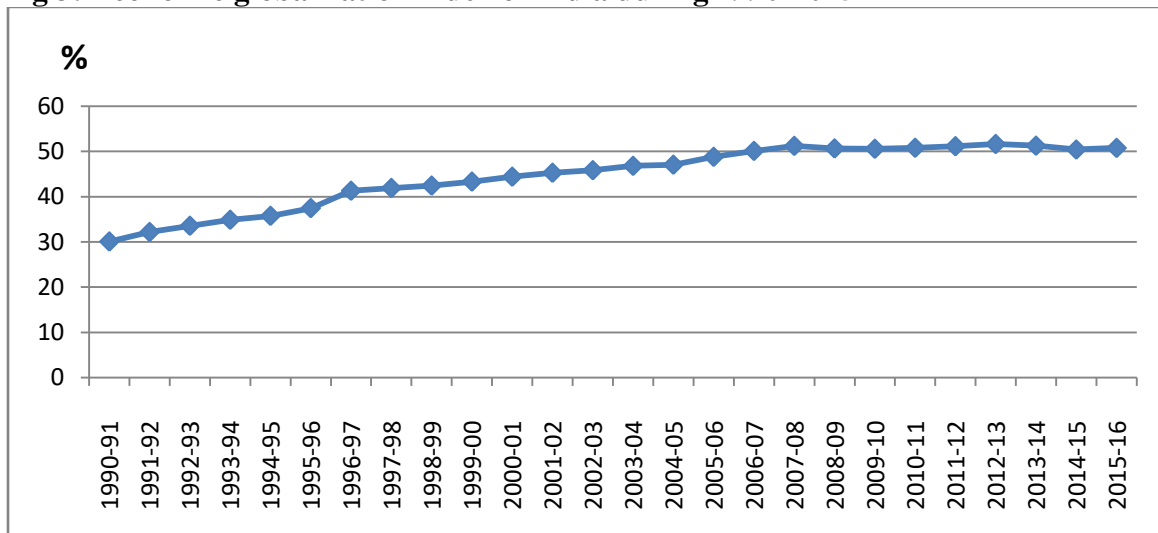
Fig. 2: Trade Openness in India during 1990-2015



Source: Authors' computation based on WDI

3.3 Globalization

Fig 3: Economic globalization index of India during 1990-2015



Source: Authors' computation based on KOF globalization index

Degree of globalization has been calculated using KOF globalization index. As it is evident from the figure, globalization index showed an increasing trend, more profound increase from 30% (1990) to 41%(1996) and then to 51%(2007) reaching maximum 51.64% in the year 2012. After

that globalization has shown a decreasing trend. Overall, the globalization index for the Indian economy over the last 25 years has been positively increasing.

4. OBJECTIVES

- To test the influence of foreign direct investment on Globalization.
- To examine the impact of globalization on trade openness.
- To analyze the impact of trade openness on foreign direct investment inflows.
- To test whether market capitalization influences globalization.
- To test for the existence of bidirectional causality among variables.

5. METHODOLOGY AND MODEL SPECIFICATION

5.1 Methodology

This study examines the relationship between FDI, Trade Openness and Globalization during the year 1990-2015. The study uses secondary data for the entire variable namely, GLI, FDI, TOPEN & MCap. The data for FDI, TOPEN, MCap and GLI is taken from RBI, DGCIS, World Bank and KOF globalization index respectively.

5.2 Variables under Study

The variables used in this study are:

GLI: Data on globalization index were extracted from KOF Index of Globalization which was developed by Dreher in 2002 (published in 2006) and updated in 2008. Dreher (2006, 2008) model included three sub globalization indexes: economic, political and social. This paper uses the time series of economic component of globalization index from the period 1990 to 2015.

FDI: Foreign Direct Investment inflows between the years 1990 to 2015 in million US\$.

TOPEN: Trade Openness means sum of exports and imports as percentage of GDP. Data set include real GDP at Factor cost with fixed price of 1999 from the period 1990 to 2013.

MCap: Market capitalization of listed companies as percentage of GDP extracted from World Bank database from the period 2003 to 2015.

The model for the study follows the linear regression complemented by other standard and diagnostic tests. The regression equations used in this study are as follows:

$$GLI = \alpha + \rho .FDI + \varepsilon \quad \dots\dots (1)$$

Where; GLI is dependent variable, α is a constant, ρ is the regression coefficient of the independent variable, FDI is the independent variable and ε is the error term.

$$TOPEN = \lambda + \delta .GLI + \gamma \quad \dots (2)$$

Where; TOPEN is dependent variable, λ is a constant, δ is the regression coefficient of the independent variable, GLI is the independent variable and γ is the error term.

$$FDI = \eta + \varphi .TOPEN + \mu \quad \dots (3)$$

Where; FDI is dependent variable, η is a constant, φ is the regression coefficient of the independent variable, TOPEN is the independent variable and μ is the error term.

$$GLI = \beta + \beta_1 .FDI + \beta_2 .TOPEN + \beta_3 .MCap + e \quad \dots\dots (4)$$

6. FINDINGS

The results of estimated equation 1 are displayed in Table 1 and can be represented as follows:

TABLE 6.1: RESULTS OF EQUATION 1

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	26.43333	0.999179	26.45506	0.0000
FDI	0.000497	5.34E-05	9.305771	0.0000
R-squared	0.797417	Mean dependent var		32.68208
Adjusted R-squared	0.788209	S.D. dependent var		7.876373
S.E. of regression	3.624771	Akaike info criterion		5.493114
Sum squared resid	289.0572	Schwarz criterion		5.591286
Log likelihood	-63.91737	Hannan-Quinn criter.		5.519159
F-statistic	86.59737	Durbin-Watson stat		0.559962
Prob(F-statistic)	0.000000			

$$GLI = 26.43333 + 0.000497 \cdot FDI$$

Since, the values of Prob for the constant and FDI are $0.000 < 0.05$. It means that FDI is a significant variable to explain GLI. Also the value of Prob (F-Statistic) is $0.000000 < 0.05$. Thus, F-Statistic is significant, which implies that independent variable FDI can influence the dependent variable. These results validated the linear regression model at 5% significance level. For an increase with 1 unit of FDI, GLI will increase with 0.000497 units. The value of R-squared implies that 79.74% variation of GLI is due to the variation of FDI, remaining other factors constant.

The results of estimated equation 2 are displayed in Table 2 and can be represented as follows:

TABLE 6.2: RESULTS OF EQUATION 2

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	-22.75746	2.623768	-8.673580	0.0000
GLI	1.731151	0.078136	22.15549	0.0000
R-squared	0.957104	Mean dependent var		33.82015
Adjusted R-squared	0.955154	S.D. dependent var		13.93740
S.E. of regression	2.951506	Akaike info criterion		5.082163
Sum squared resid	191.6505	Schwarz criterion		5.180335
Log likelihood	-58.98596	Hannan-Quinn criter.		5.108208
F-statistic	490.8658	Durbin-Watson stat		1.439644
Prob(F-statistic)	0.000000			

$$TOPEN = -22.75746 + 1.731151 \cdot GLI$$

Since, the values of Prob for the constant and GLI are $0.000 < 0.05$. It means that GLI is a significant variable to explain TOPEN. Also the value of Prob (F-Statistic) is $0.000000 < 0.05$. Thus, F-Statistic is significant, which implies that independent variable GLI can influence the dependent variable TOPEN. These results validated the linear regression model at 5%

significance level. For an increase of 10% of GLI, TOPEN will increase with 17.31% units. The value of R-squared implies that 95.71% variation of GLI is due to the variation of FDI, remaining other factors constant.

The results of estimated equation 3 are displayed in Table 3 and can be represented as follows:

TABLE 6.3: RESULTS OF EQUATION 3

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	-19143.51	3037.738	-6.301896	0.0000
TOPEN	938.0973	83.29733	11.26203	0.0000
R-squared	0.852184	Mean dependent var		12583.08
Adjusted R-squared	0.845465	S.D. dependent var		14163.25
S.E. of regression	5567.710	Akaike info criterion		20.16701
Sum squared resid	6.82E+08	Schwarz criterion		20.26518
Log likelihood	-240.0041	Hannan-Quinn criter.		20.19306
F-statistic	126.8334	Durbin-Watson stat		0.659763
Prob(F-statistic)	0.000000			

$$FDI = -19143.51 + 938.0973.TOPEN$$

Since, the values of Prob for the constant and TOPEN are $0.000 < 0.05$. It means that TOPEN is a significant variable to explain FDI. Also the value of Prob (F-Statistic) is $0.000000 < 0.05$. Thus, F-Statistic is significant, which implies that independent variable TOPEN can influence the dependent variable FDI. These results validated the linear regression model at 5% significance level. For an increase with 1 unit of TOPEN, FDI will increase with 938.0973 units. The value of R-squared implies that 85.21% variation of FDI is due to the variation of TOPEN, remaining other factors constant.

The results of estimated equation 4 are displayed in Table 4.

TABLE 6.4: RESULTS OF EQUATION 4

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	23.61391	2.793571	8.452948	0.0001
FDI	2.78E-05	4.69E-05	0.592977	0.5718
TOPEN	0.298467	0.069866	4.272010	0.0037
MCAP	0.026200	0.010970	2.388304	0.0483
R-squared	0.938746	Mean dependent var		40.39818
Adjusted R-squared	0.912494	S.D. dependent var		2.957421
S.E. of regression	0.874845	Akaike info criterion		2.845747
Sum squared resid	5.357471	Schwarz criterion		2.990436
Log likelihood	-11.65161	Hannan-Quinn criter.		2.754540
F-statistic	35.75949	Durbin-Watson stat		3.086090
Prob(F-statistic)	0.000129			

$$GLI = 23.61391 + 0.0000278.FDI + 0.298467.TOPEN + 0.026200.MCAP$$

Since, the values of Prob for the constant and TOPEN are 0.000 and 0.0037, which is lower than 0.05. It means that TOPEN is statistically significant variable to explain GLI. But, the P value for FDI is 0.5718, which is greater than 0.05. It means that FDI is not statistically significant. Also

the value of Prob (F-Statistic) is $0.000129 < 0.05$. Thus, F-Statistic is significant, which implies that independent variables FDI, TOPEN and MCAP jointly can influence the dependent variable GLI. R squared value is 0.9387, which means that 93.87% variation in GLI can be explained jointly with three independent variables namely FDI, TOPEN and MCAP. Thus multivariate linear regression model is statistically validated for 5% level of significance.

Heteroscedasticity Test

When the variance of the residuals or errors does not remain same or constant, then the problem of heteroscedasticity arises. Presence of heteroscedasticity leads to biasness of standard error. This may lead to misleading inferential statistics. To check for the problem of heteroscedasticity in the model, white test has been used.

Heteroskedasticity Test: White

F-statistic	2.047538	Prob. F(9,1)	0.4977
Obs*R-squared	10.43380	Prob. Chi-Square(9)	0.3165
Scaled explained SS	2.461720	Prob. Chi-Square(9)	0.9819

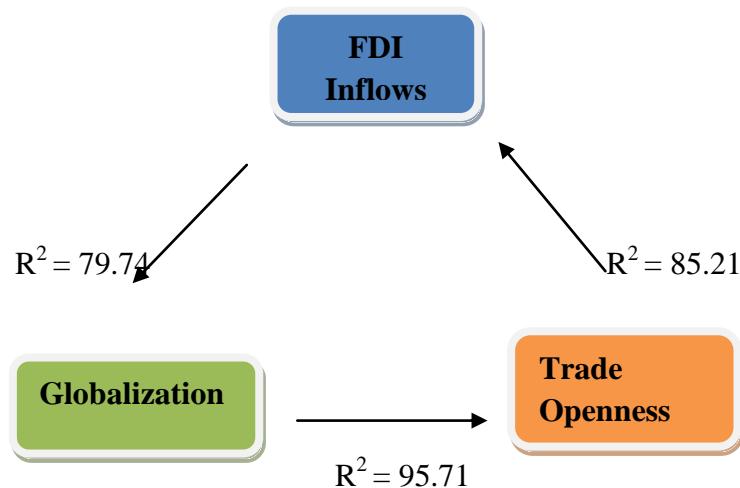
The null hypothesis, H_0 : Variance of the residual is constant is tested at 5% level of significance against alternate hypothesis H_1 : Variance of residual is not constant. The P value of observed R square is 0.3165 which is more than 0.05 meaning that null hypothesis is accepted, which is desirable. Thus, our model is homoscedastic that means variance of residual is constant.

Granger Causality

To check the causality among the variables Granger causality test has been used. First the time series is checked for the stationarity. If the series is integrated of the same order we can run the Granger Causality test. Here, our series is stationary at first difference, meaning that the variables are integrated of same order, $I(1)$. Result of granger causality shows that there is bidirectional causality between FDI and GLI, that means FDI causes GLI and GLI causes FDI. Similar results are obtained for TOPEN and GLI. As P value of these variables is less than 0.05. It shows the bidirectional causality between TOPEN and GLI. However, There is only unidirectional relationship between TOPEN and FDI. TOPEN cause FDI but FDI does not granger cause TOPEN. Mcap variable does not show any causality between variables. That means Mcap does not cause TOPEN, FDI and GLI and neither TOPEN, FDI and GLI causes Mcap.

7. CONCLUSION AND POLICY RECOMMEDATION

This paper examined the impact of Foreign Direct Investment, Trade openness and market capitalization on the globalization for India's economy for the period 1990-2013 using univariate and multivariate analysis. Findings of univariate analysis show that globalization, FDI and trade openness are related to each other significantly. The results are statistically validated at 5% significance level. As seen from the figure below, remaining other factors constant FDI influences globalization explaining its variation in a proportion of 79.74% and globalization is associated with trade openness explaining 95.71% proportion which in turn influences FDI with a proportion of 85.21%. Findings of the multivariate regression model while testing the multi dependency of globalization to explanatory variables show that 95.87% variation in globalization is explained jointly with FDI inflows, trade openness and MCAP.



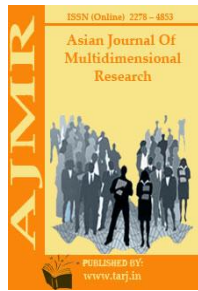
Thus, FDI influences globalization which in turn influences trade openness. Further trade openness influences FDI inflows. Positive relationship has been found between globalization, trade openness and FDI inflows. Bidirectional causality has been found between trade openness and globalization. Also between FDI inflows and globalization bidirectional causality has been found. But only unidirectional causality has been found between trade openness and FDI inflows that means trade openness cause FDI but FDI does not cause trade openness. Market capitalization has no causality with all the variables namely, trade openness, globalization and FDI inflows.

Limitation of this study is that due to the lack of data availability, the dependency of globalization on explanatory variables cannot be studied for longer time period. As globalization is a complex and diverse phenomenon. Thus, for further research other variables can be considered for influencing the globalization in the context of India. Also globalization, FDI and TOPEN are interconnected and positively correlated to each other thus policies can be designed to stimulate the FDI inflows along with export-import activities.

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PROFITABILITY ANALYSIS OF A SMALL ENTERPRISE - A CASE STUDY OF NAGA HANUMAN SOLVENT OILS PRIVATE LIMITED

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ABSTRACT

Owners and Managers are naturally interested in financial soundness of their Business Enterprise. Financial soundness can be measured in terms of operating efficiency. Operating efficiency of an enterprise means its ability to earn adequate returns to owners and depends ultimately on the profits earned by the enterprise. The profitability of an enterprise is measured by profitability ratios. In this paper, an attempt is made to do Profitability Analysis of Naga Hanuman Solvent Oils Private Limited. Naga Hanuman Solvent Oils Private Limited is a thirty years old Enterprise located in West Godavari District of Andhra Pradesh state in India. It is engaged in Production, processing and preservation of meat, fish, fruits, vegetables oils and fats. Profitability analysis was done through analyzing various profit margins, Profitability ratios relating to investments and Profitability ratios relating to various expenses. Profit margins covered include Gross Profit Margin, Operating Profit Margin and Net Profit Margin. Profitability ratios relating to investments include Return on Assets (ROA), Return on Capital

Employed (ROCE) and Return on Share holder's equity (ROSE). Profitability ratios relating to various expenses include Cost of Goods sold Ratio, Operating Expenses Ratio, Administrative Expenses Ratio, Selling Expenses Ratio and Financial Expenses Ratio. Chi-square test is used for testing the hypotheses formed.

KEYWORDS: *Financial Expenses Ratio, Gross Profit Margin, Net Profit Margin, Operating Profit Margin, Return on Assets (ROA), Return on Capital Employed (ROCE),*

INTRODUCTION

Owners and Managers are naturally interested in financial soundness of their Business Enterprise. Financial soundness can be measured in terms of operating efficiency. Operating efficiency of an enterprise means its ability to earn adequate returns to owners and depends ultimately on the profits earned by the enterprise. The profitability of an enterprise is measured by profitability ratios. There are three important profitability ratios namely profitability ratios relating to sales, profitability ratios relating to investment and profitability ratios relating to expenses. In this paper, an attempt is made to do Profitability Analysis of Naga Hanuman Solvent Oils Private Limited. Naga Hanuman Solvent Oils Private Limited is a thirty years old Enterprise located in West Godavari District of Andhra Pradesh state in India. It is engaged in Production, processing and preservation of meat, fish, fruits, vegetables oils and fats. Naga Hanuman Solvent Oils Private Limited is a Private company incorporated on 10 June 2004. It is classified as Non-Government Company and is registered at Registrar of Companies, Hyderabad.

REVIEW OF LITERATURE

Gangadhar (1982)¹ had conducted the profitability Analysis of large public limited cement companies in India. V. K. Purohit (1982)² had examined the profitability trends of manufacturing industries in Indian corporate sector during 1950-51 to 1970-71. Sindhu Rani (1998)³ had examined the factors affecting profitability in Indian textile industry. Md. Rafiqul Islam (2000)⁴ had conducted a study on the profitability of Fertilizer Industry in Bangladesh from 1985-86 to 1994-95. Manorselvi and Vijayakumar (2007)⁵ had examined the trends in of profits of the selected Indian automobile companies during the period 1991-92 to 2003-04. Hyz and Gikas(2012)⁶ had done profitability analysis of SME sector in Poland. Oni Timothy Olukunle (2017)⁷ had done Profitability Analysis of Small scale Fishery Enterprise in Nigeria. Venkateswararao.Podile (2017)⁸ had examined the recent MSME policy of Andhra Pradesh. Venkateswararao.Podile et al., (2017)⁹ examined working capital management in PL Plast Pvt Ltd. Venkateswararao.Podile et al., (2017)¹⁰ had examined various Government schemes supporting MSMEs in India. Venkateswararao.Podile et al., (2018)¹¹ examined working capital management in Sri Rama Chandra Paper Boards Ltd. Venkateswararao.Podile (2018)¹² examined working capital management in Tulasi seeds Pvt.Ltd. Venkateswararao.Podile et al., (2018)¹³ studied working capital management in Sri Nagavalli solvent oils Pvt. Ltd. Venkateswararao.Podile et al., (2018)¹⁴ analysed working capital management in Naga Hanuman Solvent Oils Private Limited. Venkateswararao.Podile (2018)¹⁵ examined working capital management in Cuddapah Spinning Mills Ltd. Venkateswararao.Podile et al., (2018)¹⁶ studied working capital management in Kristna Engineering Works. Venkateswararao.Podile et al., (2018)¹⁷ examined working capital management in Radhika Vegetables Oils Pvt. Ltd. Venkateswararao.Podile et al., (2018)¹⁸ examined working capital management in Power Plant Engineering Works in Andhra Pradesh. Venkateswararao.Podile et al., (2018)¹⁹ examined

working capital management in Nagas Elastomer Works. Venkateswararao.Podile et al., (2018)²⁰ had studied working capital management in M.G.Metallic Springs Pvt. Ltd. Venkateswararao.Podile et al., (2018)²¹ had studied working capital management in Sri Srinivasa Spun Pipes Company. Venkateswararao.Podile et al., (2018)²² had studied working capital management in Raghunath Dye Chem Pvt. Ltd. Venkateswararao.Podile et al., (2018)²³ had examined working capital management in Maitreya Electricals Pvt. Ltd. Venkateswararao.Podile et al., (2018)²⁴ had examined working capital management in Laxmi Vinay Poly Print Packs Pvt. Ltd. Venkateswararao.Podile et al., (2018)²⁵ had done capital structure analysis of M.G.Metallic Springs Pvt. Ltd. Venkateswararao.Podile et al., (2018)²⁶ had done capital structure analysis of Naga Hanuman Solvent Oils Private Limited. Venkateswararao.Podile et al., (2018)²⁷ had done capital structure analysis of Raghunath Dye Chem Pvt. Ltd. Venkateswararao.Podile et al., (2018)²⁸ had done capital structure analysis of Nagas Elastomer Works. Venkateswararao.Podile et al., (2018)²⁹ had done capital structure analysis of Tulasi Seeds Pvt. Ltd. Venkateswararao.Podile et al., (2018)³⁰ had done capital structure analysis of Maitreya Electricals Private Limited. Venkateswararao.Podile et al., (2018)³¹ had done capital structure analysis of Bharat Cashew Manufacturing Company. Venkateswararao.Podile et al., (2018)³² had done capital structure analysis of Sri Rama Chandra Paper Boards Limited. Venkateswararao.Podile et al., (2018)³³ had done capital structure analysis of Power Oxides Private Limited. Venkateswararao.Podile et al., (2018)³⁴ had done capital structure analysis of Laxmi Vinay Poly Print Packs Private Limited. Venkateswararao.Podile et al., (2018)³⁵ had studied working capital management in Power Oxides Pvt. Ltd. Venkateswararao.Podile et al., (2018)³⁶ had done capital structure analysis of Radhika Vegetable Oils Private Limited. Venkateswararao.Podile et al., (2018)³⁷ had done capital structure analysis of Sri Nagavalli Solvent Oils Private Limited. Venkateswararao.Podile et al., (2018)³⁸ had done capital structure analysis of P.L.Plant Private Limited. Venkateswararao.Podile (2018)³⁹ had done capital structure analysis of Power Plant Engineering Works. Venkateswararao.Podile (2018)⁴⁰ had done Profitability Analysis of Bharat Cashew Manufacturing Company. Venkateswararao.Podile (2018)⁴¹ had done Profitability Analysis of Sri Ramachandra Paper Boards Private Limited. Venkateswararao.Podile (2018)⁴² had done Profitability Analysis of Tulasi Seeds Private Limited. Venkateswararao.Podile (2018)⁴³ had done Profitability Analysis of Power Plant Engineering Works. Venkateswararao.Podile et al., (2018)⁴⁴ had done Profitability Analysis of Maitreya Electricals Private Limited. Venkateswararao.Podile et al., (2018)⁴⁵ had done Profitability Analysis of P.L.Plant Private Limited. Venkateswararao.Podile et al., (2018)⁴⁶ had done Profitability Analysis of M.G.Metallic Springs Private Limited. Venkateswararao.Podile, (2018)⁴⁷ had done Profitability Analysis of Power Oxides Private Limited. Venkateswararao.Podile, (2018)⁴⁸ had done Profitability Analysis of Laxmi Vinay Poly Print Packs Private Limited. Venkateswararao.Podile et al., (2018)⁴⁹ had done Profitability Analysis of Sri Srinivasa Spun Pipes Company. Venkateswararao.Podile (2018)⁵⁰ had done Capital Structure Analysis of Sri Srinivasa Spun Pipes Company. Venkateswararao.Podile (2018)⁵¹ had done Capital Structure Analysis of Kristna Engineering Works. Venkateswararao.Podile et al., (2018)⁵² had done Profitability Analysis of Kristna Engineering Works. Venkateswararao.Podile et al., (2018)⁵³ had done Profitability Analysis of Raghunath Dye Chem Private Limited. Venkateswararao.Podile (2018)⁵⁴ had done Profitability Analysis of Radhika Vegetable Oils Private Limited. Venkateswararao.Podile et al., (2018)⁵⁵ had done Profitability Analysis of Nagas Elastomer Works. It was found that most of the studies dealt with Profitability analysis of different large Enterprises and of sectors in India and abroad. Some of the studies dealt with MSME policies.

Some other studies though dealt with MSMEs, they were confined to working capital management and capital structure analysis. Few studies dealt with profitability analysis. There was no study on Profitability analysis of a Small Enterprise which is engaged in Production, processing and preservation of meat, fish, fruits, vegetables oils and fats. Hence, this study is taken up.

OBJECTIVES

The general objective of the study is to do Profitability Analysis of Naga Hanuman Solvent Oils Private Limited. The specific objectives include the following.

1. To examine Gross profit margin, Operating profit margin and Net Profit Margin of Naga Hanuman Solvent Oils Private Limited during the period of study.
2. To investigate into various profitability ratios relating to investment in Naga Hanuman Solvent Oils Private Limited during the period of study.
3. To analyze various profitability ratios related to expenses in Naga Hanuman Solvent Oils Private Limited during the period of study.
4. To examine the overall profitability of Naga Hanuman Solvent Oils Private Limited during the period of study.
5. To offer suggestions for improvement of profitability of the Enterprise, if required.

HYPOTHESES

H₀₁: Gross Profit Margin of Naga Hanuman Solvent Oils Private Limited is uniform during the period of study.

H₀₂: Operating Profit Margin of Naga Hanuman Solvent Oils Private Limited is uniform during the period of study.

H₀₃: Net Profit Margin of Naga Hanuman Solvent Oils Private Limited is uniform during the period of study.

H₀₄: Return on Assets (ROA) in Naga Hanuman Solvent Oils Private Limited is uniform during the period of study.

H₀₅: Return on Capital Employed (ROCE) in Naga Hanuman Solvent Oils Private Limited is uniform during the period of study.

H₀₆: Return on Share holder's equity (ROSE) in Naga Hanuman Solvent Oils Private Limited uniform during the period of study.

H₀₇: Cost of Goods sold Ratio in Naga Hanuman Solvent Oils Private Limited is uniform during the period of study.

H₀₈: Operating Expenses Ratio in Naga Hanuman Solvent Oils Private Limited is uniform during the period of study.

H₀₉: Administrative Expenses Ratio in Naga Hanuman Solvent Oils Private Limited is uniform during the period of study.

H₁₀: Selling Expenses Ratio in Naga Hanuman Solvent Oils Private Limited is uniform during the period of study

H₁₁: Financial Expenses Ratio in Naga Hanuman Solvent Oils Private Limited is uniform during the period of study.

METHODOLOGY

The present study is mainly based on secondary data. The data is taken from the financial statements including balance sheet, trading account and profit and loss account of Naga Hanuman Solvent Oils Private Limited. The period of study is ten years covering the financial

years from 2006-07 to 2015-16. The data gathered is analyzed through the ratios relating to profitability of the enterprise. Profitability analysis was done through analyzing various profit margins, Profitability ratios relating to investments and Profitability ratios relating to various expenses. Profit margins covered include Gross Profit Margin, Operating Profit Margin and Net Profit Margin. Profitability ratios relating to investments include Return on Assets (ROA), Return on Capital Employed (ROCE) and Return on Share holder's equity (ROSE). Profitability ratios relating to various expenses include Cost of Goods sold Ratio, Operating Expenses Ratio, Administrative Expenses Ratio, Selling Expenses Ratio and Financial Expenses Ratio. Chi-square test is used for testing the hypotheses formed.

PROFITABILITY ANALYSIS WITH PROFIT MARGINS

Profit Margins are based on the assumption that an Enterprise should earn sufficient profit on each Rupee of sales.

Gross Profit Margin

Gross Profit Margin has varied between 5.2 and 8.9 during the period of study. Gross Profit Margin is very low during the entire study period. This is due to high cost of production. Management needs to put efforts in reducing cost of production. It is found in the significance test that Gross Profit Margin is uniform during the period of study.

TABLE-1: GROSS PROFIT MARGIN (FIGURES IN LAKHS)

Years	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Gross Profit	215.3	489.9	618.1	528.3	599.4	1235.3	837.2	1028.4	1067.4	927.7
Sales	3930.9	6279.6	8126.5	9044.7	11331.6	13930.7	16099.5	16672.4	17979.9	15672.3
Gross Profit Margin	5.5	7.8	7.6	5.8	5.3	8.9	5.2	6.2	5.9	5.9

Source: Annual Reports of Naga Hanuman Solvent Oils Private Limited from 2006-07 to 2015-2016.

Calculated value of Chi-Square for Gross Profit Margin = 2.2. Calculated value is less than critical Value at 5% level of Significance i.e., $2.2 < 16.919$. Hence, H_{01} is accepted.

Operating Profit Margin

Operating Profit Margin has varied between 0.1 and 2.3 during the period of study. Operating Profit Margin is very low during the entire period of study. This is due to high cost of production. Management needs to put efforts for reducing cost of production. It is found in the significance test that Operating Profit Margin is uniform during the period of study.

TABLE-2: OPERATING PROFIT MARGIN (FIGURES IN LAKHS)

Years	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
EBIT	17.1	144.8	161.5	183.1	219	248.3	342.1	350.3	9.5	367.5
Sales	3930.9	6279.6	8126.5	9044.7	11331.6	13930.7	16099.5	16672.4	17979.9	15672.3
Operating Profit Margin	0.4	2.3	2.0	2.0	1.9	1.8	2.1	2.1	0.1	2.3

Source: Annual Reports of Naga Hanuman Solvent Oils Private Limited from 2006-07 to 2015-2016.

Calculated value of Chi-Square for Operating Profit Margin = 3.2. Calculated value is less than critical Value at 5% level of Significance i.e., $3.2 < 16.919$. Hence, H_0 is accepted.

Net Profit Margin

Net Profit Margin has varied between -1.0 and 0.7 during the period of study. Net Profit Margin is very low during the period of study and even negative during 2007 and 2015. This is due to high cost of production indicating that management needs to put efforts to reduce cost of production. It is found in the significance test that Net Profit Margin is not uniform during the period of study.

TABLE-3: NET PROFIT MARGIN (FIGURES IN LAKHS)

Years	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Net Profit	-38.0	29.0	25.4	15.6	57.5	33.1	111.2	79.6	-163.1	98.9
Sales	3930.9	6279.6	8126.5	9044.7	11331.6	13930.7	16099.5	16672.4	17979.9	15672.3
Net Profit Margin	-1.0	0.5	0.3	0.2	0.5	0.2	0.7	0.5	-0.9	0.6

Source: Annual Reports of Naga Hanuman Solvent Oils Private Limited from 2006-07 to 2015-2016.

Calculated value of Chi-Square for Net Profit Margin = 20.8. Calculated value is greater than critical Value at 5% level of Significance i.e., $20.8 > 16.919$. Hence, H_0 is rejected.

PROFITABILITY ANALYSIS WITH PROFITABILITY RATIOS RELATED TO INVESTMENT

Profitability ratios relating to investment are based on the assumption that an Enterprise should earn good profit on its investment.

Return on Assets (ROA)

Return on Assets Ratio has varied between -5.8 and 2.8 during the period of study. Return on Assets Ratio is less than 10 during all the years of the study and even negative during 2007 and 2015, which indicates that management should put efforts for better profitability management. It is found in the significance test that Return on Assets Ratio is not uniform during the period of study.

TABLE-4: RETURN ON ASSETS (ROA) (FIGURES IN LAKHS)

Years	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Net Profit	-38.0	29.0	25.4	15.6	57.5	33.1	111.2	79.6	-163.1	98.9
Average Total Assets	652.1	1152.7	1805.7	1725.6	2178.9	3130.2	3938.4	3783.3	4121.6	4343.0
ROA	-5.8	2.5	1.4	0.9	2.6	1.1	2.8	2.1	-4.0	2.3

Source: Annual Reports of Naga Hanuman Solvent Oils Private Limited from 2006-07 to 2015-2016.

Calculated value of Chi-Square for ROA = 136.8. Calculated value is greater than critical Value at 5% level of Significance i.e., $136.8 > 16.919$. Hence, H_{04} is rejected.

Return on Capital Employed (ROCE)

Return on capital employed has varied between 0.2 and 12.6 during the period of study. Return on Capital Employed is less than 20 during all years of the study, which indicates that management should put efforts for better profitability management. It is found in the significance test that Return on capital employed is uniform during the period of study.

TABLE-5: RETURN ON CAPITAL EMPLOYED (ROCE) (FIGURES IN LAKHS)

Years	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
EBIT	17.1	144.8	161.5	183.1	219	248.3	342.1	350.3	9.5	367.5
Average Total Capital	652.1	1152.7	1805.7	1725.6	2178.9	3130.2	3938.4	3783.3	4121.6	4343.0
ROCE	2.6	12.6	8.9	10.6	10.1	7.9	8.7	9.3	0.2	8.5

Source: Annual Reports of Naga Hanuman Solvent Oils Private Limited from 2006-07 to 2015-2016.

Calculated value of Chi-Square for ROCE = 15.8. Calculated value is less than critical Value at 5% level of Significance i.e., $15.8 < 16.919$. Hence, H_{05} is accepted.

Return on Share Holders' Equity (ROSE)

Return on Shareholders' Equity has varied between -38.0 and 29.0 during the period of study. Return on Shareholders' Equity is greater than 10 during 2008, 2011, 2013, 2014 and 2016, which is good for owners. It is less than 10 during other years and even negative during 2007 and 2015. This is not good for owners. Management should put efforts for better profitability management. There are wide fluctuations in this variable during the period of study. Hence, Return on Shareholders' Equity is not uniform during the period of study.

TABLE-6: RETURN ON SHARE HOLDERS' EQUITY (ROSE) (FIGURES IN LAKHS)

Years	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Net Profit	-38.0	29.0	25.4	15.6	57.5	33.1	111.2	79.6	-163.1	98.9
Average Share Holders' Equity	100	100	469.1	478.7	565.8	598.8	710	786.9	622.5	721.4
ROSE	-38.0	29.0	5.4	3.3	10.2	5.5	15.7	10.1	-26.2	13.7

Source: Annual Reports of Naga Hanuman Solvent Oils Private Limited from 2006-07 to 2015-2016.

Calculated value of Chi-Square for ROSE = 1254.2. Calculated value is greater than critical Value at 5% level of Significance i.e., $1254.2 > 16.919$. Hence, H_{06} is rejected.

PROFITABILITY ANALYSIS WITH PROFITABILITY RATIOS RELATED TO EXPENSES

These ratios are based on the assumption that Enterprise should reduce its expenses in relation to sales.

Cost of Goods Sold Ratio

Cost of Goods Sold Ratio has varied between 91.1 and 94.8 during the period of study. Cost of goods sold ratio is very high during the study period. Management needs to put efforts for

reducing cost of production. It is found in the significance test that Cost of Goods Sold Ratio is uniform during the period of study.

TABLE-7: COST OF GOODS SOLD RATIO (FIGURES IN LAKHS)

Years	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Cost of Goods sold	3715.6	5789.7	7508.4	8516.4	10732.2	12695.4	15262.3	15644.0	16912.5	14744.6
Sales	3930.9	6279.6	8126.5	9044.7	11331.6	13930.7	16099.5	16672.4	17979.9	15672.3
Ratio	94.5	92.2	92.4	94.2	94.7	91.1	94.8	93.8	94.1	94.1

Source: Annual Reports of Naga Hanuman Solvent Oils Private Limited from 2006-07 to 2015-2016.

Calculated value of Chi-Square for Cost of Goods sold Ratio = 0.1. Calculated value is less than critical Value at 5% level of Significance i.e., $0.1 < 16.919$. Hence, H_{07} is accepted.

Operating Expenses Ratio

Operating Expenses Ratio has varied between 1.7 and 5.9 during the period of study. A relatively low Operating Expenses Ratio during the period of study is indicating that management is making good efforts to reduce Operating expenses. It is found in the significance test that Operating Expenses Ratio is uniform during the period of study.

TABLE-8: OPERATING EXPENSES RATIO (FIGURES IN LAKHS)

Years	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Operating Expenses	109.7	201.2	290.5	149.3	227.6	819.2	376.5	466.2	508.3	398.6
Sales	3930.9	6279.6	8126.5	9044.7	11331.6	13930.7	16099.5	16672.4	17979.9	15672.3
Ratio	2.8	3.2	3.6	1.7	2.0	5.9	2.3	2.8	2.8	2.5

Source: Annual Reports of Naga Hanuman Solvent Oils Private Limited from 2006-07 to 2015-2016.

Calculated value of Chi-Square for Operating Expenses Ratio = 4.2. Calculated value is less than critical Value at 5% level of Significance i.e., $4.2 < 16.919$. Hence, H_{08} is accepted.

Administrative Expenses Ratio

Administrative Expenses Ratio has varied between 1.3 and 4.4 during the period of study. A low Administrative Expenses Ratio is indicating that management is making good efforts in reducing Administrative expenses. It is found in the significance test that Administrative Expenses Ratio is uniform during the period of study.

TABLE-9: ADMINISTRATIVE EXPENSES RATIO (FIGURES IN LAKHS)

Years	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Administrative Expenses	82.3	152.9	223.7	113.5	170.7	614.4	286.1	358.9	386.3	298.9
Sales	3930.9	6279.6	8126.5	9044.7	11331.6	13930.7	16099.5	16672.4	17979.9	15672.3
Ratio	2.1	2.4	2.8	1.3	1.5	4.4	1.8	2.2	2.1	1.9

Source: Annual Reports of Naga Hanuman Solvent Oils Private Limited from 2006-07 to 2015-2016.

Calculated value of Chi-Square for Administrative Expensive Ratio = 3.0. Calculated value is less than critical Value at 5% level of Significance i.e., $3.0 < 16.919$. Hence, H_0 is accepted.

Selling Expenses Ratio

Selling Expenses Ratio has varied between 0.40 and 1.47 during the period of study. A low Selling Expenses Ratio is indicating that management is making good efforts in reducing selling expenses. It is found in the significance test that Selling Expenses Ratio is uniform during the period of study.

TABLE-10: SELLING EXPENSES RATIO (FIGURES IN LAKHS)

Years	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Selling Expenses	27.4	48.3	66.8	35.8	56.9	204.8	90.4	107.3	122	99.7
Sales	3930.9	6279.6	8126.5	9044.7	11331.6	13930.7	16099.5	16672.4	17979.9	15672.3
Ratio	0.70	0.77	0.82	0.40	0.50	1.47	0.56	0.64	0.68	0.64

Source: Annual Reports of Naga Hanuman Solvent Oils Private Limited from 2006-07 to 2015-2016.

Calculated value of Chi-Square for Selling Expenses Ratio = 1.1. Calculated value is less than critical Value at 5% level of Significance i.e., $1.1 < 16.919$. Hence, H_{10} is accepted.

Financial Expenses Ratio

Financial Expenses Ratio has varied between 1.2 and 1.7 during the period of study. A low Financial Expenses Ratio is indicating that management is making good efforts in reducing financial expenses. It is found in the significance test that Financial Expenses Ratio is uniform during the period of study.

TABLE-11: FINANCIAL EXPENSES RATIO (FIGURES IN LAKHS)

Years	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Financial Expenses	55.1	105.9	111.4	157	143	184.6	195.7	250.2	250.5	219.8
Sales	3930.9	6279.6	8126.5	9044.7	11331.6	13930.7	16099.5	16672.4	17979.9	15672.3
Ratio	1.4	1.7	1.4	1.7	1.3	1.3	1.2	1.5	1.4	1.4

Source: Annual Reports of Naga Hanuman Solvent Oils Private Limited from 2006-07 to 2015-2016.

Calculated value of Chi-Square for Financial Expenses Ratio = 0.2. Calculated value is less than critical Value at 5% level of Significance i.e., $0.2 < 16.919$, Hence, H_{11} is Accepted.

CONCLUSION

Gross Profit Margin, Operating Profit Margin, Return on Capital Employed Ratio, Cost of Goods sold Ratio, Operating Expenses Ratio, Administrative Expenses Ratio, selling expenses ratio and Financial expenses Ratio are uniform during the period of study. Net Profit Margin, Return on Assets Ratio and Return on Share holder's Equity Ratio are not uniform during the period of study. Gross Profit Margin and Operating Profit Margin are very low during the entire study period. Net Profit Margin is very low during the period of study and even negative during 2007 and 2015. This is due to high cost of production. Management should put efforts for reducing cost of production. Return on Assets ratio and Return on capital employed ratio are low during the entire study period. Return on Shareholders' Equity is greater than 10 during 2008, 2011, 2013, 2014 and 2016, which is good for owners. It is less than 10 during other years and even negative during 2007 and 2015. This is not good for owners. Management should put efforts for better profitability management. Management is making good efforts in reducing administrative, selling and financial expenses.

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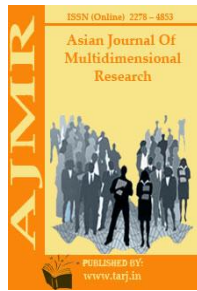
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**AN EMPIRICAL STUDY ON FACTORS AFFECTING SERVICE
QUALITY PERCEPTIONS AND ITS IMPACT ON CUSTOMER
SATISFACTION IN HOME FINANCE COMPANIES**

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ABSTRACT

Service quality and its factors are important and used frequently in understanding the quality dimensions of business enterprises. Majority of the customers concentrate on service quality of services rendered to them. Now firms should concentrate more on the service quality in order to attract new customers and also to retain existing customers. The major focus area of this study is the measurement of service quality in home finance companies which ponders on various parameters that can be implemented for measurement of customer satisfaction and result in upgrading the service quality delivery of the home finance companies. The study has been undertaken with regard to the following objectives are whether to know the annual income, gender, age and educational qualifications affect the factors of service quality perceptions, to know about the relationship between the factors of service quality perception and customer satisfaction, and to understand impact of factors of service quality perception on customer satisfaction. This study uses descriptive research design and the number of respondents taken for this study is 100 customers who had taken loan or used services in home finance companies. This study concludes on a note that service quality perceptions impacts customer satisfaction and there are four factors (swiftness of response, organisational culture & work ethics, mutual trust, effective coordination) which will influence the customer satisfaction in an organisation.

KEYWORDS: *Service quality, Customer satisfaction, service quality perception, swiftness of response, organisational culture.*

INTRODUCTION

Financial Institutions are immensely important as they portray stability role in the economic development of a country. The main aspects of financial institutions are to facilitate and accept the deposits and transfer those deposits into lending actions either directly or through capital markets. (Gurusamy, 2008) Most of the home finance companies understand the customer according to capital deficits and capital surpluses in order to get connected. The major issues of banking industry in India i.e. issues of service quality, customer retention and customer satisfaction. Service quality is an important ingredient in achieving customer satisfaction and building brand loyalty in banking sector. (Keerthe & Vijayalaksmi, 2009)

Indian Banking Industry & Service Quality

The challenges in the banking industry are new advancement in technologies, lot of competitors, uncertainties in economic, more demanding customers and changes in organisation climate. Banking is a sector that deals in particularly with customer services which may induce a radical shift in the market. Understanding and providing better services to the customers is the success of banking industry and home finance companies. Hence, the effectiveness and efficiency is a common term used for success of banking industries with customer satisfaction as a key area to focus. Service is an invisible thing which is indispensable from the person who extends it. An efficient or effective service is one which is extended appropriately by identifying and understanding the needs of the individual customer from time to time. Customer service is a dynamic interactive process which needs continuous improvement. With the advancement of information technology and communication system, the whole world has been reduced to a global village. (Gordon E and Natarajan K. (2013))

Importance of Service Quality in HFC

The customer service strategy checklist, in order to review the businesses according to increased competition, highly educated consumers and increase in standard of living has been used frequently to force many businesses to follow and anticipate quality outcomes. Several business firms are focusing on strengthening their existing customers than new customers because of cost in acquiring new customer is more than cost in retaining existing customers. Davidow and Vital (1989), in their study explored that the strategic benefits of quality always contribute to return on investment and market share. The outcome of the study maximizes the customer satisfaction through service quality perceptions understood as ‘the ultimate weapon’.

Impact of Service Quality in HFC on the Customers Satisfaction:

In service sector firms, service quality and its factors are important and used frequently in understanding the quality dimensions of a business enterprises. Majority of the customers concentrate on service quality of services rendered to them. Now firms should concentrate more on the service quality in order to attract new customers and also to retain existing customers. Quality in service is also interrelated to other behavioural outcomes of the customers. This study encompasses various service quality perceptions factors like swiftness of response, organisational culture and work ethics, relationship managers’ response, mutual trust, motivational levels, self-dignity given by Parasuraman et al, 1988.

Customer perception on Service Quality in Banking sector: with Special Reference to HFC

A study done on the perception of service quality in the banking sector explored the customer

loyalty and the reputation as important factors in service quality perception. Further the study helped in understanding and defining various strategies to achieve effectiveness, efficiency, and customer satisfaction (Zeithaml V et al, 1993).

OBJECTIVES

The study has been undertaken with regard to the following objectives:

1. To know whether the annual income, gender, age and educational qualifications affect the factors of service quality perceptions.
2. To know about the relationship between the factors of service quality perception and customer satisfaction.
3. To understand impact of factors of service quality perception on customer satisfaction.

HYPOTHESES FOR THE STUDY

The main hypotheses that have been set for the study are:

1. There is no significant difference between male and female with regard to factors of service quality perceptions
2. There is no significant difference between age group with regard to factors of service quality perceptions.
3. There is no significant difference between Annual income and with regard to factors of service quality perceptions.
4. There is no significant difference between educational qualification and with regard to factors of service quality perceptions.
5. There is no significant relationship between factors of service quality perceptions and customer satisfaction.
6. The factors of service quality perception do not significantly explain the variance in customer satisfaction.

SCOPE OF THE STUDY

The study encompasses service quality perception of customers located in Chennai. The study covers customers who took loans from home finance companies. The customers belong to various professions, various places, of both genders, with varied income groups and varied age groups.

RESEARCH METHODOLOGY

This study adopts descriptive research design and simple random sampling. The data was collected using questionnaire and so primary data was found to be used in this research. The samples customers who took loans from home finance companies. The sample size of the study is 100 and simple random sampling is used as sampling method. The data was then analysed using SPSS and the following tests were employed: 1) T – Test, 2) ANOVA and 3) Co-relation and 4) Multiple regression analysis.

DATA ANALYSIS AND INTERPRENTATION

H₁: Null hypothesis: - There is no significant difference between male and female with regard to factors of service quality perceptions

Alternate Hypothesis: - There is significant difference between male and female with regard to factors of service quality perceptions

T-test for significant difference between male and female with regard to factors of service quality perceptions

Factors of Service quality perceptions	Male	Female	t-value	p-value
	MEAN (S.D.)	MEAN (S.D.)		
Swiftness of response	3.24 (1.52)	2.83 (1.37)	1.37	0.15
Organizational Culture and Work Ethic.	3.27 (1.51)	3.23 (1.49)	0.12	0.85
Relationship manager approach	3.34 (1.44)	3.19 (1.43)	0.52	0.83
Mutual trust	3.20 (1.42)	3.54 (1.25)	-1.24	0.42
Effective co-ordination	3.25 (1.44)	3.54 (1.25)	0.97	0.89
Self dignity	3.25 (1.31)	2.97 (1.37)	1.04	0.92
Motivation	3.39 (1.43)	3.36 (1.54)	0.13	0.40
Overall factors of Service quality perceptions	22.98 (4.11)	22.69 (3.61)	0.37	0.70

Inference: - There is no significant difference between male and female with respect to factors of service quality perceptions. Since p-values is greater than 0.05. Hence, the null hypothesis is accepted at 5% level with regard to factors of service quality perceptions

H2: Null hypothesis: There is no significant difference between age group with regard to factors of service quality perceptions.

ANOVA for significant difference among age group with regard to factors of service quality perceptions

	18-29	30-39	40-55	>55	Total	F- Value	Sig.
	MEAN (S.D.)	MEAN (S.D.)	MEAN (S.D.)	MEAN (S.D.)	MEAN (S.D.)		
Swiftness of response	2.91 (1.59)	2.97 (1.42)	3.08 (1.50)	4.33 (0.81)	3.07 (1.47)	1.653	0.18
Organizational Culture and Work Ethic.	2.95 (1.55)	3.42 (1.51)	3.12 (1.39)	3.66 (1.75)	3.26 (1.50)	.709	0.54
Relationship manager approach	3.13 (1.32)	3.51 (1.38)	3.08 (1.58)	2.83 (1.72)	3.28 (1.43)	0.82	0.001**
Mutual trust	3.34 (1.49)	3.34 (1.32)	3.29 (1.33)	3.66 (1.50)	3.35 (1.35)	0.12	0.94

Effective co-ordination	3.56 (1.61)	3.51 (1.47)	3.00 (1.35)	3.16 (1.16)	3.38 (1.46)	0.82	0.48
Self dignity	3.56 (1.34)	3.06 (1.40)	2.87 (1.26)	3.16 (0.98)	3.14 (1.34)	1.13	0.33
Motivation	3.04 (1.42)	3.19 (1.43)	3.87 (1.56)	4.16 (0.98)	3.38 (1.47)	2.20	0.003**
Overall factors of Service quality perceptions	22.86 (3.89)	21.59 (4.19)	23.70 (3.13)	21.90 (3.41)	26.15 (3.86)	5.89	0.001**

Inference: Since p-value is less than 0.001, the null hypothesis is rejected at 1% level with regard to factors like relationship manager approach, motivation and, overall factors of service quality perceptions of customers; hence, there is significant difference among age group with respect to factors like relationship manager approach, motivation and, overall factors of service quality perceptions of customers.

H3: There is no significant difference between Annual income with regard to factors of service quality perceptions

TABLE 2: ANOVA OF FACTORS OF SERVICE QUALITY PERCEPTIONS WITH RESPECT TO ANNUAL INCOME

	<2.5	2.5-4.5	4.5-6.0	>6	Total	F-Value	p-value
	MEAN (S.D.)	MEAN (S.D.)	MEAN (S.D.)	MEAN (S.D.)	MEAN (S.D.)		
Swiftness of response	2.91 (1.59)	2.97 (1.42)	3.08 (1.50)	4.33 (0.81)	3.07 (1.47)	1.653	.182
Organizational Culture and Work Ethic.	2.95 (1.55)	3.42 (1.51)	3.12 (1.39)	3.66 (1.75)	3.26 (1.50)	.709	.549
Relationship manager approach	3.13 (1.32)	3.51 (1.38)	3.08 (1.58)	2.83 (1.72)	3.28 (1.43)	.826	.482
Mutual trust	3.34 (1.49)	3.34 (1.32)	3.29 (1.33)	3.66 (1.50)	3.35 (1.35)	.121	.948
Effective co-ordination	3.56 (1.61)	3.51 (1.47)	3.00 (1.35)	3.16 (1.16)	3.38 (1.46)	.827	.482
Self dignity	3.56 (1.34)	3.06 (1.40)	2.87 (1.26)	3.16 (0.98)	3.14 (1.34)	1.139	.337
Motivation	3.04 (1.42)	3.19 (1.43)	3.87 (1.56)	4.16 (0.98)	3.38 (1.47)	2.200	.093

There is no significant difference between annual income with respect to factors of service quality perceptions. Since p-values is greater than 0.05. Hence, the null hypothesis is accepted at 5% level with regard to factors of service quality perceptions

H4: There is no significant difference between educational qualifications with regard to factors of service quality perceptions.

TABLE 3: ANOVA OF PERCEPTIONS OF SERVICE QUALITY AND SERVICE QUALITY GAPS WITH RESPECT TO EDUCATIONAL QUALIFICATION

	Sch dr	Diploma	UG	PG	Total	F-Value	p-value
	MEAN (S.D.)	MEAN (S.D.)	MEAN (S.D.)	MEAN (S.D.)	MEAN (S.D.)		
Swiftness of response	2.72 (1.50)	2.82 (1.6)	3.48(1.35)	3.38 (1.32)	3.07 (1.47)	1.821	.148
Organizational Culture and Work Ethic.	3.27 (1.51)	3.29 (1.55)	3.16 (1.51)	3.33 (1.40)	3.26 (1.50)	.056	.983
Relationship manager approach	3.24 (1.38)	2.58 (1.22)	3.60 (1.50)	3.52 (1.53)	3.28 (1.43)	1.997	.120
Mutual trust	3.51 (1.46)	3.23 (1.03)	3.48 (1.35)	3.00 (1.41)	3.35 (1.35)	.754	.523
Effective co-ordination	3.40 (1.48)	3.47 (1.12)	3.72 (1.42)	2.85 (1.65)	3.38 (1.46)	1.388	.251
Self dignity	3.24 (1.44)	2.94 (1.19)	3.08 (1.35)	3.19 (1.32)	3.14 (1.34)	.219	.883
Motivation	3.51 (1.38)	3.29 (1.72)	3.00 (1.52)	3.66 (1.35)	3.38 (1.47)	.935	.427

Since all the values assessments based on perceptions of service quality and service quality gaps are greater than 0.05, there is found to be a significant difference between educational qualification and with regard to factors of service quality perceptions.

Test whether there is significant relationship between overall factors of service quality perceptions.

	CS	SR	OC	RMA	MT	EC	SD	ML
CS	1							
SR	0.29**	1						
OC	0.02	0.01	1					
RMA	0.05	0.03	0.03	1				
MT	0.24*	0.12	0.00	0.12	1			
EC	0.01	0.16	0.03	0.16	0.10	1		
SD	0.10	0.21	0.12	0.19	0.04	0.16	1	
ML	0.07	0.57	0.03	0.08	0.02	0.03	0.03	1

Note: - ** Denotes significant at 1% level, * denotes significant at 5% level. CS-Customer satisfaction SR- Swiftness of response, OC-Organisational culture, RMA- Relationship manager's approach, MT- Mutual trust, EC- Effective coordination, SD- self-dignity, ML-motivational level.

Inference: Correlation coefficient between customer satisfaction and swiftness of response is 0.29 which indicates a positive relation between customer satisfaction and swiftness of response and is significant at 1%. Correlation coefficient between customer satisfaction and mutual trust is 0.24 which indicates of a positive relation between customer satisfaction and mutual trust and is significant at 5%.

H6: The factors of service quality perception do not significantly explain the variance in customer satisfaction.

TABLE: MULTIPLE REGRESSION ANALYSIS ON FACTORS OF SERVICE QUALITY PERCEPTIONS AND CUSTOMER SATISFACTION.

Variables	Unstandardize d Coefficient(B)	SE of B	Standardized Coefficient(B)	t- value	p-value
Constant	4.431	0.846		5.239	0.000**
Swiftness of response	0.246	0.134	0.256	1.833	0.030*
Organizational Culture and Work Ethic.	0.283	0.139	0.283	2.033	0.040*
Relationship manager approach	0.018	0.153	0.017	0.116	0.908
Mutual trust	0.348	0.147	0.354	2.360	0.020*
Effective co-ordination	.327	0.131	0.305	2.490	0.015*
Self dignity	0.197	0.141	0.202	1.403	0.164

Multiple R value: 0.147, R-Squared value: 0.294, F-value: 2.256, p-value: 0.036*
Note: - ** Denotes significant at 1% level, * denotes significant at 5% level.

Inference: The multiple R is simple correlation between actual and predicted value of the dependent variable (Customer satisfaction), R^2 means co-variance of determination which indicates, percentage of extraction of 6 independent variables that is 0.294. Hence, 29.4% of variance in customer satisfaction is explained by the factors swiftness of response of employers, Organisational culture and work ethics followed in company, mutual trust and effective coordination.

INTERPRETATION ON FACTORS OF SERVICE QUALITY PERCEPTIONS AND ITS IMPACT ON CUSTOMER SATISFACTION

Service quality gaps exist in the organization when there is a difference in the perceptions on various dimensions of service such as promptness, swiftness etc. Such gaps have been identified on the basis of the data interpreted above using SPSS analysis. These gaps are discussed in this Chapter.

- (1) It is observed that the customer satisfaction is independent of the annual income of the applicant. Hence it is concluded that there is no considerable variation in the service quality as perceived by applicants who come from different economic strata of the society.
- (2) It is observed that the customer satisfaction is independent of the educational qualification of the customer. It is hence noted that service quality remains the same across customers who have different qualifications and HFC has succeeded in giving uniform service to even the uneducated customer by making him /her understand all the aspects of the loan.

- (3) It is observed that the factors of service quality perception in regard to age group, the relationship manager approach and motivations factors are mostly significant among the other factors of service quality perceptions. In relationship manager approach, age group 30-39 perceive better relationship manager approach than other age group, so above 55 and 40-55 age groups must be focused more often by the relationship manager.
- (4) It is observed that there is positive relationship between the factors of service quality perception and customer satisfaction. There is 58 % positive relation between customer satisfaction and swiftness of response and 48 % positive relationship between customer satisfaction and mutual trust. This indicates that swiftness of response and mutual trust are the two factors among service quality perception which are significant for customers towards taking a loan in home finance companies.
- (5) In this research on service quality perceptions, the most effective factor is swiftness of response, organizational culture & work ethics, mutual trust, effective coordination. These factors will be important for companies to understand their customers in view of service quality perceptions and customer satisfaction. The companies must focus more on building good organizational culture and work ethics because this factor impacts customer satisfaction. For a customer to take a loan from home finance companies, swiftness of response by organization, mutual trust, organizational culture and work ethics are the factors which are mostly observed by customers. Hence, the companies must focus on these factors and include for other areas of organization for efficiency and effectiveness.

SUGGESTIONS

Identifying the Root Cause:

The major root cause for service quality perception is various service dimensions ranging from swiftness of response, levels of co-ordination, levels of assurance and mutual trust etc.

Periodical Assessment of Customer Satisfaction at Various Stages of the Loan:

The Level of customer satisfaction can be measured periodically at various stages of the execution of the loan by integrating such stages with customer ratings on services provided:

1. The customer may be asked to rate the quality of service in the initial stages of approach by mentioning the same in loan application forms. This can be used to assess the relationship manager's approach towards the customer and factors like friendliness etc can be measured at this point. Secondly, the customer may be asked to rate the quality of service when the loan is approved. At this point factors like swiftness of service delivery etc can be measured. Thirdly, this stage is to rate the quality of service upon signing of the loan agreement. Factors like clarity in organizational policies, levels of reassurance regarding the various parameters of the loan, clarity in communication, level of mutual trust etc can be measured. Lastly, in this stage the customer may be asked to rate the quality of service in every stage wise disbursement of the loan amount. At this juncture the aspects like levels of co-ordination, promptness of service delivery etc can be measured.
2. This study is on eight factors of service quality perceptions and its impact on customer satisfaction, there has been only four factors which have significant impact on customer satisfaction, these four factors are swiftness of response, organizational culture, mutual trust and effective coordination. Swiftness of response is the important significant factor that

impact customer satisfaction; home finance companies must understand rapidness in giving responses to customer because this is the factor which had impacted customer satisfaction.

3. Home finance companies and banks must ensure that organizational culture and work ethics must adapt feasibility and friendly environment in order to create a strong customer satisfaction because in this study organizational culture and work ethics significantly impacts customer satisfaction.
4. Mutual trust is the major factor in service quality perceptions that emphasizes on trustworthiness among the customer and employees. According this study mutual trust had significant impact on customer satisfaction. Thus, home finance companies must ponder on establishing trustworthiness and creating an environment of reliable employees.
5. Home finance companies and banks must understand and ensure that there is effective coordination between the employees of the organization in giving loans and delivery of the services to the customer.

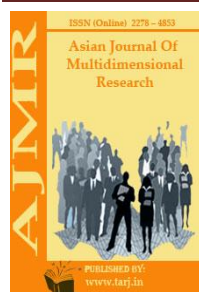
The customers may be asked to rate the quality of service as they go on with the payments of EMI, this can be done once in every six months. HFC also has the habit of updating the customers towards the end of every financial year about the loan parameters, this practice can also be used to assess the level of customer satisfaction.

CONCLUSIONS

This study concludes on a note that service quality perceptions impacts customer satisfaction and there are four factors (swiftness of response, organisational culture & work ethics, mutual trust, effective coordination) which will influence the customer satisfaction in an organisation. Further research on these factors can enhance greater insights and ultimately increase the customer satisfaction in home finance organisations.

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OUT OF POCKET EXPENDITURE AND SOURCE OF FUNDING FOR THE MATERNAL AND NEONATAL HEALTH CARE IN DINDORI DISTRICT, MP

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ABSTRACT

Background: Under the National Rural Health Mission (NRHM), Janani Suraksha Yojana (JSY) was launched in 2005 as a conditional cash transfer scheme. It was replaced by Janani Shishu Suraksha Karyakram (JSSK) in 2012, to reduce the out of pocket (OOP) expenditure incurred during the delivery by individuals. The present study aims to estimate the average OOP expenditure for the health-seeking behavior and neonatal health care services in the district of Dindori, Madhya Pradesh. And, to study the source of funding and coverage of JSSK on maternal & child health care services. **Methods:** This study used primary data collected using a structured interview scheduled from the eight villages of two different blocks of Dindori district of Madhya Pradesh with having highest and lowest institutional delivery. Univariate and Bivariate analysis has been done to fulfill the objective of the study using software STATA version 13. **Results:** Average expenditure on ante natal care was INR 281. The mean expenditure for delivery was around INR 544. The mean expenditure during post natal care was INR 811 with most of the expenditure INR 629 share was on medicine. Average expenditure on child health was INR 927. The money spent for delivery and complications were from three major sources are from government scheme, through savings, and through borrowing money from others with or without interest. **Conclusion:** From the study, it was found that after completion

of almost six years of JSSK, one of the very ambitious programs of Government of India which target to reduce OOP to nil, is not fully successful till date.

KEYWORDS: *Out of Pocket Expenditure; Maternal Health; Neonatal Health.*

INTRODUCTION

Background

India has been trying to advance towards universal health coverage by upgrading its health services through different initiatives, such as by the formation of National Health Mission (NHM). As maternal and child health, has been a big issue within health care in India, to maximize the effect on that specific segment, Government of India introduced the National Maternal Benefit Scheme (NMBS) in 1995 to provide financial security. This scheme has been modified to Janani Suraksha Yojana (JSY) in 2005 under the National Rural Health Mission (NRHM) (GOI 2005). The objective was to increase institutional delivery to reduce maternal and neonatal mortality and ensure safe motherhood. This initiative has been implemented in all states with a special emphasis on low performing states. JSY was available to pregnant women who belonged to below poverty line in the initial period, but it has now been changed to a graded system which is different in rural and urban areas and in high or low performing state.

To provide continuum of care, a new scheme has been launched known as Janani Shishu Suraksha Karyakram (JSSK) in 2011 by the Government of India (GOI 2011). This new scheme is to provide financial coverage not only to mother but also to neonate and eliminate or reduce Out of Pocket expenditure (OOPE). This scheme provides cashless service in all states and the services ranges from free delivery for normal and caesarian section, drugs, diagnostics, diet, blood transfusion, transportation, referral, dropping home after delivery for mother, and free drugs, treatment and transportation for treatment of the child up to first 30 days after birth. With JSY scheme the proportion of institutional delivery has increased from 20 percent to 49 percent between 2005- 2010 in nine major states of India. But still, it is doubtful whether it reaches the real needy or not. Majority of the beneficiaries of JSY scheme are from medium income quintile rather than the lowest, possibly because of education level of the mother, awareness about the scheme, religion and cultural belief of the community, and differential availability of infrastructure across different places.

Madhya Pradesh is one among the eight low performing states of India regarding health. Madhya Pradesh stands far behind the national picture in the matter of infrastructure need and its real availability. With the increase in external funding from central government and international funding agencies, the budget from Government of Madhya Pradesh has been declining. Within state government budget the distribution among primary, secondary and tertiary sector is not proportionate in comparison to the national average. Very high administrative expenditure from the state budget causes low funding for real service provision. In recent years, the development of infrastructures like beds, buildings, and equipment has improved but disproportionately regarding need and hence are unable to address the factors regarding equity-like poverty, livelihood, water and sanitation, agriculture, and irrigation. In Madhya Pradesh, throughout health sectors, the burden of out of pocket expenditure is high which is also true for maternal health, specifically in child delivery. Within the state of Madhya Pradesh JSY scheme was launched in June 2006 in all districts and the institutional delivery had increased from 51.8 percent in 2006 to 76 percent in 2012. JSSK was launched in November 2011 to provide

financial security to mother and neonates in all the districts. Along with the central government level initiatives Madhya Pradesh state government also has taken initiatives and started two schemes for health care. The first one is “Vijayaraje Janani Kalyan Bima Yojana” launched in June 2003 by Ministry of Public Health and Family Welfare, Madhya Pradesh to reduce the MMR by encouraging institutional deliveries (Mishra, 2008). The second one is “Prasav Hetu Parivahan Evam Upchar Yojana” launched in 2005 by Government of Madhya Pradesh to reduce the IMR and MMR. The scheme provides for payment of Rs. 300/ to pregnant women and 200/ to the person who has motivated the women for institutional delivery (Kumar and Singh, 2017).

Many programs at the national level and state level has launched and running in India for the maternal and child health care. One of the biggest one is National Rural Health Mission which was renamed as National Health Mission (NHM) to implement both area rural as well urban. Under the NRHM, Janani Suraksha Yojana (JSY) was launched in 2005 as a conditional cash transfer scheme. This was replaced by Janani Shishu Suraksha Yojana in 2012, to reduce the out of pocket expenditure incurred during the delivery by individuals. This is the time when JSY is completing its 10 and half year, and JSSK its 6th year, it will be relevant at this juncture to study the extent to which these schemes help reduce out of pocket health expenditure and eliminate catastrophic health expenditure of the BPL family in Dindori, Madhya Pradesh. The present study aims to estimate the average out of pocket expenditure for the health-seeking behavior and neonatal health care services in the district of Dindori, Madhya Pradesh. And, to study the source of funding and coverage of JSSK on maternal & child health care services.

METHODS

Respondent were selected by multistage sampling method from the eight villages of two different blocks of Dindori district of Madhya Pradesh with having highest and lowest institutional delivery. The information about institutional delivery has taken from Health Management Information System (HMIS) for district and blocks, while for PHCs it has taken from Community Health Centre (CHC) of each block selected from sampling procedure. And list of women has taken from Aganwadi as well from ASHA of the village. The population of the district was 672206 as per 2011 census and 123399 and 86577 for Shahpura and Samnapur blocks respectively. The sample size for the study has been calculated using the formula.

$$N = \frac{(1.96)^2 * r * (1-r) * deff}{(Rp)^2 * Rr * Hs * Pc}$$

$$N = \frac{(1.96)^2 * 0.85 * (1-0.85) * 1.1}{(0.2)^2 * 0.1 * 5 * 0.254}$$

$$N = 146$$

Where

r = Institutional delivery rate=85%

Rp = Relative Precision= 0.2

Rr= Anticipated Response rate = 10%

Hs = Household Size = 5

Deff= desing effect = 1.1

Pc = Percentage of target population = 25.4%

Z 1- $\alpha/2$ = 1.96

So, rounding up to 150 women from eight different villages of Dindori district will be taken for the study.

Data collection was done within the time-period of 5th January 2017 to 31st January 2017 by the primary investigator at the residence of the study respondent. Data were collected using a structured interview scheduled. The information on socio economic details (Age, education, occupation, and income), maternal care services (ANC, place of delivery, PNC), child health care services (treatment and immunization) and perception about JSSK were collected. Out of Pocket Expenditure incurred during pregnancy, delivery & post-delivery care and neonatal care was collected. Under every possible head i.e. expenditure on registration, doctor's fees, medicines, test, transportation, food, and wages lost was recorded individually whenever respondent could report otherwise lump sum amount was recorded. Enough care was taken to ensure the privacy and confidentiality of the respondents and their households. Data collection was carried out only after obtaining written informed consent. Interviews were mostly done at the residence of the respondents. Special care has been taken during data collection in case of any emotional trauma due to any abnormal outcome of the health event like still birth as suggested by the Ethical committee. All the women had included in the study, who had delivered a baby between 1st January 2016 to 31st December 2016. 132 cases have found out of which 126 has interviewed, and five were not available in house at the time of interview.

The time taken for the interview was approximately 45-50 minutes per respondents. The interview scheduled was divided into 10 sections; Section 3-8 dealt with ANC details, Delivery details, PNC details, Child care details, Expenditure and Source of Fundings. Data entry was done in CSPro version 6.3 software and analysis was done in STATA version 13. The Out of Pocket Expenditure was expressed in terms of mean within 95% Confidence Interval.

RESULTS

Out of Pocket Expenditure during ANC and delivery

It is seen that 35% respondents spent money on ANC. However, the average expenditure on ANC was INR 281 (Figure 1, Table 1). The average OOPE for doctor's/nurse fee was INR 42 and INR 41 for transportation during the pregnancy period for Antenatal Care, while it is four times higher for purchasing medicine. Table 1 showed that the major OOPE in public health facility was incurred in medicine (INR 116) followed by transportation and doctor's fee. However, in private health facility, it is also the major expenditure was incurred in medicine followed by doctor's fee and transportation. Indirect OOPE such as wages lost during the Antenatal Care was negligible.

The mean expenditure for delivery was around INR 544. At the institution, average expenditure was INR 561 and INR 452 at home separately. 49.1% respondent had expenditure during delivery for medical and non-medical. The most of the expenditure was on food (INR 188) followed by expenditure on medicine (INR 133). The mean expenditure due to wage lost was INR 63 and expenditure on transportation was INR 59 during the delivery, while expenditure on gift or bakshis was INR 66 (Figure 2). The mean expenditure at home on doctor's fee was INR 170, while expenditure on medicine was INR 105 whereas expenditure on other things such celebrating rituals or gift was INR 167.5. The most of the share of expenditure was for doctor's fee and other expenditure at home (figure 3).

The average expenditure on ANC by age of respondent was high among the less than 25-year age, but for delivery, the average expenditure was high among the more than 25-years age. At the education level, literate women spent more than non-literate during ANC. whereas among the caste, women from other caste (SC, OBC, general) spent higher than scheduled tribe women during both period, and women from non-holder of BPL card spent more money. As expected women, who had complications much more higher proportion than others during the ANC as well as during delivery. Women who used Janani Express to avail the ANC services and treatment from health facility had almost zero expenditure, whereas others had spent with mean INR 287 during ANC. However, during delivery, women who had used Janani Express had (INR 270) about four times lower mean expenditure than the other women who had (INR 434) not used Janani Express to reach health facility. Women whose delivery took place at health institution had spent slightly more money on ANC while whose delivery was at home had high expenditure during the delivery with mean expenditure INR 277 (Table 2).

Out of Pocket Expenditure during Postnatal care

The mean expenditure during PNC was INR 811 with most of the expenditure INR 629 share was on medicine followed by doctor's fee (INR 628) and on others i.e. admission fee, other physical examinations, blood test, etc. (INR 140.3) (Figure 4). The average expenditure on maternal health was INR 940 with major contributor as medicine with expenditure INR 353 followed by transportation (INR 188) and doctor's fee (INR 130) (Table 1).

Out of Pocket Expenditure on Child Health Care

The average expenditure on doctor's fee for child health was INR 259, whereas the average expenditure on purchasing medicine was INR 526 and expenditure on other things including blood test, diagnostics test, physical test, admission fee, and fee for vaccinations was INR 188. Among the non-medical expenditure, expenditure on transportation was INR 77 and expenditure due to loss of wages or salary for accompanying sick infant for treatment at health facility was INR 39. Overall the average OOPE on child health was INR 927. Considering the share of expenditure item-wise, the share of mean expenditure on medicine was 12-times higher than the wages lost for accompanying and almost double than mean expenditure on doctor's fee. Expenditure on transportation sharing was 7% of the total expenditure on child, whereas the mean expenditure on other things was 17% of the total expenditure on child health (Table 3).

Table 4 presents the OOPE on child health by background characteristics. The average expenditure spent by women of more than 25-years old on their child health was INR 1024. Whereas it was INR 896 among the less than 25-years old. Literate women had spent higher than non-literate women with mean expenditure INR 931 on their child health, whereas women from other caste (SC, OBC, general) had spent higher than scheduled tribe women on child health and BPL card holder had spent lower than non-holder of BPL card with mean expenditure INR 958. However, women whose child had any complications had spent much more than others with mean expenditure INR 927.

SOURCE OF FUNDING

Financing through government schemes:

Janani Suraksha Yojana (JSY) is a central government scheme through which households get 1400 INR immediately or after few weeks of delivery through cash, cheque or in a bank account. The condition for this is institutional delivery. Table 5, gives the information on the proportion

of households benefited from this scheme. From the table, it is seen that more 64% household were benefited from the JSY while rest were delayed or not benefited yet.

Other Source of Funding:

After getting money from the scheme, subjects were spending remaining money from either saving or through borrowing from neighborhood or creditors with some interest rate. As described in table 5.

OOPE after considering reimbursement:

Table 6 present the average expenditure without considering reimbursement from JSY and after considering reimbursement from JSY. The average OOPE without considering JSY reimbursement among the more than 25-year age group was higher with mean expenditure INR 1195 than, the less than 25-year age group having mean expenditure INR 849. At the education level, the OOPE among the literate was INR 1025, more than the non-literate (INR 578). Whereas, among the “Scheduled Tribe” the OOPE was INR 760, which was almost half of the other. The OOPE was found lower among the BPL card holder as compare to non-holder. The overall without considering reimbursement from JSY the average OOPE was INR 940. After considering reimbursement, the average OOPE among the less than 25-years age group was INR 311 and INR 827 among the upper age group. Women from other caste had spent five times higher than scheduled tribe’s women.

DISCUSSION

From the study, it was found that after completion of almost five years of JSSK, one of the very ambitious programs of Government of India which target to reduce OOP to nil, is not fully successful till date. Thanks to the conditional cash transfer schemes due to which not only the OOP Expenditure but the financial concern among the household have also reduced substantially. All the households incurred some amount of out of pocket expenditure at the place of delivery. Even after getting direct monetary benefit from the scheme, more than. The average expenditure on maternal health care was INR 940 and INR 927 for child health care. The average expenditure at different point of time such as ANC care, delivery care, and PNC care for the mother was different with increasing each time. The money spent on delivery and complications were from three major sources are from government scheme, through savings, and through borrowing money from others with or without interest. Janani Suraksha Yojana (JSY) is a central government scheme through which mothers get 1400 INR immediately or after few weeks of delivery through cash, cheque or in a bank account. The condition for this is institutional delivery. Figure 6 gives the information on the proportion of respondents benefited from this scheme. It was found that 79% had benefited from the JSY while rest was not received yet. After getting money from the scheme, subjects were spending remaining money from either saving or through borrowing from neighborhood or creditors with some interest rate. After reducing the reimbursed money from total expenditure, we found that 50% of average OOPE on maternal healthcare was reduced. It was also found that women from other caste had more prone to spend money on their health instead of taking free facility from the health facilities.

Despite both state and central government expenditure, cash transfer and voucher schemes, external donor funding, health equity funds, maternity benefits, community health insurance schemes, and policies of free maternity care, free drugs distribution scheme, it seems that households often still should pay out of pocket, whether formally or informally, buy their own

medicines and bring their own equipment's. Particularly in the maternal and neonatal healthcare, it is even more significant. Different international studies show that OOP expenditure is high for maternal and neonatal health in Bangladesh, Cambodia, Madagascar, Ghana, Pakistan, China.

The expenditure for delivery in Bangladesh was around 32 USD for normal delivery and 117 USD in caesarian delivery in 1998 which was increased to 42 USD in normal delivery within private healthcare facilities and 29 USD in public health care facilities and 136 USD for caesarian section in private healthcare facilities and 99 USD in public health care facilities in the year 2012-2013 (Nahar and Costello, 1998). In Madagascar, in the year 2011 study shows the out of pocket expenditure for caesarian section delivery was 139 USD in public healthcare facilities (Honda, Randaoharison and Matsui, 2011). Similarly, in neighboring countries like China, the expenditure was 200-1000 Yuan for normal delivery in public hospital and caesarian delivery up-to 8000-10000 Yuan in 2007 (Wang, Xu T and Xu J, 2007). (1 USD=7.5 Yuan at current conversion value, 2007)

In India, various studies show out of pocket expenditure is high for maternal and neonatal health. According to DLHS-3, the mean OOP expenditure for institutional delivery was USD 44 for India and USD 30 for Odisha in 2007-08. The range is from USD 17 in Chhattisgarh to USD 149 in Kerala [DLHS-3]. This is for institutional delivery only as per DLHS 3 data (2007-08). Using same source of data another study found that within Empowered Action Groups (EAG) states cost of delivery was 5948 ± 6804 INR whereas in Madhya Pradesh it was 5381 ± 8829 INR (Mohanty and Srivastava, 2012).

The most and big limitation of the study was a sample size of the study. Initially, it was calculated based on some expected OOPE, but the actual number of respondents were found less so only 126 respondents were interviewed from 132 women. Remaining 6 women went somewhere else or were refused. The study can't be generalized for the whole state or for all type of socio-economic status, but it may be representative of the scheduled caste populations of another district as well as lower income group of having similar characteristics. Data for household income has not been examined in depth because of the time and resource constraint. Due to recall bias for information associated with expenditure, the values are nearly rounded, so the exact amount could not be detected. The data collection was done by a primary investigator, so inter-investigator biases were eliminated. This study was done for OOP expenditure after 6 years of launching JSSK scheme, which may indirectly contribute to assessing the impact of the JSSK scheme.

CONCLUSION

Instead of implementation of JSSK scheme, out of pocket expenditure for maternal and child health care has found significantly high, whereas most of them were due to the high cost of drugs, food for accompanied person during delivery and doctor's/nurses fee as well as the lack of information about the schemes among the women. But after considering cash incentive from JSY (which is still functioning, instead of replacing by JSSK in 2011 centrally) the average OOPE for maternal health care has reduced almost half of the average OOPE incurred by women during childbearing process.

Abbreviations

NRHM: National Rural Health Mission

JSY: Janani Suraksha Yojana

OOPE: Out of Pocket Expenditure

JSSK: Janani Shishu Suraksha Karyakram

INR: Indian Rupees

ANC: Ante Natal Care

PNC: Post Natal Care

NMBS: National Maternal Benefit Scheme

USD: United States Dollar

DLHS: District Level Household Survey

EAG: Empowered Action Group

NHM: National Health Mission

Ethics approval and consent to participate

Ethical approval from International Institute for Population Sciences, Mumbai is taken. All the participations were informed about study.

Consent to publish

Not Applicable

Availability of data and materials

The datasets used during the current study are available from the corresponding author upon reasonable request.

Competing interests

The authors declare that they have no competing interests.

Funding

No funding is provided.

Authors' Contributions

BK collected data and done write up. DC analyzed the data.

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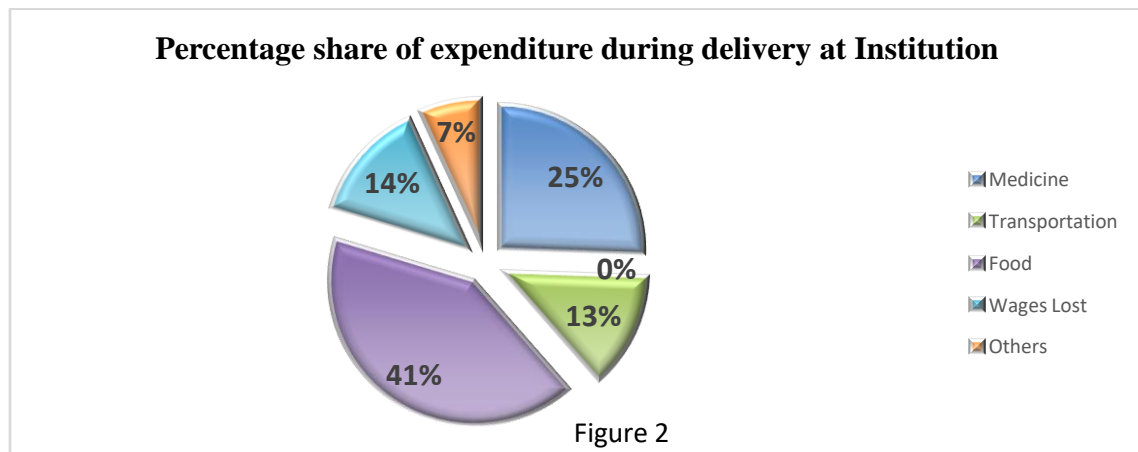
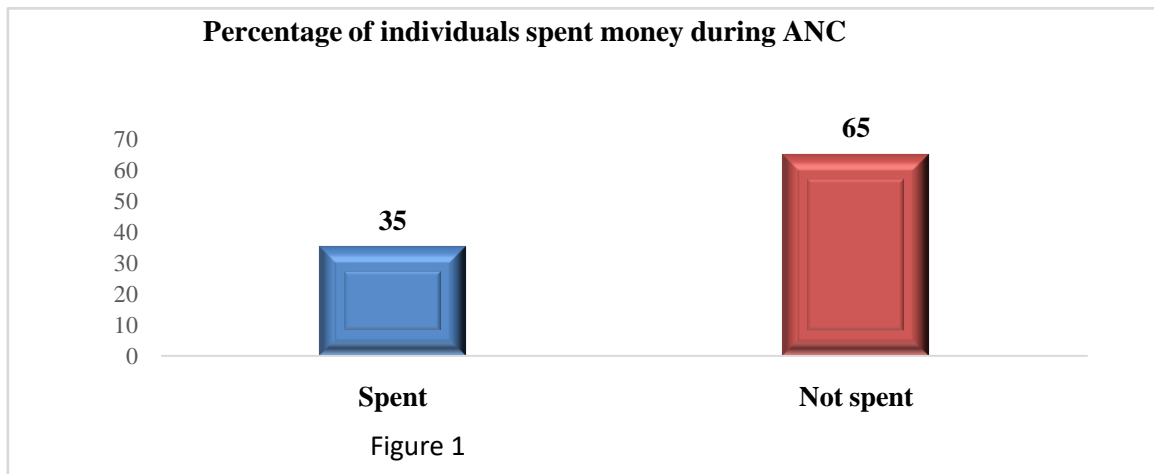
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FIGURES AND TABLES



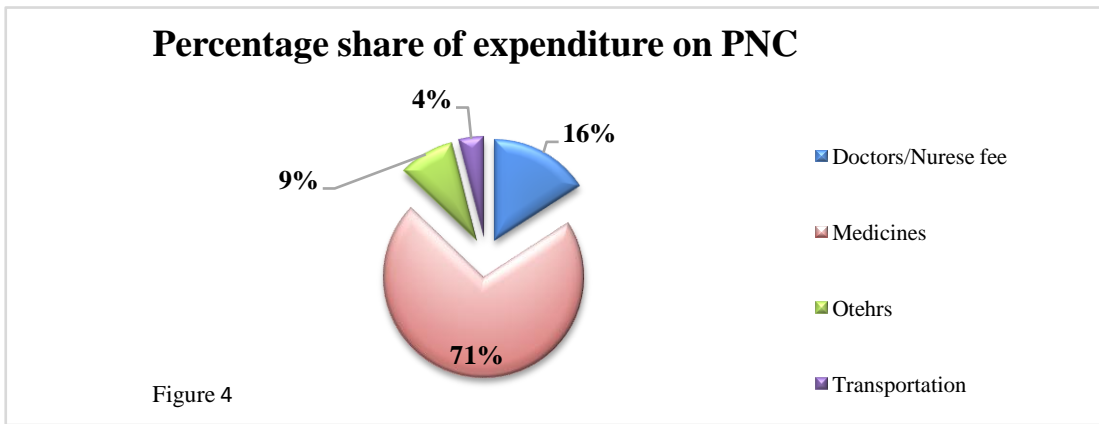
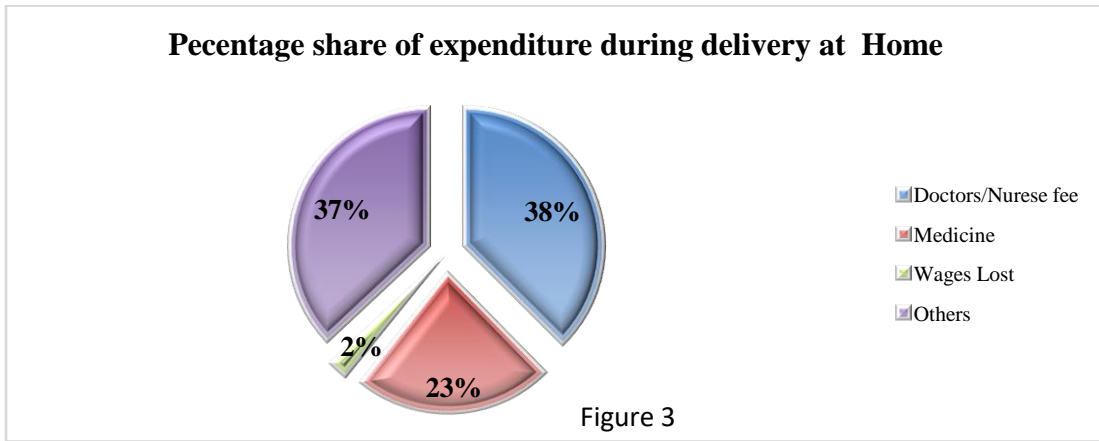


TABLE 1: TOTAL OUT OF POCKET EXPENDITURE DURING ANC, DELIVERY AND PNC ITEM-WISE

Variables	ANC		Delivery		PNC		Total	
	Mea n	95% CI	Mea n	95% CI	Mea n	95% CI	Mea n	95% CI
Doctors/Nurse fee	42	12.6 - 86.1	35	15 - 55	140.3	79.8 - 200.8	130	72.7 - 188.1
Medicines	181	37.7 - 323.3	133	12 - 254	628.9	463.2 - 794.6	353	196.6 - 509.5
Transportation	41	20 - 62	59	11 - 108	35	17.7 - 52.2	106	52 - 159
Food	0	0 - 0	188	76 - 300	0	0 - 0	188	76 - 300
Wages lost	16	6 - 24	63	34 - 93	0	0 - 0	78	43.5 - 112
Others	0	0 - 0	66	31 - 100	78.6	0 - 179.9	85	42.8 - 126.7
Total	281	228 - 421.5	544	276 - 796	811	599.3 - 1023.6	940	610.8 - 1269.8

TABLE 2: DISTRIBUTION OF OUT OF POCKET EXPENDITURE DURING ANC AND DELIVERY BY BACKGROUND CHARACTERISTICS (N=126)

Characteristics	ANC		Delivery	
	Mean	95% CI	Mean	95% CI
Age				
<25	129	67.8 - 190.3	255	141 - 369
>25	115	35.6 - 195.8	617	239 - 994
Education				
Non-literate	64	21 - 106	188	30 - 346
Literate	140	80 - 200	386	231 - 541
Caste				
Others	171	67.6 - 275	517	187 - 847
ST	109	52.8 - 165.8	292	157.8 - 427
BPL card				
No	127	58 - 194	509	242 - 776
Yes	125	55 - 194	243	120.8 - 365.7
Had Complications				
Yes	306	172 - 439.5	1015	515- 1513
No	48	16 - 79	171	101.8 - 240
Transportation				
Janani Express	3		270	112 - 428
Others	287	101 - 473	434	111.6 - 756
Place of delivery				
Home	100	0 - 226	452	277 - 628
Institution	130	76 - 184	329	177.9 - 480.6

TABLE 3: AVERAGE EXPENDITURE ON CHILD HEALTH (N=49)

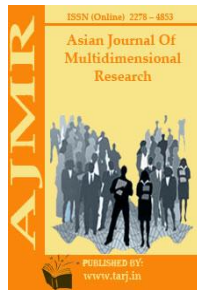
Items	Mean	95% CI
Doctors/Nurse fee	259	16 - 502
Medicine	526	447 - 605
Transportation	77	50 - 103
Wages lost	39	7 - 71
Others	188	160 - 216
Total	927	769 - 1085

Characteristics	Child Health	
	Mean	95% CI
Age		
<25	896	737 - 1054
>25	1024	544 - 1505
Education		
Non-literate	905	414 - 1396
Literate	931	757 - 1105
Caste		
Others	958	607 - 1309
ST	919	733 - 1104
BPL card		
No	966	612 - 1318
Yes	907	736 - 1078
Total	927	769 - 1085

Source of Funding	N	%
Received cash incentive under JSY	81	64.3
Not yet received	45	35.7
Source of expenditure		
Saving	81	64.3
Borrowing	10	7.9
Both (Saving + Borrowing)	35	27.8

	Without considering JSY Reimbursement		After considering JSY Reimbursement	
	Mean	95% CI	Mean	95% CI
Age				
<25	849	455 - 1243	311	0 - 779
>25	1195	579 - 1812	827	90 - 1563
Education				
Non-literate	578	106 - 1049	0	0-0
Literate	1025	632 - 1418	590	118 - 1061
Caste				
Others	1446	568 - 2324	1069	34 - 2104
ST	760	436 - 1085	229	0 - 626
BPL card				

No	983	555 - 1411	399	0 - 899
Yes	912	436 - 1387	471	0 - 1051
Place of delivery				
Home	814	513 - 1113	0	0-0
Institutional	964	575 - 1353	577	98 - 1055
Total	940	610 - 1269	441	49 - 833



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**“FINANCIAL APPRAISAL OF CEMENT INDUSTRY IN INDIA –
A COMPARATIVE STUDY OF ULTRA TECH CEMENT & J.K.
CEMENT”**

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ABSTRACT

Being the 3rd largest economy in the world, Indian economy, is going to touch new heights in the coming years. Indian Cement Industry will play a significant role in the economic development of the country. The cement industry in India is one of the oldest sectors in India. The industry is driven by the immense growth in the housing sector, the infrastructure development, and construction of transportation systems. Average cement prices are expected to rise by 6% year-on-year (YoY) and 7% on quarter-on-quarter (QoQ) basis across the country despite volume decline in the southern and central regions, a report said. The present research has been aimed at appraising the financial health of cement Industry in general and of the sampled units in particular. The units selected for the present study are Pioneer in their field. Financial management and Accounting techniques have been used. Data is collected from the published financial reports of the company. The major conclusion drawn is that both the companies are using earnings to maximize shareholder's wealth as the market price of both the units under study has increased to a great extent. The inferences drawn from the report could be of immense help to investors.

KEYWORDS: *Cement Industry, Financial Appraisal, Accounting techniques, Shareholders wealth, investors.*

INTRODUCTION

The cement industry is very prominent sector in India. Basically, the industry comes under the large scale industry segment. Globally, India is the second largest cement producing country. The cement industry in our country has a pivotal role in the overall growth of the economy. Apart from contributing GDP, the industry provides employment opportunity for the millions of job seekers.

The real estate, construction, and infrastructure sectors are booming in India. Additionally, the government initiatives of the development of 98 smart cities are expected to provide a major boost to the sector.

Basically, the housing sector is the biggest demand driver of cement. The sector accounts for about 67% of the total consumption in India. The other major consumers of cement include infrastructure at 13%, commercial construction at 11% and industrial construction at 9%.

As far as the production is concerned, the industry is growing at 5 to 6 %. However, the industry is highly dominated by few large companies. Basically, the top 10 cement companies account for the more than 50% of the total production.

India is the second largest producer of cement in the world, providing employment to more than a million people, directly or indirectly. Ever since it was deregulated in 1982, the Indian cement industry has attracted huge investments, both from Indian as well as foreign investors.

India has a lot of potential for development in the infrastructure and construction sector and the cement sector is expected to largely benefit from it. The recent development of 98 smart cities are expected to provide a major boost to the sector.

Expecting such developments in the country and aided by suitable government foreign policies, several foreign players such as Lafarge-Holcim, Heidelberg Cement, and Vicat have invested in the country in the recent past. A significant factor which aids the growth of this sector is the ready availability of the raw materials for making cement, such as limestone and coal.

According to a HDFC Securities report, for the June 2017 ended quarter, prices have increased in most of the regions, which is expected to boost strong numbers for the cement companies

1. UltraTech Cement – ‘The Engineer’s Choice’ (Establishment: 1987 :Headquarter: Mumbai)

UltraTech Cement was incorporated in 2000 as Larsen & Toubro Cement. Later it was demerged and acquired by Grasim and was renamed as UltraTech Cement in 2004. Today UltraTech Cement, an Aditya Birla Group Company and a 60.3% subsidiary of Grasim, is the largest domestic cement player in the country and the 8th largest in the world. UltraTech Cement is the India’s largest and amongst the World’s top cements manufacturers. The company has the presence in five countries. The total operation includes 11 integrated plants, one white cement plant, one clinkerisation plant, 15 grinding units, two rail and three coastal terminals, and 101 ready mix concrete (RMC) plants. Additionally, the company is the largest clinker exporter in India.

2 .J. K. Cement (Establishment: 1975 :Headquarter: Kanpur)

J. K. Cement Company is extensively in the manufacturing and distribution of cement as well as cement based products. The company was founded by LalaKamlapatSinghania. Actually, the company has the annual production capacity of 600,000 tons and 700,000 tons respectively in India. Part of the JK Group, JK Cement commenced cement operations in 1975 in the state of Rajasthan. Today, JK Cement is a major cement player in Northern India with cement manufacturing capacity of 7.5 mtpa. The Company is the second largest manufacturer of white cement and wall putty in India. While company sells grey cement mostly in the northern India market, the white cement is exported to countries like South Africa, Nigeria, Singapore, Bahrain, Bangladesh, Sri Lanka, Kenya, Tanzania, UAE and Nepal, apart from domestic sales. The company has sufficient high quality limestone reserves to meets its requirements for grey and white cement for about 4 decades.

OBJECTIVES OF FINANCIAL APPRAISAL

- Ø Financial Statement Analysis is an indispensable part of interpretation of result revealed by the financial statement.
- Ø It provides decision makers with crucial financial information and points out the grey areas which require investigation.
- Ø Analysis of financial statements involves application of arithmetic operations but its interpretation is a complex matter.
- Ø Financial statements may be analyzed to serve many purposes such as Profitability Analysis, Liquidity Analysis, Solvency Analysis and comparison.

OBJECTIVES OF THE STUDY

The present research has been aimed at appraising the financial health of Cement Industry in general and of the sampled units in particular. The study aims at focusing on the following:

- Ø To study the Financial Health of the Cement Industry in India.
- Ø To study the performance level of working capital management.
- Ø To what extent the sampled units are contributing to their shareholders' wealth.
- Ø To assess the earning management position of the sampled units.

RESEARCH METHODOLOGY

The study is based on secondary data.

- The data have been compiled from the annual reports of the respective companies, various websites, etc.
- Financial management and Accounting techniques have been used in furthering the study.

REVIEW OF LITERATURE

Jayant sSathaye (2005) the study revealed that, the Indian cement industry has grown rapidly over the past few decades and there have been significant investments in new cement kilns and associated production equipment. This has led to a situation where India's cement industry in made up of both world's most energy-inefficient plants as well as the world's best practice facilities. The challenge for the Indian cement industry is to modernize or phase out the older,

inefficient plants while acquiring the best possible cement production technology as production inevitably expands in the coming decades

Kaura, M. N and Bala Subramanian (1979) analyzed ten cement units during the period of study 1972 to 1977. The financial performance of the selected cement companies evidenced by Profitability, Liquidity and capital structure ratios has declined. The non availability of funds has affected the modernization of plants and periodic rehabilitation of the kilns. The profitability and liquidity position in many cement companies have been affected adversely because of the problems in supply of raw materials, transport and power.

LIMITATIONS

- This study is based on the secondary data from published reports of various journals articles for the cement industry during 2013-2017
- Problems of aggregation, missing data and differences in the same data collected from different sources are found in data collection. Care was taken to minimize the errors arising from those problems.
- The period of study marks a period of adjustments by the industry to the new business environment. How far the industry has succeeded in achieving growth and sustaining it, is studied with the secondary data it has to be recognized in generalizing the findings.
- There are also limitations of the tools of analysis used, the choice of trend equations and methods of estimation and figures stated. These limitations are minimized and explicitly stated wherever needed.

Analysis & Interpretation

A ratio is an arithmetical relationship between two figures. Financial ratio analysis is a study of ratios between various items or groups of items in financial statements. Ratios can be worked out to verify the profitability, liquidity, solvency, leverage, valuation and turnover of the firm. With the help of ratios we have compare these two leading cement companies.

Current Ratio

A liquidity ratio is a ratio that measures a company's ability to pay short-term obligations. The higher the current ratio, the more capable the company is of paying its obligations. >2 is Good, < 2 is Not Good

Inference-In Table-1 we can see that as compared to Ultra Tech, JK cement is in good position to pay its short term obligation. Although JK cement is having current ratio less than 2 but they maintain it. In case of Ultra tech there is fluctuation in ratio but average of both the companies are almost equal, but the standard deviation of JK cement is lesser to mean it indicates that the data is normal.

Quick Ratio

The quick ratio measures a company's ability to meet its short-term obligations with its most liquid assets. For this reason, the ratio excludes inventories from current assets. >1 is Good, < 1 is Not Good

Inference-Table -2 indicates that as compared to Ultra tech, JK cement is consistent in meeting its short term obligation. Although JK cement is having liquid ratio less than 1. In case of Ultra

tech there is fluctuation in ratio but average of Ultra tech cement is more i.e. .9 than JK cement .762 but the standard deviation of JK cement is lesser to mean it indicates that the data is normal which is good.

Dividend Yield (%)

A financial ratio that shows how much a company pays out in dividends each year relative to its share price. The dividend yield is calculated as annual dividends per share divided by market price per share. > 1.5 is fair enough, < 1.5 is slightly less.

A reduction in dividends paid is not appreciated by investors and usually the stock price moves down as this could point towards difficult times ahead for the company. On the other hand a stable dividend payout ratio indicates a solid dividend policy by the company's management.

Inference- Table 3 indicates that as compared to JK cement, Ultra tech cement is consistent in paying out dividend. There is fluctuation in the case of JK cement, as we can see that compared to previous years it falls down to 10.77. In both the cases they are more than ideal ratio 1.5. This is good.

Interest Coverage Ratio (x)

It is used to determine how easily a company can pay interest on outstanding debt. It is calculated by dividing a company's EBIT by the interest expenses. >2 is Good, <2 is Not Good

Inference- Table 4 indicates Interest coverage ratio of both companies. Ultra tech is in a better position than JK cement to pay interest on outstanding debts.

Debt Equity Ratio (x)

Financial leverage of a company can calculate by dividing its total liabilities by stockholders equity. The debt/equity ratio also depends on the industry in which the company operates. <2 is fine, > 2 is

Inference- Table 5 shows the Debt equity ratio of both the companies. They both are able to maintain the ideal ratio, which is less than 2. In comparison Ultra tech is in a better position than JK cement as we can see standard deviation is also very less than mean.

Return on the Asset (%)

An indicator of how efficient management is at using its assets to generate earnings. Calculated by dividing a company's annual earnings by its total assets. > 5% is Good, < 5% is Not Good

Inference- From the Table 6 we can say Ultra tech is using its assets efficiently as its ratio is above the ideal ratio of 5% whereas JK cement are not able to use it efficiently. In between 2013 to 2017 they were nearly 2-3%.

Return on the Equity (%)

Also called Return on net worth, it measures a company's profitability by revealing how much profit a company generates with the money shareholders have invested, it is calculated by dividing the net profit after tax by shareholder's fund for high growth companies you should expect a higher ROE. > 18% is Good < 18% is Not Good.

Inference- Table.7 indicates Return on equity % of both companies. Both fail in maintaining ROE > 18. In comparison Ultra tech is consistent than JK cement. Although there is a fall of ROE % as it was 17.43% in 2013 which down to 10.97 % in case of Ultra tech.. JK cement is having too much fluctuation.

FINDINGS & CONCLUSION

Ultra Tech cement shows good position in most of the ratios which is good sign for the company and will enjoy rapid growth. Ultra tech cement has more number of strong points than J.K. cement

The efficiency of a firm depends upon the working operations of the concern. Profit earning is considered essential for survival of the business. Both long term and short term solvency ratios prove the solvency position and efficiency of the selected companies. The financial positions of the selected cement companies are satisfactory.

The cement industry in our country has a pivotal role in the overall growth of the economy. Apart from contributing GDP, the industry provides employment opportunity for the millions of job seekers. The real estate, construction, and infrastructure sectors are booming in India. Additionally, the government initiatives of the development of 98 smart cities are expected to provide a major boost to the sector. Basically, the housing sector is the biggest demand driver of cement. The sector accounts for about 67% of the total consumption in India. The other major consumers of cement include infrastructure at 13%, commercial construction at 11% and industrial construction at 9%. As far as the production is concerned, and the industry is growing at 5 to 6 %. However, the industry is highly dominated by a few large companies. Basically, the top 10 cement companies account for the more than 50% of the total production. Ultra tech cement and J.K. cement are one of them.

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TABLE NO.1

Year	Ultra Tech Cement	JK Cement
Mar 17	1.55	1.19
Mar 16	0.82	1.29
Mar 15	0.90	1.22
Mar 14	1.57	1.32
Mar 13	1.25	1.15
Average	1.218	1.234
Standard Deviation	0.351667	0.070214

Source- Annual report of Ultra Tech Cement and JK Cement

TABLE NO.2

Year	Ultra Tech Cement	JK Cement
Mar 17	1.27	0.75
Mar 16	0.60	0.89
Mar 15	0.59	0.77
Mar 14	1.16	0.77
Mar 13	0.88	0.63
Average	0.9	0.762
Standard Deviation	0.31265	0.092304

Source- Annual report of Ultra Tech Cement and JK Cement

TABLE NO.3

Year	Ultra Tech Cement (%)	JK Cement (%)
Mar 17	9.92	10.77
Mar 16	11.98	27.54
Mar 15	12.26	17.82
Mar 14	11.50	21.62
Mar 13	9.29	19.46
Average	10.99	19.442
Standard Deviation	1.31225	6.085969

Source- Annual report of Ultra Tech Cement and JK Cement

TABLE NO.4

Year	Ultra Tech Cement	JK Cement
Mar 17	7.63	2.29
Mar 16	7.05	1.53
Mar 15	6.27	1.73
Mar 14	9.70	1.89
Mar 13	19.24	3.44
Average	9.978	2.176
Standard Deviation	5.331451	0.759724

Source- Annual report of Ultra Tech Cement and JK Cement

TABLE NO.5

Year	Ultra Tech Cement	JK Cement
Mar 17	0.22	1.29
Mar 16	0.23	1.46
Mar 15	0.35	1.47
Mar 14	0.28	1.42
Mar 13	0.29	0.78
Average	0.274	1.284
Standard Deviation	0.052249	0.29074

Source- Annual report of Ultra Tech Cement and JK Cement

TABLE NO.6

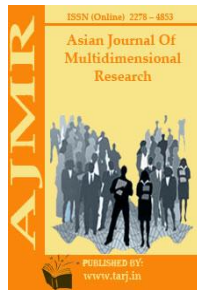
Year	Ultra Tech Cement (%)	JK Cement (%)
Mar 17	6.68	4.44
Mar 16	5.74	1.78
Mar 15	5.72	2.93
Mar 14	7.20	1.90
Mar 13	9.68	5.98
Average	7.004	3.406
Standard Deviation	1.624094	1.791167

Source- Annual report of Ultra Tech Cement and JK Cement

TABLE NO.7

Year	Ultra Tech Cement (%)	JK Cement (%)
Mar 17	10.97	13.51
Mar 16	10.48	5.92
Mar 15	10.68	9.53
Mar 14	12.54	6.28
Mar 13	17.43	15.88
Average	12.42	10.224
Standard Deviation	2.915827	4.397423

Source- Annual report of Ultra Tech Cement and JK Cement



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SOCIO-ECONOMIC CHANGES OF EXISTING VILLAGES OF NEW TOWN, KOLKATA

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ABSTRACT

Urban growth of a metropolitan city is a common phenomenon especially in a developing country like India. Urban growth creates pressure on the existing infrastructure of the main city and urban growth is also lead to haphazard expansion. In present-day development of satellite town is considered as the best solution to avoid such problems. Establishment of a satellite town along with all kind of amenities in an area leads to a transformation of the configuration of the whole area. Changes in the basic structure of an area will have some obvious impacts. This paper seeks to find out whether the development of satellite town determines any change of socioeconomic status of in and around villages of a satellite town. The study has been conducted in New Town, Kolkata which is developing since the 1990s and is a satellite town of Kolkata city. Thus, the transformation of socioeconomic status has been considered from the 1990s to present with secondary data.

KEYWORDS: *Demographic changes, Satellite town, Socio-economic changes, Urban Expansion.*

INTRODUCTION

Ministry of Housing and Urban Poverty Alleviation (MHUPA, 2016) reports that India shares about 11 percent of the world's urban population and it is expected to increase by 13 percent by the year 2030. Unprecedented urban growth of the cities of India will have an obvious impact not only by creating pressure on its existing infrastructure but also lead to the haphazard expansion. El-Shakhs (1983) addressed that overloading of city's capacity in rigid and inappropriate land use pattern hinders mobility, increase transport demand and increase the use of marginal land and ultimately increase the cost of repairing of environmental damage. Thus, uncontrolled urban growth has a reciprocal negative impact along with irreparable environmental cost. These problems remind the notion of Corbusier (1987) i.e. 'WE MUST BUILD IN THE OPEN' and geometrical layout on it will solve the problem of cities of tomorrow. Thus, many urban planners from an earlier time are emphasising on the development of new satellite town or New Town. A New town not only relieves congestion of large overcrowded cities by accommodating excess or "overspill" population, but also provide improved living conditions, employment opportunities of sufficient range to ensure economic stability and physical and cultural amenities (Edwards, 1964). Development of a new town in an area induces some visible transformation i.e. land use/cover change, development of buildings, and development of infrastructural facilities within the town. However, there are some other things too which may have changes i.e. socio-economic living of the people who are living on the area even before the development of that town. Socioeconomic changes of existing villages of a new town have been studied in New Town, Kolkata (NTK).

Study of the population changing aspects, related issues in the urban area are significant topics in urban studies. There are many works dealing with these topics with a diverse range of issues Breslaw, 1990; Batty and Kim, 1992; Ewing, 1994; Aguayo et al., 2007; Martinuzzi et al., 2007; Yadav and Bhagat, 2015). However there are also studies on different issues in satellite towns like Shaw, 1995; Shao, 2015; Sengupta, 2013 etc.. Though satellite towns have been studied from different angles but effect of these induced changes on the remaining villages need to be studied. Usually these villagers used to live differently as they had land and they could earn from agricultural activity. But induced plan implementation take their lands so it is necessary to see the magnitude of sosio-economic changes of existing villages of a satellite town. Here, New Town, Kolkata (NTK) have been selected as a case study.

NTK is located just outside the Kolkata Metropolitan Area or KMA (West Bengal Housing Infrastructure Development Company Ltd./WBHIDCO, 1999). The area is bounded by Salt Lake City at its western side, at the southern end there is a wide open space of East Kolkata Wetland and at the northern end, there is Netaji Subhas Chandra Bose International Airport. Geographically the area is extended between 22° 30' 11" N and 22° 38' 26" N latitude and 88° 26' 23" E and 88° 36' 01" E longitude. Administratively the area covers 60 *mouzas* under the police stations like Rajarhat and Airport of North 24 Parganas district; and Kolkata Leather Complex and Kashipur of South 24 Parganas district (WBHIDCO, Notification No. 228/HIDCO/PLNG/Plng Area/142/2A/2013, dated 27/02/2013). The whole area includes the area where WBHIDCO is implementing plan i.e. Project Area (PA) and also those where planning will be implemented in future i.e. Remaining of Planning Area (RPA). In this study changes of socioeconomic living of the villagers of PA has been taken into consideration. It is because people of these villages face the direct impact of the changes around their living premises.

The analysis is mainly based on the secondary data collected from different sources. Mean Composite Index (MCI) of different indicators has been calculated to get an overview. To calculate the Composite Index, the weighted value of each selected indicators has been obtained following the formula $WV = N \div M \times 100$ (Sharma and Tiwari, 2014). Here, WV expresses the weighted value of numbers in the series of indicators, wherein N denotes the number in the series and M stands for the maximum number in the series. After that, the mean of each Composite Index of the constituent villages has been calculated to obtain the MCI.

DETAILED BACKGROUND

Conceptualization of the project started during the 1990s. NTK is developing mainly to be a new Central Business Districts (CBD) to reduce the mounting pressure of the existing CBD of Kolkata and to increase housing stock supply by creating new residential units for people of different income levels (WBHIDCO, 2012). The area was low lying agricultural land. Environmental Impact Assessment report by WBHIDCO states that 68 percent of PA consists of agricultural land, and about 32 percent of lands are not available for cultivation and out of total agricultural land only 12.89 percent are irrigated and 87.11 percent unirrigated land (West Bengal Housing Board, 1999). The plan has been implemented in PA by dividing it into three Action Areas (AA), i.e. AAI, AAI and AAI cover about 3087 hectares. After plan implementation the areas come within the planned area are not considered as a village, rather the New Town Kolkata Development Authority (NKDA) as a substitute of the urban local body taking care of the area. Significantly, the plan of NTK has been implemented in PA in such a way so that human displacement can be avoided on a priority basis. Thus though agricultural lands, low land, vacant lands, even extra lands within housing premises have been acquired but dwellers are living there even after plan implementation. Thus there are certain patches of villages even within the PA. Though people are living within the PA of NTK, maximum people lost their land, lost their livelihood. These people are also getting benefits from surrounding NTK in terms of infrastructural benefits.

DEMOGRAPHIC CHANGES

Demographic changes of an area are considered as one of the most basic indicators to know the social living of an area. However, for this study demographic changes has been analysed with the help of a few indicators. These are population to the total population of respective block (in percent), population growth rate (in percent) and by population density of each village (Table 1). Population to the total population of the respective block is showing that among all Recjuani shared maximum in 1991 which is changed in 2011 and Sulangori shares maximum. The percentage share of the population to the total population of the respective block in maximum villages reduced from 1991. The population growth rate of Sulangori was maximum in 1991 and which has been changed and in 2011 Mahisgot have maximum growth rate. However, maximum population density was in Sulangori which remains highest in 2011 too but the population per sq. km. has changed tremendously i.e. from 4077 persons to 13983 persons per sq. km. It has been reported from the field survey that many of the villagers leave the village and shift somewhere else either by purchasing new land from the compensation money or by selling their homestead land to local promoters. Beside that, it has also been reported that Mahisgot, Jatragachhi, Thakdari, Kadampukur which are close to planned are got some in-migrants who used to work in the planned area and need a home at a low price. Thus there are many fluctuations of these indicators within the area. To note the overall change of demographic status MCI of each village has been compared for two years (Figure 1). It can be seen that Sulangori is dominant since

1991, though its prominence has been reduced. Mahisgot is has gained important drastically in 2011. However other villages have been showing a decreasing trend.

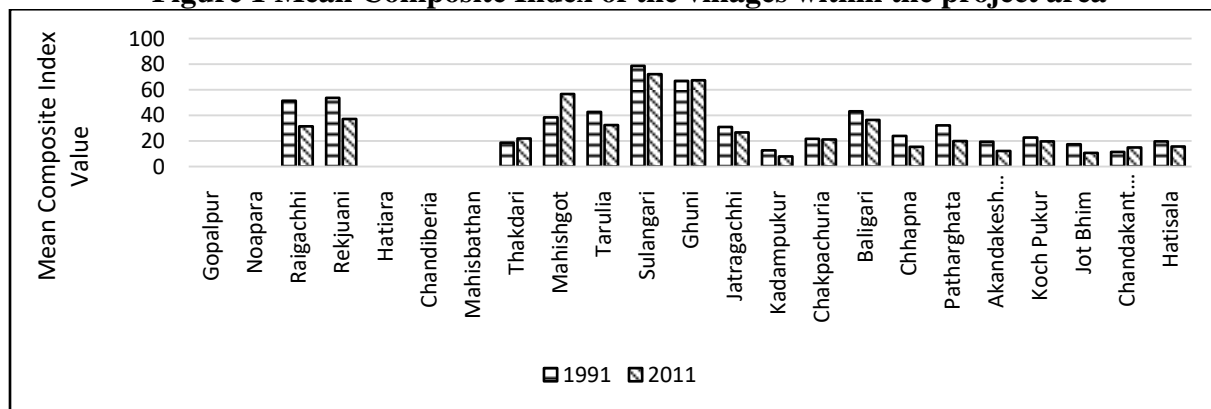
CHANGE OF LITERACY RATE

Literacy Rate (in percent) of the area has been considered (Figure 2). Here literacy rate includes percentage share of total literates to total the population (Excluding 0-6 Population) of the respective area. Interestingly, the literacy rate of all the villages of the area has been increased from 1991 to 2011. Mahisgot, Tarulia, Sulangori, Kadampukur shows maximum literacy rate in 2011. However, an increase in literacy rate is maximum in Chandakanthaberia and increases from 17.61 percent to 62.16 percent from 1991 to 2011 (Table 2). People of the area not only benefited by the government's educational plans but the area blessed with many schools, colleges and professional institutions. These all lead to increasing the overall literacy rate of the area.

CHANGE OF WORKING COMPOSITION

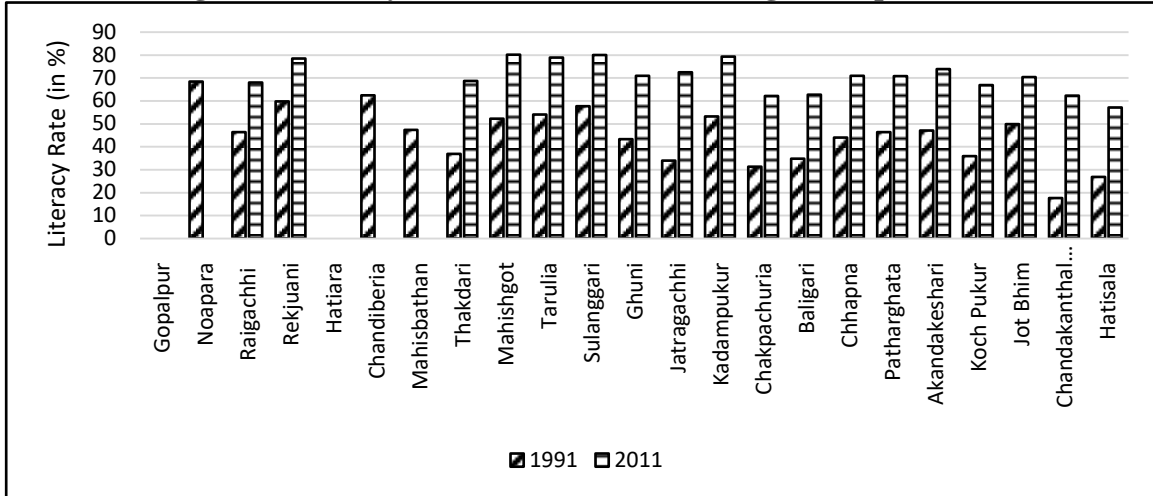
As mentioned above people lost their occupation because of agricultural land acquisition in the area. Nonetheless, percentage share of work participation rate is showing an increasing trend in the study area (Figure 3). Work participation rate considers the percentage of total workers to the total population of the respective villages. Interestingly work participation rate of all the villages has been increased from 1991 to 2011 (Table 2). It is maximum in Sulangori, followed by Ghuni, Jatragachhi and others. Primary field survey reveals that those who were engaged in land-based activities have to change their economic activity on the basis of their educational attainment, opportunities and feasibilities. Maximum people have to choose nonskilled work like as daily labour, security guard, or they purchase taxi or auto rickshaw by the compensation they have received and change their livelihood. Thus, the most important change is the change in economic activity in the area. It has been observed in the study area that previously in 1991 maximum people were engaged in the agricultural activity (Figure 4). In Chakpachuria, Kochpukur, Baligori, Chandakanthaberia maximum people were engaged in agricultural activity than non-agricultural activity in 1991. At the same time, maximum people of Raigachhi, Recjuani, Chandiberia and others were engaged in non-agricultural activity than agricultural activity. However, the picture changes in 2011 (Figure 5). It can be seen that maximum people are engaged in non-agricultural activity in almost all the villages except Hatisala and Chandakanthaberia.

Figure 1 Mean Composite Index of the villages within the project area



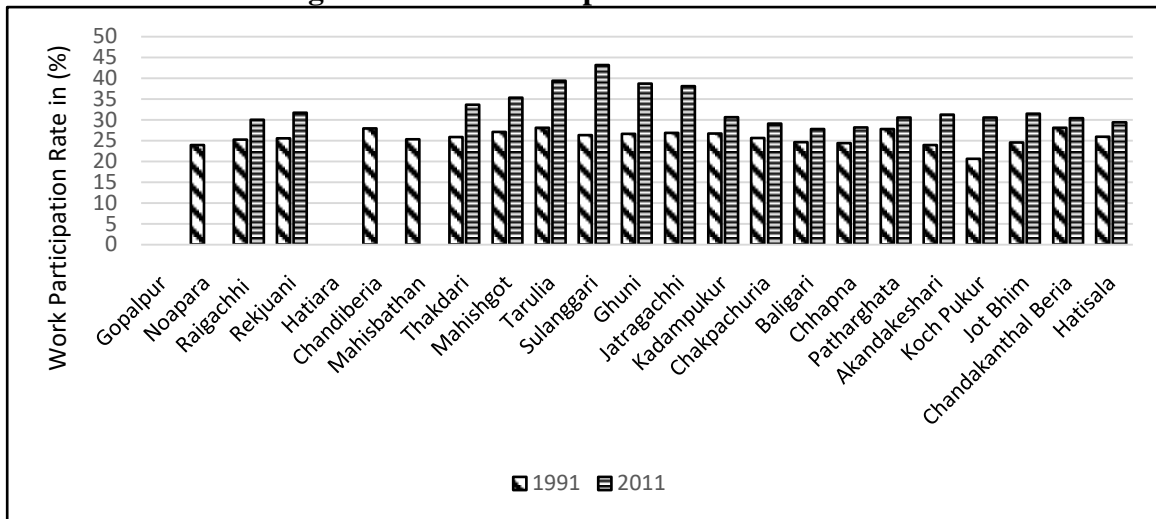
Source: Census of India 1991 and 2011

Figure 2 Literacy Rate in Percent (Excluding 0-6 Population)



Source: Census of India 1991 and 2011

Figure 3 Work Participation Rate in Percent



Source: Census of India 1991 and 2011

TABLE 1 CHANGING DEMOGRAPHIC STATUS OF THE VILLAGES WITHIN PROJECT AREA

C.D. Block/ Mouza	Population to the total population of the respective block in % (X)		Population Growth Rate (%) (Y)		Population Density per Square Kilometre (Z)		Weighted Value of						Composite Index X+Y+Z		Mean Composite Index		
	1991	2011	1991-01	2001-11	1991	2011	1991			2011			1991	2011	1991	2011	
							X ₁	Y ₁	Z ₁	X ₂	Y ₂	Z ₂					
Gopalp	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Noapar	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Raigachhi	3.71	4.34	37.8	22.53	3118	5265	44.37	33.37	76.48	33.986	22.47	37.65	154.22	94.11	51.41	31.37	
Recjuani	8.37	8.72	20.85	24.48	1743	2623	100.00	18.40	42.75	68.285	24.41	18.76	161.16	111.46	53.72	37.15	
Hatiara	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Chandiberia	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Mahisathan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Thakdari	3.00	2.24	-20.96	36.38	1574	1696	35.81	-18.50	38.61	17.54	36.28	12.13	55.91	65.95	18.64	21.98	
Mahishgot	1.75	3.8	56.76	100.28	1791	5624	20.91	50.10	43.93	29.76	100.00	40.22	114.94	169.98	38.31	56.66	
Tarulia	1.33	2.25	69.79	43.9	2070	5057	15.91	61.60	50.77	17.62	43.78	36.17	128.29	97.56	42.76	32.52	
Sulangori	2.99	7.11	113.29	60.8	4077	13983	35.76	100.00	100.00	55.68	60.63	100.00	235.76	216.31	78.59	72.10	
Ghuni	7.10	12.77	64.82	57.66	2398	6231	84.81	57.22	58.82	100.00	57.50	44.56	200.84	202.06	66.95	67.35	
Jatragachhi	3.24	3.63	20.31	34.62	1462	2368	38.66	17.93	35.86	28.43	34.52	16.93	92.45	79.88	30.82	26.63	
Kadamukur	1.62	1.04	13.12	7.2	1230	1145	19.33	11.58	30.17	8.14	7.18	8.19	37.92	23.51	12.64	7.84	
Chakpachuria	2.44	2.65	17.12	33.51	840	1314	29.20	15.11	20.60	20.75	33.42	9.40	64.91	63.57	21.64	21.19	
Baligarhi	2.00	2.21	8.55	46.76	4011	6390	23.92	7.55	98.38	17.31	46.63	45.70	129.85	109.63	43.28	36.54	

Chhapna	1.27	1.33	24.96	20.64	1393	2101	15.19	22.03	34.17	10.42	20.58	15.03	71.38	46.02	23.79	15.34
Pathar ghata	4.13	4.23	27.21	16.42	948	1404	49.33	24.02	23.25	33.12	16.37	10.04	96.60	59.54	32.20	19.85
Akandakeshari	2.25	1.5	14.52	12.44	1800	1730	26.92	12.82	44.15	11.75	12.41	12.37	58.25	36.52	19.42	12.17
Koch Pukur	0.50	0.75	18.78	32.48	1847	2907	5.97	16.58	45.30	5.87	32.39	20.79	67.85	59.05	22.62	19.68
Jot Bhim	0.42	0.05	14.7	17.96	1404	1899	4.97	12.98	34.44	0.39	17.91	13.58	52.38	31.88	17.46	10.63
Chandakanthalberia	0.24	1.54	23.26	28.15	437	691	2.81	20.53	10.72	12.06	28.07	4.94	34.06	45.07	11.35	15.02
Hatisala	0.68	1.24	32.96	26.96	887	1498	8.16	29.09	21.76	9.71	26.88	10.71	59.01	47.31	19.67	15.77

Source: Census of India, 1991 and 2011

Note: Data of the villages which have totally comes under NKDA is not available, thus left blank in the table

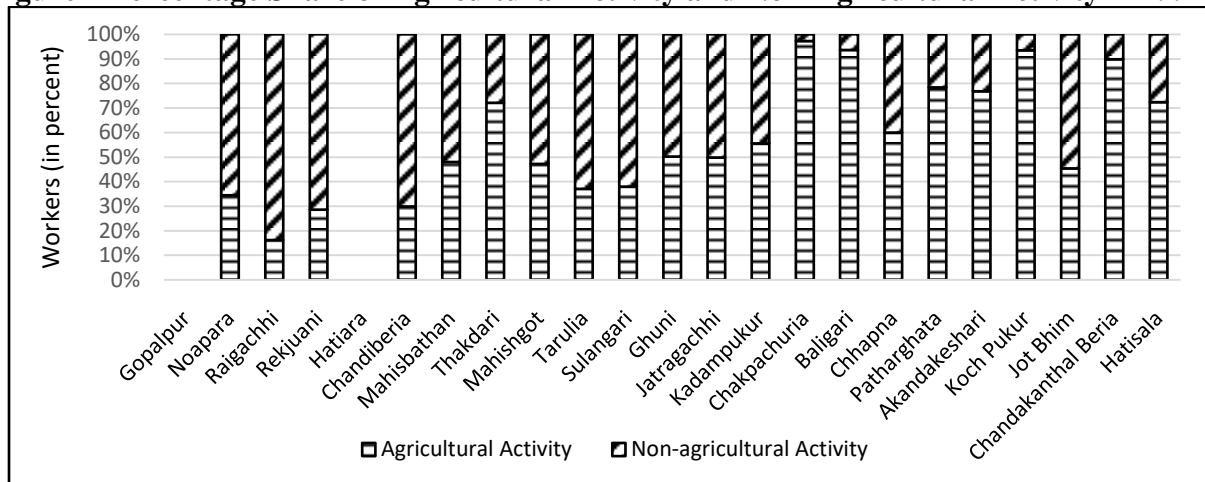
TABLE 2 CHANGING OF LITERACY RATE AND WORKING COMPOSITION

Name of Mouza	Percentage of Total Literates to Total Population		Percentage of Total Workers to Total Population		Percentage of agriculture worker to total		Percentage of non-agriculture worker to total worker	
	1991	2011	1991	2011	1991	2011	1991	2011
Gopalpur	-	-	-	-	-	-	-	-
Noapara	68.38	-	23.91	-	34.41	-	65.59	-
Raigachhi	46.36	67.97	25.23	29.95	16.15	2.51	83.85	97.49
Rekjuani	59.69	78.35	25.53	31.7	28.52	1.75	71.48	98.25
Hatiara	-	-	-	-	-	-	-	-
Chandiberia	62.28	-	27.87	-	29.91	-	70.09	-
Mahisbathan	47.25	-	25.28	-	48.01	-	51.99	-
Thakdari	36.8	68.64	25.81	33.55	72.07	2.88	27.93	97.12
Mahishgot	52.15	80.12	27.08	35.27	47.19	1.69	52.81	98.31
Tarulia	53.91	78.8	28.04	39.32	37.07	1.49	62.93	98.51
Sulanghari	57.66	79.92	26.3	43.1	37.97	0.41	62.03	99.59
Ghuni	43.3	70.79	26.61	38.64	50.22	0.72	49.78	99.28
Jatragachhi	33.92	72.37	26.82	38.07	49.87	2.94	50.13	97.06

Kadampukur	53.08	79.2	26.66	30.59	55.56	2.81	44.44	97.19
Chakpachuri	31.28	62.02	25.55	29.04	97.32	9.12	2.68	90.88
Baligari	34.69	62.65	24.58	27.74	93.66	1.98	6.34	98.02
Chhapna	43.87	70.86	24.36	28.11	59.95	6.64	40.05	93.36
Patharghata	46.28	70.68	27.73	30.49	78.41	16.93	21.59	83.07
Akandakesh	46.96	73.8	23.87	31.23	76.8	12.37	23.2	87.63
Koch Pukur	35.8	66.86	20.59	30.48	93.53	23.99	6.47	76.01
Jot Bhim	49.85	70.31	24.53	31.41	45.4	18.84	54.6	81.16
Chandakant halberia	17.61	62.16	28.02	30.35	89.91	56.3	10.09	43.7
Hatisala	26.72	57.06	25.88	29.37	72.43	79.27	27.57	20.73

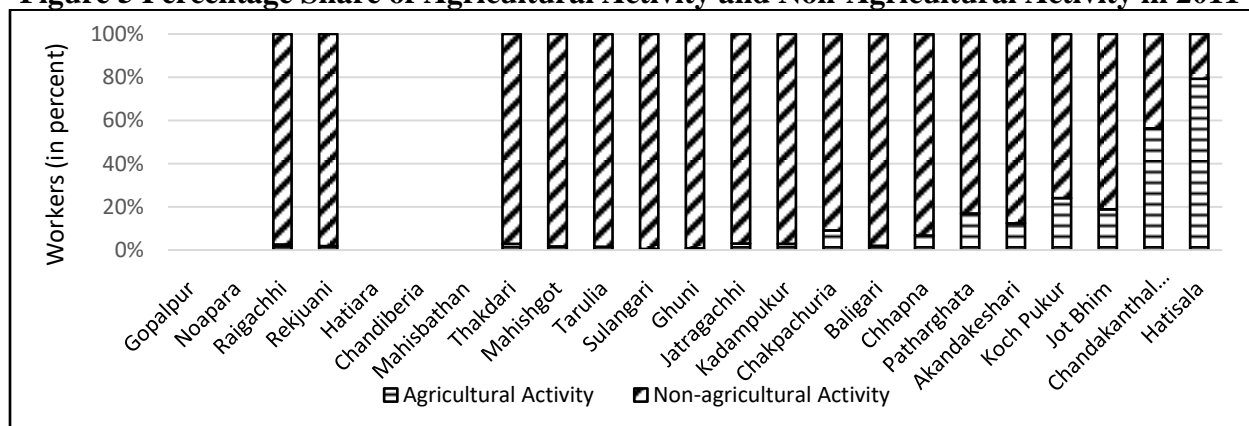
Source: Census of India, 1991 and 2011

Figure 4 Percentage Share of Agricultural Activity and Non-Agricultural Activity in 1991



Source: Census of India 1991 and 2011

Figure 5 Percentage Share of Agricultural Activity and Non-Agricultural Activity in 2011



Source: Census of India 1991 and 2011

CONCLUSION

It can be concluded from the above discussion the villages within the planned area has been changed in terms of demographics. Though it is true that demographic change is obvious in a place in such a long period of about 20 years (i.e. 1991 to 2011). However interesting changes can be noted in terms of change of literacy rate as well as in terms of working composition. After losing their land people find their way of living by shifting their type of work. Now maximum people are engaged in non-agricultural activities and most importantly work participation rate has been increased drastically which is obviously a positive side of the area. At the same time, close view of the area through field survey reveals that people changed from agricultural activity to other non-agricultural activity specifically non-skilled activities. Maximum people are annoyed that they are not getting job opportunities within the planned area rather they have to choose some low returning earnings like as caretaker, the housemaid of as newspaper suppliers. Thus overall they are not getting enough in return of their land, on which the whole plan has been implemented.

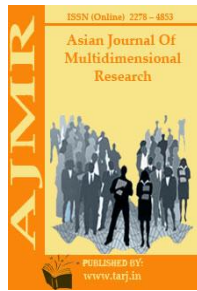
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LITERATURE MAP: EVOLUTION OF 'SPIRITUAL INTELLIGENCE' AND ITS INFLUENCE

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ABSTRACT

In last few decades' spiritual intelligence as a concept has become popular among researchers and industry people alike. This article traces the journey of structural evolution of spiritual intelligence by reviewing the literature pertaining to it, so the secondary research is used here. Spiritual intelligence consists of two terms 'spiritual' and 'intelligence'. How historical milestones in research of these two fields in last century have paved the way forward for spiritual intelligence to come out as a promising concept in itself in 21st century, is shown in form of a literature map. After studying the different aspects of spiritual intelligence, a simple theoretical model of it is presented in the article. The review of literature has shown that spiritual intelligence has a significant positive impact on our lives. Also the ever increasing need of spiritual intelligence to be considered as part of our lives has emerged out especially at workplace, as, we in modern times spend a good amount of our time working and that has presented a host of new challenges in front of us including stress & anxiety. In the end, future scope of research is discussed.

KEYWORDS: *Spiritual Intelligence, Spirituality, Intelligence, Literature Map, Model*

INTRODUCTION

Intelligence is a trait which is desired by all of us. It all started with the coming of IQ (intelligence quotient) as a concept in 1914. When everyone was trying to find how intelligent they were and linking it to success in their life. Over the period of time since the inception of IQ, many other types of intelligences have been popular. Social and emotional intelligence have been one of those. Then came the Spiritual intelligence (SI). This term was introduced in the book “Rewiring the Corporate Brain” by Danah Zohar in 1997. SI is our aptitude to use our spiritual resources i.e. our virtues, values and spiritual believes; to face challenges of our lives and become victorious. If see in simple terms this refers to the ‘wisdom’ by which we live our life. As a topic ‘SI’ is not very old. After Danah Zohar many authors and academicians have used this term in their writings and tried to introduce its dimensions. Some of the popular works of people in this area are of: Zohar & Marshall, Cindy Wigglesworth, Emmons, King, Nasel, Amram and Dryer, Vaughan and Nobel.

When we talk about Spiritual Intelligence, it’s a combination of two terms, “Spiritual” and “Intelligence”. It is natural to be curious as of “how this concept has emerged?”, “what are the roots or foundation of spiritual intelligence when it comes to academic research?” and “what is the role played by spiritual intelligence in our lives?” So, if we want to see the historical evolution of research in this area (and also its influence on our lives), it is worth to start from a little earlier and see how the concepts of ‘spirituality’ and ‘intelligence’ emerged, also to see how these two have been explored in research fraternity. To get finally emerged as ‘spiritual intelligence’.

METHODOLOGY

This paper adopted the methodology pertaining to traditional or narrative literature review, i.e. secondary research, where literature related to the two main terms ‘intelligence’ and ‘spirituality;’ is looked for answering the questions: how the research related to these two terms has created certain milestones till now? and how these historical milestones have paved the way for coming of ‘spiritual intelligence’ as a concept? Also, the majorly popular definitions of spiritual intelligence have been mentioned. Literature related to supporting the role of spiritual intelligence has been looked for, with special emphasis on workplace.

OBJECTIVES:

1. To create a literature map of evolution of spiritual intelligence.
2. To map influence of spiritual intelligence in the literature map.
3. To develop a theoretical model of spiritual intelligence.

INTELLIGENCE

The most popular definition of intelligence was given by Wechsler, where he defined it as the ‘global capacity’ of an individual to act with purpose, to think logically and to deal well with the environment, (Wechsler, 1958). In research the concept of intelligence was initiated by Spearman (1904) and the theory of general intelligence (g) given by him has remained the one of the dominating ideas of intelligence in academics, (Brody, 2004). After that Alfred Binet and Theodore Simon in 1905, created the first modern intelligence test, (Binet, 1905). From that time only a debate on the questions such as: ‘What intelligence is?’, ‘From where it comes?’, and ‘How to develop it?’ got started. After this William Stern came with a measure to find individual

intelligence in form of IQ (intelligence quotient), (Stern, 1914). Intelligence in this form is defined as “orthodox model”, (Eysenck, 1998). At base of this model are individual cognitive tests and there is a positive inter-correlation among those. The second level have fluid intelligence, crystallized intelligence, and visual perception, (Carroll, 1993). They were defined by Cattell (1971) and Horn (1985) as follows: *Fluid intelligence* is the capability to of a person develop new techniques for solving a new problem i.e. the problem is not being solved by that person before. *Crystallize intelligence* is the capacity to use already acquired knowledge, which is mostly defined within the cultural context, in problem-solving for the new problem. Note that this implies that the problem solver knows both the methods and also knows the relevance in the current situation. Gardner (1993), in his famous work has identified multiple intelligences. He defined intelligence as, the capacity of an individual to find solution to a problem or to build something productive which is valued within one or many cultures. That means he defined intelligence as culture specific. He also explained it as a ‘biopsychological potential’. He gave recognition to eight intelligences: naturalistic, linguistic, bodily-kinesthetic, logical-mathematical, musical, spatial, interpersonal and intrapersonal, (Gardner, 1999). And then the possibility of ninth intelligence i.e. existential intelligence is postulated, (Gardner, 1999a). Another perspective on intelligence is given by Charles Spearman (1904, 1927). He gave the concept of general intelligence or g, which is general ability for problem solving. There is another angle by which intelligence is seen that is of ‘developmental’ perspective. Most popular and accepted of which is Piaget’s theory, given by Swiss psychologist Jean Piaget (1952). He conceptualized how children’s intelligence and other thinking abilities grow with age and time. Another popular theory is triarchic theory of intelligence, given by Robert Sternberg's (1985). Where he proposed three fundamental areas of intelligence- analytic, creative, and practical. Only the first one that is analytical intelligence is measured to a large extent by psychometric tests. He suggested that there is a need to create a balance amongst the three areas.

Intelligence plays an important role in our lives. It is profoundly linked to everyday competence (Gottfredson, 1997), academic achievements (Brody, 1992; Neisser et al., 1996), performance at work (Hunter & Hunter, 1984), and various other important and useful social attributes (Herrnstein & Murray, 1994; Jensen, 1998). A research (Schmidt & Hunter, 2004), revealed that GMA i.e. general mental intelligence predicts employee’ performance soundly in various jobs, not only just for those that requires a great extent of intelligence. The notion of different types of intelligence has been a part of the field of intelligence since its inception. A different type from cognitive intelligence is social intelligence, which was defined initially as "the ability to understand and manage people", (Thorndike and Stein, 1937). Salovey and Mayer in 1990 introduced ‘Emotional intelligence’ or Emotional Quotient (EQ). According to them it is a subset of social intelligence. They defined EI as the ability of a person to be aware of one’s own feelings and emotions as well as of others and to use that information to deal with them thinking appropriately. In 1995, Daniel Golman represented in a harmonious way in his book, and made in very popular. Maturity of this concept has its ancestry placed in intelligence theories of early 20th centuries, that time Thorndike defined social intelligence as the most important part of intelligent living. According to a study emotional intelligence has a compensating effect for low IQ levels in form of effectual social communication, good decisions making and by being highly motivated; which helps in enhancing performance of employees’, (Gondal & Husain, 2013). EI can also enhance business by revamping team performance, relationships with customer and by increasing job-satisfaction in employees, (Bagshaw, 2000). Also, Emmons (2000) went by Gardner’s (1983, 1999) definition of intelligence and looked at spirituality through its

perspective. He put forth the argument that the spirituality can be considered as a type of intelligence as it predicts functioning in the same manner as any other traditional intelligence could and offers abilities to people which can be used to face problems in order to achieve significant goals of their lives.

SPIRITUALITY

Spirituality has been part of human life from a very long time, it seems like it was always there. In earlier times spirituality was mainly restricted to the boundaries of religion. From past few decades only the distinction is made, (Roof, 1993). Pioneering investigations of religious and spiritual beliefs by psychologists dates back to the starting of the new century, (Coe, 1900; James, 1902/1961; Starbuck, 1899). When the two got separated is hard to find out, most of the academic writings in start of the century use them with the similar context, (Hill et al., 2000). Various definitions of religion are: practices followed by people who have faith (Doyle, 1992); Jung (1938) defined it as the attitude of consciousness; another way of explaining is in a way of having a relationship with higher power, (Armstrong, 1995); William James defined it as: “the feelings, acts, and experiences of individual men in their solitude, so far as they apprehend themselves to stand in relation to whatever they may consider the divine”, (James, 1902-1961). Similarly spirituality is also defined in a variety of ways: as Vaughan (1991): a subjective experience of the holy and in search of it; Emmons (2000), said “Spirituality moves around enquiry, experience, sainthood, it searches for ultimate meaning, higher consciousness, and supernatural; whereas, spiritual intelligence predicts the performance and compatibility resulted out of these fields”. As such, spirituality is the central theme of all religions, and can be said to be religion’s most vital function. There is a difference between religion and spirituality, religion is a formal concept and provides people a fixed framework to practice their spirituality. Religion normally is seen as the “bad guy” and spirituality being the “good guy”, (Zinnbauer et al, 1999).

As the study shows around 90% of population of the world’s is engaged in some form of spiritual or religious practice; these practices provide a key source of coping mechanism to people to deal with stress and illness; and most of the patients expressed their willingness to invite spiritual/religious seeking behavior from health professionals, (Koenig, 2009). It is found important to display spiritual behavior by health care professionals for the holistic recovery of patients, (Puchalski, 2001). It was found that people who are part of any type of religious ritual at least once week live longer to upto seven years as compared to people who do not do that and this was found by statically controlling baseline characters of participants, (Koenig et al., 2002). It was concluded in a study that a relationship between religion or spirituality and physical health does exist but that it may be more restricted and more complex, (Powell et al., 2003). Also further expanding the reach, spiritual beliefs are also carried to workplace and are positively correlated with productivity, (Dent et al., 2005). There are mainly three benefits as reported in literature review of spirituality and performance at organizational level: a) improvement of wellness and quality of life for employees ; b) Spiritual beliefs provides people with a meaning and sense of purpose at work; c) It enhances feeling of interconnectedness and community among employees, (Karakas, 2010). Ashish Pandey has been doing a substantial work in this field with the Indian context. He has mentioned that employees’ experience of spirituality impacts their attachment to organization and also the sense of duty towards their work. Workplace spirituality is positively correlated with involvement with job, organizational identification, and satisfaction related to rewards. It has a negative association with frustration related to work. In the banking industry there is a positive impact of organization’s spiritual

climate on customer's experience of service provided by employees along with the positive connection of spiritual climate on teams' learning and innovative behavior, (Pandey, 2017). So, we can say that it is evident from the literature that spirituality is a very important aspect of human existence and has an overall positive impact on us.

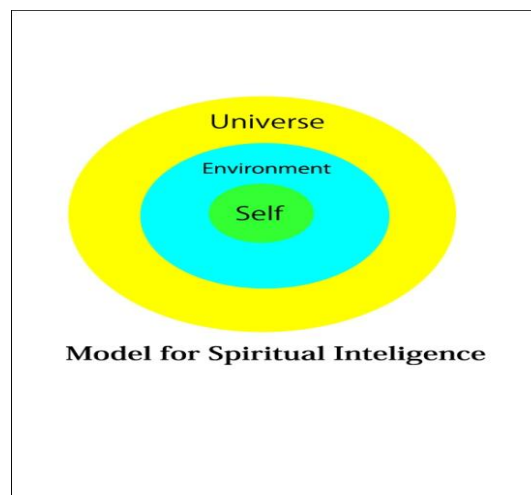
Combining “Spirituality” with “Intelligence”: Spiritual Intelligence

How to move to “Spiritual Intelligence” as a concept? It could be moving from intelligence towards it or from spirituality to spiritual intelligence. I found it more convincing moving from spirituality to spiritual intelligence. Though Gardner (1999b), does mentioned about “Existential Intelligence” but he never accepted spirituality as one of the intelligences. Both Emmons (2000) and King (2009), debated that spiritual intelligence is a form of intelligence and enhances the use of scientific spirituality, which places spirituality in rational framework of mind. So, it can be contemplated that SI gives an integrative framework of spirituality and behavior, which is in harmony with psychology and other scientific discourses. There are many definitions of SI; here I am going to discuss few popular ones with its dimensions.

As explained by Zohar & Marshall (2000), Spiritual Intelligence of a person is the intelligence of soul. It is the intelligence which has healing effect on us and this makes us whole. With this intelligence we recognize our existing values and can discover new values creatively. Emmons (2000), defined Spiritual intelligence as a structure to identify and organize skills and abilities which we need for the adaptive utilization of spirituality. He tried to prove SI as intelligence by stating that like any other intelligence which provides us ability to function and adopt and capability to solve any problem, SI too predicts these abilities. Also he suggested that like any other intelligence, it can also be improved. Emmons (2000), projected five components of SI initially- ability to: a) use of spiritual resources to tackle problems; b) enter high consciousness states ; c) endow experiences of everyday life; d) to be cable of transcendence between physical and material world; and e) capacity to follow virtues. But dropped the last one after some objections from some researchers. Nasel (2004), defined spiritual intelligence as the capacity in *bringing out one's spiritual gifts and resources for further recognition, search for meaning, and the resolution to certain existential, spiritual and practical matters*. Amram was the first author in developing the ecumenical grounded SI theory. As per the findings, (Amram and Dryer, 2008), there are 5 dimensions of SI, given as- Consciousness, which is sub factored as- Institution, mindfulness and synthesis; Transcendence, which is sub factored as- Practice, Higher self, Holism, Relatedness and Sacredness; Grace, which is sub factored as- Freedom, Discernment, Gratitude, Joy and Beauty; Meaning, which is sub factored as- Purpose and Service and Truth, which is sub factored as- Equanimity, Inner wholeness, Openness, Presence and trust . They added that SI can be enhanced like other capacities, such as IQ. *A somewhat different framework is offered by many researchers, who concentrate less on the religious side of SI and more on human or practical side of it.*

Vaughan (2002) described SI as, an individual's capacity for in depth understanding of consciousness at multiple levels and to answer questions related to human existence. This implies that there has to be an awareness of our relationship to the transcendental entity, to other humans, to our environment and also with all beings on the earth. In his model of SI, he suggested three components: (a) how a person can find answer to existential questions; (b) problem solving by an awareness of and by use multiple levels of consciousness; and (c) an awareness of the interconnection of all beings to each other and to the transcendent. Noble (2001) is of belief that Spiritual Intelligence is human potential that is innate and can act like a

catalyst for psychological growth and inner healing. It is a dynamic and fluid practice that has the capacity to transform a person's personal and community life. According to Brian Mc Mullen (2003); one of the qualities of SQ (spiritual quotient-measure of spiritual intelligence) is wisdom. This has the capacity to know the limits of one's knowledge and its other components are values such as courage, compassion, intuition, and integrity. With SQ, more is less; so as you learn, the process can entail unlearning what you have learned from other people. He further adds that as the cognitive intelligence is about thinking and emotional intelligence is about feeling, in similar manner Spiritual Intelligence is about 'being', not as much as about doing. In paper Ajit & Negi (2017), after looking at the literature on Spiritual intelligence extensively has arranged its dimensions into three categories i.e. relationship to self, to the others and an awareness of the universe. In 'relationship to self', which is the center of the diagram sub dimensions like- self-respect, ego, purpose & meaning in life comes, gratitude, courage, honesty and other personal virtues will come; as a person who does not have a sound relationship with self would find very difficult to have it with others, so it starts with self. In second layer, there is environment, which consists of people around us and other beings/things which are part of our ecosystem. In this layer sub dimensions like- forgiveness, compassion, kindness, equality and brotherhood will come. In the outer most layer comes the universe, that is the transcendental part of SI, in this sub-dimensions like intuition, mortality and seeing the bigger picture will come. Which can be presented in the form a theoretical model or a diagram as:



Impact of SI: Spiritual intelligence has substantial impact on our lives; it has been proved in many empirical studies. In a study, (Narayanan and Jose, 2011) the role of SI on the mental health of 220 young individuals is examined and they found that SI played an important role in prediction of *resilience*. The finding of a research showed that spiritual intelligence has a positive and meaningful impact on resilience in pregnant women too, (Koolae and Heidari, 2013). Also, the study by Ravikumar (2014) found that for corporate executives there is a positive correlation among *emotional intelligence*, spiritual intelligence and mental resilience. A study on nurses showed that SI was associated with care behaviors, and emotional perception (EI) and management of it significantly, (Kaur and Sambasivan, 2015). Also, Cisheng & Shah (2017), stated the fact that, spiritual intelligence normally contributes to an individual's *achivements in academics, profession and in life all over*, so concluded that it plays an important role in the development of identities in adolescents. In another study it was found that the people who are high in spiritual intelligence have higher emotional intelligence and have

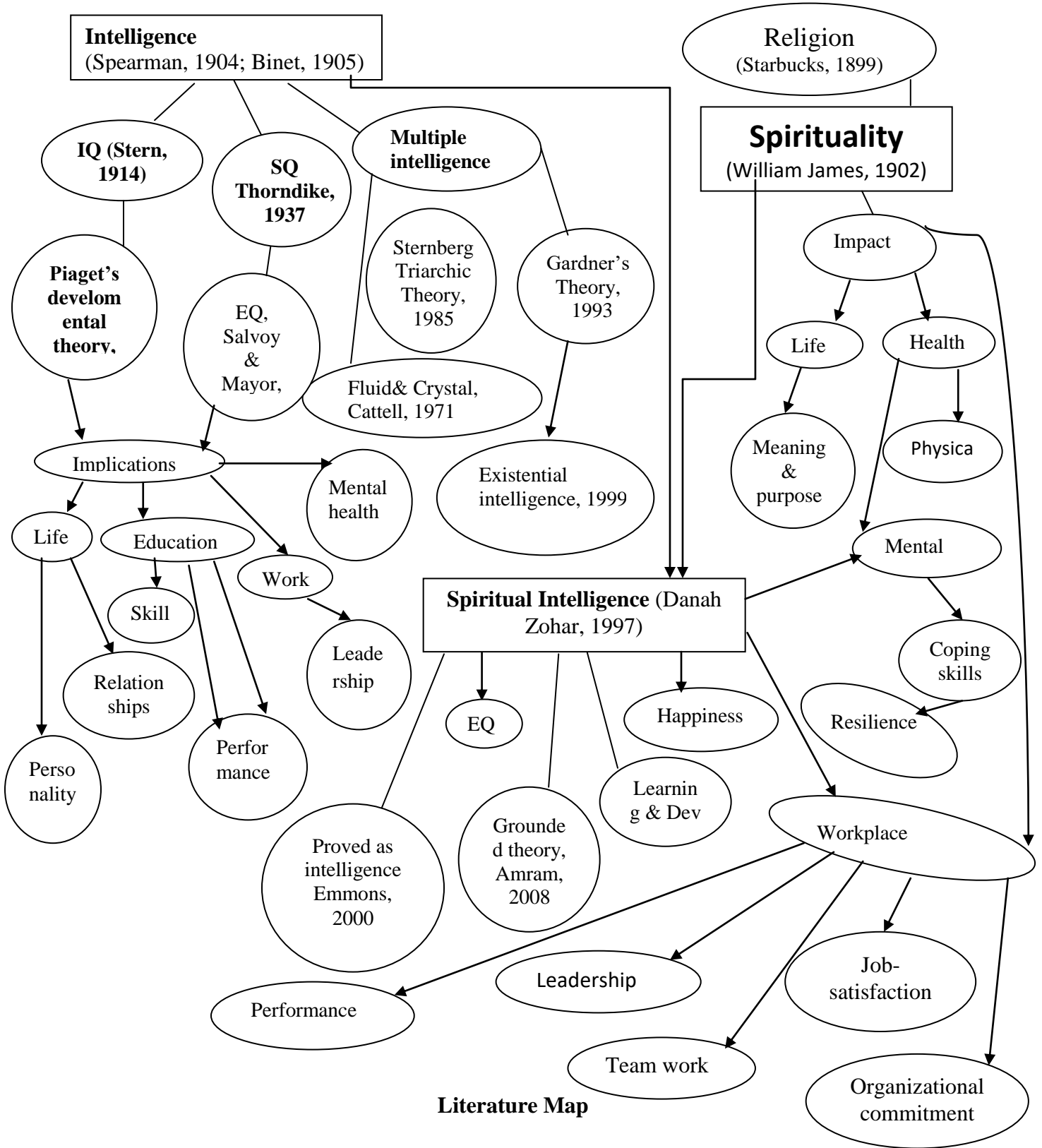
better *psychological health* than those with low spiritual intelligence and the findings are explained in the Indian cultural context, (Dash, 2015). The findings of the study by Pant and Srivastava (2014) revealed that spiritual intelligence and mental health are related positively; there is an important relationship amid spiritual intelligence and quality of life. SI has a significant influence on people at workplace too, as verified by many empirical studies.

SI at workplace: Employee's spiritual intelligence is the main contributor to *performance at work* and positively impacts inter-organizational relationships among different set of factors, (Rani et al., 2013). Also, SI helps employees to focus more on job as it gives them coping mechanism against painful circumstances, (Ronel & Gan, 2008). Emmons (1999b) has findings from seven studies, which states that there is a noteworthy positive correlation between spiritual intelligence and mental health measurements of life satisfaction, happiness, self esteem, hope and optimism, and meaning in life for working people. There is a number of SI research that supports the significance of workplace spirituality programs, there results shows optimistic individual level results for working people, such as increase in joy, peacefulness, satisfaction at job and better job-commitment, (Paloutzian et al, 2003). Also, there is a positive correlation of SI with job satisfaction over a range of jobs, (Khorshidi & Ebaadi, 2011). Awais et al. (2015) found that relation between organizational commitment and spiritual intelligence is not direct, but it is there which is mediated by job satisfaction. So clearly we can say without exaggeration that SI has a great positive role in well being of people at workplace.

CONCLUSION

People have been seeing spirituality as something which is not part of their regular life, but is reserved for some special days such as religious activities or festivals and also for people of old age or saints. But spiritual intelligence is the extension of spirituality for me, which is not seen as something apart from our normal day to day life, but as much as part of it as eating food or drinking water. Intelligence is defined as the ability of a being to acquire knowledge and use it for finding a solution to the problem (oxford dictionary), and we use our intelligence all the time, on daily basis. Similarly spiritual intelligence is also a capacity which we use in our daily life, while facing big challenges or taking minor decisions. Another way of knowing about SI of a person is by looking at how that person expresses his/her spirituality and in which aspects of the life. Academic researchers always have been interested in finding out how characteristics and personality traits have impacted humans' lives. And intelligence is certainly very popular of them. It started with emergence of IQ, then followed by EQ and now the impact of SQ (or spirituality) on our lives has been studied. When we see literature , spiritual intelligence has enough empirical grounding in research for its impact on all the areas of our lives, weather its education, work , health or self and it from all the strata of our society, starting from children to senior citizens (King, 2009), males and females alike. If we see most of the pioneering work in spiritual intelligence research is done by western academicians, this is little uncomfortable for me as coming from India, which has its enormous history of spirituality and basically called the "land of spirituality". None the less few attempts have been made to draw parallels from Indian philosophy by researchers like Srivastava (2016), he concluded that no doubt Indian spiritual literature such as Vedas, Patanjali, Upshnishads along with philosophers like Tagore, Sri Aurobindo, Mahatma Gandhi, etc has spoken about spiritual intelligence, but more work is needed to explore their full potential in this field. However there is no debate on how much SI is required in lives of humans now. Specially, at workplace, as people are spending more and more of their time at work now and facing a lot of pressure due to that in form of role conflict, work-

life balance, physical and mental exhaustion, (Elloy & Smith, 2003). So, there is a need to make people aware of it and to increase it to optimum level for a harmonious functioning of our society. To do that there is a need to create Spiritual Intelligence's framework that can be used specially at workplace at both organizational and individual level to make people's life more purposeful, meaningful and happy. This can be the topic of research for the future researchers and also to find out reach of such frameworks along with their validity and reliability. To clearly paint the picture of structural evolution of SI and its influence on our lives I have tried to find a logical place of it in the literature cum concept map given below.



Literature Map

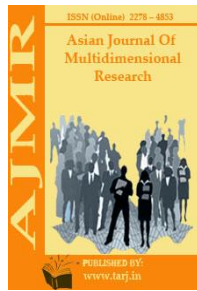
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CORRELATES AMONG DEMOGRAPHICS AND JOB PERFORMANCE

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ABSTRACT

Work performance (WP) of the employees is essential for every organization, as it is key factor responsible for the success of the particular organization. Henceforth, this study concentrates on the WP of the banking and healthcare professionals working in Puducherry. Data for the study has been gathered from over 119 banking and 106 healthcare professionals working in Puducherry. This study tries to bring out the relationship between the demographics and the work performance of the employees which is a neglected areas of research in the job performance domain. Gender, age group, work description, experience, marital status, number of children, number of dependents and annual income are the personal factors considered for the study. Chi-square test is used to identify this relationship among the study factors. The study found that the healthcare professionals are having WP as compared to that of the banking workers in Puducherry. Suggestions such as limiting the weekly rotational schedule to monthly rotational work schedule, providing free or limited medical facilities to the employees' dependents and to motivate the workers through proper counselling without making them to have boredom on the job for improving the work performance of the hospitality workers has been provided.

KEYWORDS: *Work Performance, Age, Gender, Experience, Work Description, Marital Status, Number Of Children, Number Of Dependents, Annual Income.*

INTRODUCTION

Work performance (WP) of the employees is influenced by many constructs. Level of quality work done by the employees of a business organization is better referred as the work performance. The WP of the workers is induced by numerous constructs mainly the organizational factors (Margaret Kulola Gitongu *et al.* 2016) such as organizational culture, work contentment, financial rewards (Rashid Saeed *et al.*, 2013). The relationship between the demographics and the WP also studied by many authors. Some of those studies are Gyanti Thakur (2017); Ugwu, Cyprian. I. and Ugwu, Mercy E. (2017); Banjo Hassan and Olufemi Ogunkoya (2014); Hayrol Azril Mohamed Shaffril and Jegak ULI (2010); Mohsin Bashir *et al.* (2011) and Sanusi L. Sa'adatu (2014). But, all these studies failed to study about the relationship between the personal influencers and the WP of the personnel among the banking and the healthcare professionals in Puducherry. Henceforth, for this purpose this research investigation has been undertaken.

Defining Work Performance (WP)

Work Performance is defined by many authors and the researchers. Campbell, 1990 defined Work performance as the “behaviour connected with the official role anticipations on the part of individual working professionals of an organization family”. David A. Waldman (1994) stated that occupational performance of the workers refers to the “in-role behaviour of the workers and it is connected with the rewards”.

REVIEW OF LITERATURE

Onne Janssen and Nico W. Van Yperen (2004) found a constructive link between the mastery orientation and the WP of the labourers. Rashid Saeed *et al.* (2013) identified that the constructs such as professional culture, personal issues, manager's attitude, professional contentment and financial rewards are significantly connected with the WP. Margaret Kulola Gitongu (2016) discovered that motivation is significantly related with the WP of the workers. IskandarMuda*et al.*, (2014) exposed that the determination plays a chief and is the highest influencer of the employees' work performance. MubbsherM.Khan and Maryam Jabbar (2013) discovered that leadership and the compensation are constructively and work life conflict is inversely correlated with the WP of the employees.

Mohammed Jibrin-Bida*et al.* (2016) revealed the constructs such as compensation, performance assessment and succession planning as the determinants of WP. Marium Zafar *et al.* (2017) explored that leadership and stress has a significant bond with the WP of the personnel. Aliya Iqbal *et al.* (2015) exposed a destructive association amid the extended office hours and the WP of the banking professionals in Pakistan. MasoomaJaved*et al.* (2014) opened up that WP has an optimistic and significant affiliation with the occupation gratification.

A.K.Srivatsava (2008) summed up that the psycho-social atmosphere on the workplace has more effect on the WP of the workers. RavindraHewaKuruppuge and Ales Gregar (2017) found that the employee engagement is significantly related with the WP. M.V.S. Mendis (2016) revealed a strong optimistic association amid occupational design and WP of the employees. NurShafiniMohd Said *et al.* (2015) identified that professional atmosphere is significantly linked with WP. Pin Luarn and Kuo-Liang Huang (2009) discovered that utilization has a direct effect on the performance. Elizabeth BoyeKuranchie-Mensah and KwesiAmponsah-Tawaih (2015)

discovered that intrinsic motivation is significantly related with the WP. Saleh Al-Sinawiet *al.* (2015) exposed that the training and workers' assessment are the determinants of the WP.

Jasmijn C. Bol (2011) found that the performance assessment unfairness inversely influences the WP ratings of the employees. Stephen N. M Nzuve and Mwangi Pauline Njambi (2015) explored that the management style affects the WP of the personnel adversely. SitiNorAdawiyahAzzahraKamaruddinet *al.* (2017) opened up that motivation is constructively associated with the WP of the labourers (Khaled Al-Omari and HaneenOkasheh, 2017). Rusli Ahmad *et al.* (2014) concluded that promotion is significantly associated with the WP of the employees. M. Kotteeswari and S. TameemSharief (2014) found that professional stress induces the WP of the personnel inversely.

OBJECTIVES OF THE STUDY

The primary objective of the study is to investigate the relationship between the demographic profiles with that of the level of WP amid the banking and healthcare personnel in Puducherry. The secondary objective is to offer the suggestions and recommendations for improving the WP of the employees in an organization.

LIMITATIONS OF THE STUDY

The study concentrates on the WP of the banking and healthcare professionals working in Puducherry with a total sample size of 225 workers. When the sample size is extended with the workers of different settings and with diverse sample region, then there may be chances of obtaining different results.

RESEARCH METHODOLOGY

Data for the interrogation has been adopted from 119 banking and 106 healthcare professionals working in Puducherry region. The data has been collected via simple random sampling technique. Collected data is subjected to the reliability and validity analysis for identifying the consistency of the questionnaire adopted for the study, frequency distribution for the purpose for assessing the personal profile of the interviewees and chi-square tests to test the association between such demographic profile and the level of WP.

RESEARCH CONCEPTUALIZATION

The conceptual background of the investigation has been explored and their relationship is explained in the below diagrammatic representation as follows.

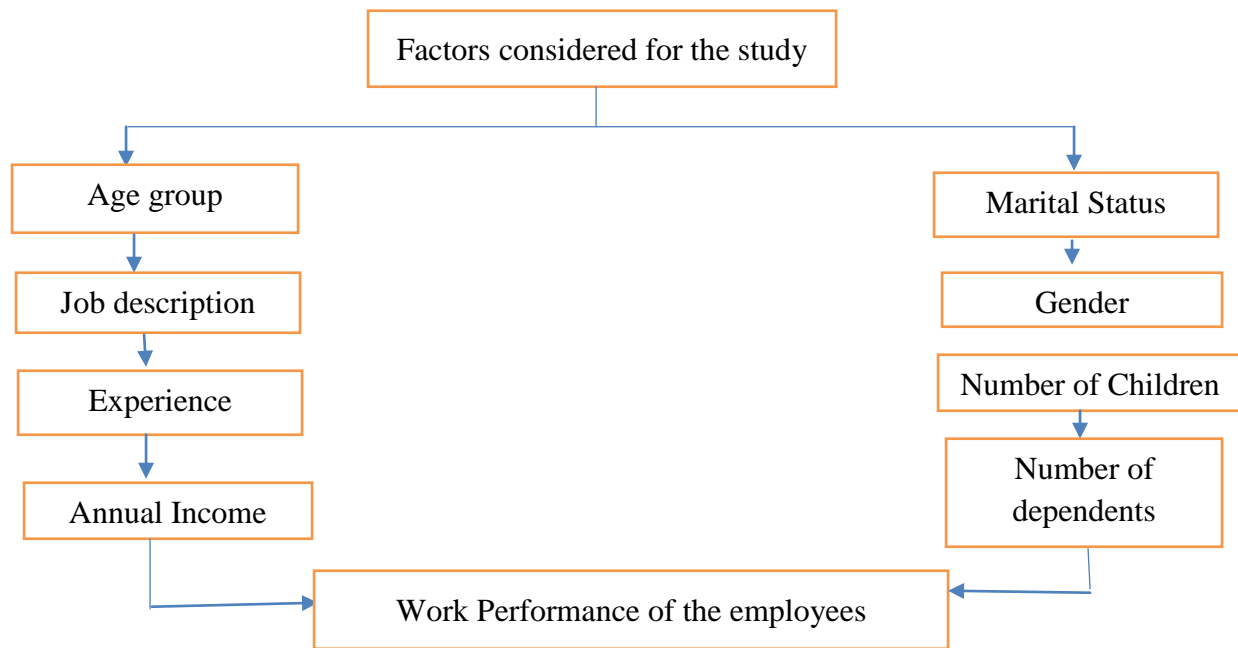


Figure 1: Research Conceptualization

Relationship between the demographics and the level of WP

The demographic profile of the respondents has both the positive and the negative effects on the level of WP of the workers. Such relationship between the professional performance and the personal profile of the employees varies from employee to employee due to the various reasons. This relationship has been described below as per the factor-wise as stated in the figure 1 above.

1. Gender and the WP

Gender in this aspect has been categorized into the male and female. The association between the gender and the WP vary from individual to individual. Gender may play a significant role in improving the WP in different cases and not so in other (Emmanuel Ufuophu-Biri and Chux Gervase Iwu, 2014; Adedeji J. Ogunleye and Damilola A. Osekita, 2016). In some cases, the male employees has a better WP (Muhammad Amjad Saleem and Muhammad Imran, 2014). Gender has a significant difference with the level of WP among the working professionals (Cliffton Green *et al.* 2009). Henceforth, for testing this relationship among the banking and healthcare professionals in Puducherry the following hypothesis is framed for the study.

H₀₁: There is no significant difference between the gender and the WP of the employees.

2. Job description and the WP

Job description in this aspect describes the nature of the profession, which an individual does. In this study, the samples were collected from two work description namely banking and healthcare professionals. Job description is very much essential in the determination of the WP of the workers. If such job description is not clear and specific, the employees would perform very poor on their work (Krishnam Raju, K. and Sweta Banerjee, 2017). To test such relationship in this study, the following hypothesis is framed.

H₀²: Job description has a significant association with the WP of the interviewees.

3. Experience and WP

Experience has a strong relationship in improving the WP of the workers. The work experience of the employees generally possess a strong and positive association with their WP (Michael A. McDaniel *et al.* 1988). For the purpose of incorporating this same relationship among the banking and healthcare workers, the following hypothesis is framed.

H₀₃: Experience and WP are not significantly connected with one another.

4. Annual Income and WP

Annual income of the workers has a constructive association with the WP of the workers. Higher the pay checks better would be the WP and lesser the salary received, lower would be the WP (Hendra Gunawan and Rezki Amalia, 2015). To evaluate the relationship between the annual income and the WP of the employees, the following hypothesis has been framed.

H₀⁴: Annual income of the employees has a stronger affiliation with the WP of the employees.

5. Marital Status and WP

Marital status taken for the study is the common categories i.e., married and unmarried divisions. Marital status has a stronger and a significant difference with the job performance of the workers (Lekha Padmanabhan and R. Magesh, 2016). It is not so in some cases. Hence, for checking this criteria, the following hypothesis has been framed for the study.

H₀₅: Marital Status has no stronger and significant relationship with the WP of the workers.

6. Age group and WP

Age group of the workers has a stronger association with the WP of the employees. In this study, the age group has been categorised into age Upto 30 years, 31-40 years, and 41-50 years and above 50 years. Sometimes, such age group would have a negative relationship between the age group and that of the WP of the workers. The hypothesis to test this relationship in this study was

H₀⁶: Age group has a significant connection with the WP of the employees.

7. Number of Children and WP

Number of children has a stronger connection with the WP of the employees. In the study, for easier segmentation of the workers, it has been classified as No children, One, Two and Three and above children divisions. Number of children has a stronger connection with the WP of the employees. More the number of children they have, lesser would be the performance of the employees at work. The hypothesis framed for this purpose is as follows.

H₀₇: Number of Children is not significantly related with the WP of the working professionals.

8. Number of dependents and WP

Number of dependents always reduces the WP of the workers. In simple words, the more number of dependents, an employee has in his personal life with the view of looking after their needs and achieving it makes them to focus on their job limitedly. To verify this, the following hypothesis is framed.

H₀⁸: Number of dependents is strongly connected with the WP of the employees.

Data Analysis and Interpretation**Reliability and validity analysis**

.7024 is the cronbach's alpha value for an instrument consisting of 30 items with 50 cases and as the value lies between the acceptable reliability of between 0.08-0.07, the questionnaire is considered to be reliable and consistent. Henceforth, it has been stated that the questionnaire could be further used for the further process of analysis.

Demographic Profile of the respondents

TABLE 1: FREQUENCY DISTRIBUTION AND SIMPLE PERCENTAGE ANALYSIS FOR THE STUDY FACTORS

Personal factors	Frequency	Percentage
Gender of the respondents		
Male	127	56.4%
Female	98	43.6%
Total	225	100%
Age group (in years)		
Upto 30 years	28	12.4%
31-40 years	110	48.9%
41-50 years	60	26.7%
Above 50 years	27	12.0%
Total	225	100%
Job description		
Banking professional	119	52.9%
Healthcare professional	106	47.1%
Total	225	100%
Experience in years		
Below 10 years	68	30.2%
10-15 years	125	55.6%
Above 15 years	32	14.2%
Total	225	100%
Marital Status		
Married	162	72.0%
Unmarried	63	28.0%
Total	225	100%
Number of Children		
No Children	78	34.7%
One	52	23.1%
Two	83	36.9%
Three and Above	12	5.3%
Total	225	100%
Number of dependents		
Upto 2 years	71	31.6%
3-4 years	124	55.1%
Above 4 years	30	13.3%

Total	225	100%
Annual Income in lakhs		
Below 4 lakhs	34	15.1%
4-8 lakhs	102	45.3%
Above 8 lakhs	89	39.6%
Total	225	100%

Source: Primary data

The above table clearly describes the demographic profile of the respondents. Considering the gender of the workers, there are 127 male workers (56.4%) and 98 are female workers (43.6%). Taking into account, the age group of the employees, 28 workers (12.4%) are aged Upto 30 years, 110 employees (48.9%) are aged between 31-40 years, 60 interviewees (26.7%) are aged between 41-50 years and 27 employees (12.0%) are aged above 50 years. Taking into account the job description of the employees, 119 workers (52.9%) are banking professionals and 106 are healthcare employees (47.1%). As far as the experience of the workers are considered, 68 employees are below 10 years' experience (30.2%) in work, 125 interviewees are experienced from 10-15 years (55.6%) and the 32 workers are experienced above 15 years (14.2%). Concerned with the marital status of the employees, 162 workers are married (72%) and 63 employees are unmarried (28%). Taking the number of children into account, 78 workers (34.7%) are having no child and 52 employees (23.1%) has 1 child each. 83 respondents (36.9%) are possessing 2 children and 12 interviewees (5.3%) has more than three children. Considering the number of dependents into account, 71 employees (31.6%) has Upto 2 dependents each, 124 workers (55.1%) contains 3-4 dependents each and 30 interviewees (13.3%) has above 4 dependents. As far as the annual income in lakhs of the respondents, 34 workers (15.1%) are earning income below Rs.4,00,000, 102 employees (45.3%) are earning income of above 4-8 lakhs and 89 workers (39.6%) has income of above 8 lakhs per annum.

Hypothesis-I

H₀₁: There is no significant difference between the gender and the WP of the employees.

TABLE 2: CHI-SQUARE TEST FOR SIGNIFICANT DIFFERENCE BETWEEN THE GENDER AND THE WP OF THE EMPLOYEES

Gender	Level of WP			Total	Chi-square value	P value
	Low	Moderate	High			
Male	47 (37.0%) [68.1%]	58 (45.7%) [56.9%]	22 (17.3%) [40.7%]	127 (100.0%) [56.4%]	9.247	.010**
Female	22 (22.4%) [31.9%]	44 (44.9%) [43.1%]	32 (32.7%) [59.3%]	98 (100.0%) [43.6%]		
Total	69 (30.7%) [100.0%]	102 (45.3%) [100.0%]	54 (24.0%) [100.0%]	225 (100.0%) [100.0%]		

Source: Primary data

Note: 1. the value within () refers to the Row Percentage

2. The value within [] refers to the Column Percentage

3. ** Denotes significant at 1% level.

The above table 1 clearly describes the chi-square test for the significant difference between the gender and the WP of the respondents. As the p value, .010 is lesser than .001, the null hypothesis is rejected at 1% level of significance. **Henceforth, it could be stated that there is no significant difference between the gender and the WP of the workers.** Depending upon the row percentage, among the male workers, 45.7% has moderate level of WP, 37% has low level of WP and 17.3% consists of higher level of WP. Taking the row percentage for female workers, 44.4% has moderate WP, 32.7% has high and 22.4% contains low WP. Based on the column percentage, 68.1% of male workers has low WP, 45.7% possess moderate WP and 59.3% has high WP.

Hypothesis-II

H_0^2 : Job description has a significant association with the WP of the interviewees.

TABLE 3: CHI-SQUARE TEST FOR SIGNIFICANT ASSOCIATION AMONG JOB DESCRIPTION AND WP

Job description	Level of WP			Total	Chi-square value	P value
	Low	Moderate	High			
Banking professional	30 (25.2%) [43.5%]	53 (44.5%) [52.0%]	36 (30.3%) [66.7%]	119 (100.0%) [52.9%]	6.602	.037*
Healthcare professional	39 (36.8%) [56.5%]	49 (46.2%) [48.0%]	18 (17.0%) [33.3%]	106 (100.0%) [47.1%]		
Total	69 (30.7%) [100.0%]	102 (45.3%) [100.0%]	54 (24.0%) [100.0%]	225 (100.0%) [100.0%]		

Source: Primary data.

Note: 1. the value within () refers to the Row Percentage.

2. The value within [] refers to the Column Percentage.

3. * denotes significant at 5% level.

The above table 2 describes the chi-square test for the significant association among the job description and the WP. As the p value, .037 is lesser than .05, the alternate hypothesis is accepted. **It is stated that job description has a significant association with the WP of the employees at 5% level of significance.** Based on the row percentage among the banking professionals, 44.5% has moderate WP, 30.6% has high and 25.2% consists of low WP. Among the healthcare professionals, 46.2% has moderate, 36.8% contains low and 17% has high WP. Considering the column percentage, 56.5% of healthcare professionals has low WP, 52.0% of banking professionals has moderate and 66.7% of banking professionals contains high WP.

Hypothesis-III:

H_{03} : Experience and WP are not significantly connected with one another.

TABLE 4: CHI-SQUARE TEST FOR SIGNIFICANT CONNECTION BETWEEN EXPERIENCE AND WP

Experience (in years)	Level of WP			Total	Chi-square value	P value
	Low	Moderate	High			
Below 10	24 (35.3%) [34.8%]	29 (42.6%) [28.4%]	15 (22.1%) [27.8%]	68 (100.0%) [30.2%]	3.800	.434
10-15	39 (31.2%) [56.5%]	58 (46.4%) [56.9%]	28 (22.4%) [51.9%]	125 (100.0%) [55.6%]		
Above 15	6 (18.8%) [8.7%]	15 (46.9%) [14.7%]	11 (34.4%) [20.4%]	32 (100.0%) [14.2%]		
Total	69 (30.7%) [100.0%]	102 (45.3%) [100.0%]	54 (24.0%) [100.0%]	225 (100.0%) [100.0%]		

Source: Primary data

Note: 1. the value within () refers to the Row Percentage

2. The value within [] refers to the Column Percentage

The above table 4 describes the chi-square test for the significant connection between experience and the WP. As the p value, .434 is greater than the 0.05, the null hypothesis is accepted and *it has been inferred that experience and WP are not significantly connected with one another at 5% level of significance.* Based upon the row percentage, and among those having experience of below 10 years, it has been found that 42.6% of workers are have moderate WP, 35.3% has low WP and 22.1% has high WP. Among those having 10-15 years of experience, 46.4% has moderate, 31.2% has low WP and 22.4% has high WP. Among those experienced above 15 years, 46.9% has moderate level, 34.4% has high WP and 18.8% has low WP. Depending on the column percentage, those experienced between 10-15 years, has low, moderate and high level of WP at 56.5%, 56.9% and 51.9% respectively.

Hypothesis-IV

H_0^4 : Annual income of the employees has a stronger affiliation with the WP of the employees.

TABLE 5: CHI-SQUARE TEST FOR STRONGER AFFILIATION BETWEEN THE ANNUAL INCOME AND WP

Annual Income	Level of WP			Total	Chi-square value	P value
	Low	Moderate	High			
Below 4	14 (41.2%) [20.3%]	16 (47.1%) [15.7%]	4 (11.8%) [7.4%]	34 (100.0%) [15.1%]	5.696	.223
4-8	32 (31.4%) [46.4%]	47 (46.1%) [46.1%]	23 (42.6%) [42.6%]	102 (45.3%) [45.3%]		
Above 8	23 (25.8%)	39 (43.8%)	27 (30.3%)	89 (100.0%)		

	[33.3%]	[38.2%]	[50.0%]	[39.6%]		
Total	69 (30.7%) [100.0%]	102 (45.3%) [100.0%]	54 (24.0%) [100.0%]	225 (100.0%) [100.0%]		

Source: Primary data

Note: 1. the value within () refers to the Row Percentage.

2. The value within [] refers to the Column Percentage.

The above 5 describes the significant difference for the stronger affiliation between the annual income and the WP. As the p value, .223 is greater than 0.05, the alternate hypothesis is rejected. ***It has been stated that the annual income of the workers has no stronger affiliation with the WP of the employees at 5% level of significance.*** Based on the row percentage, and among those earning an annual income of below Rs.4 lakhs 47.1% of workers are having moderate level, 41.2% contains low level of WP and 11.8% has high WP. The workers who are earning the income between Rs.4 – Rs.8 lakhs was having a moderate level of WP at 46.1%, 42.6% of workers has high WP and 31.4% consists of low WP. Those earning income above Rs.8 lakhs per annum, 43.8% has moderate WP, 30.3% has high WP and 25.8% contains low WP. Considering the column percentage, 46.4% of workers and 46.1% of interviewees of those who are earning the annual income from Rs.4-8 lakhs p.a. has low and moderate level of WP, while the workers earning an income of above Rs. 8 lakhs has high WP.

Hypothesis-V

H₀₅: Marital Status has no stronger and significant relationship with the WP of the workers.

TABLE 6: CHI-SQUARE TEST FOR SIGNIFICANT RELATIONSHIP BETWEEN MARITAL STATUS AND LEVEL OF WP

Marital Status	Level of WP			Total	Chi-square value	P value
	Low	Moderate	High			
Married	42 (25.9%) [60.9%]	78 (48.1%) [76.5%]	42 (25.9%) [77.8%]	162 (100.0%) [72.0%]	6.146	.046**
Unmarried	27 (42.9%) [39.1%]	24 (38.1%) [23.5%]	12 (19.0%) [22.2%]	63 (100.0%) [28.0%]		
Total	69 (30.7%) [100.0%]	102 (45.3%) [100.0%]	54 (24.0%) [100.0%]	225 (100.0%) [100.0%]		

Source: Primary data

Note: 1. the value within () refers to the Row Percentage

2. The value within [] refers to the Column Percentage

3. ** Denotes significant at 1% level.

The above table 6 clearly describes the chi-square test for the significant difference between the marital status and the WP. Since, the p value .046 is lesser than the 0.05 the null hypothesis is rejected at 5% level of significance. ***Therefore, it has been highlighted that marital status has a stronger and significant relationship with the WP of the workers.*** Considering the row

percentage and among the married workers, 48.1% of workers are having moderate, 25.9% of employees each are possessing low and high level of WP. As far as the Unmarried workers are concerned, 42.9% of employees has low WP, 38.1% has moderate WP and 19.0% are having high level of WP. Based on the column percentage, 60.9%, 76.5% and 77.8% of married workers has low, moderate and high level of WP.

Hypothesis-VI

H_0^6 : Age group has a significant connection with the WP of the employees.

TABLE 7: CHI-SQUARE TEST FOR SIGNIFICANT CONNECTION BETWEEN AGE GROUP AND LEVEL OF WP

Age group	Level of WP			Total	Chi-square value	P value
	Low	Moderate	High			
Upto 30	12 (42.9%) [17.4%]	11 (39.3%) [10.8%]	5 (17.9%) [9.3%]	28 (100.0%) [12.4%]	5.691	.459
31-40	30 (27.3%) [43.5%]	55 (50.0%) [53.9%]	25 (22.7%) [46.3%]	110 (100.0%) [48.9%]		
41-50	17 (28.3%) [24.6%]	24 (40.0%) [23.5%]	19 (31.7%) [35.2%]	60 (100.0%) [26.7%]		
Above 50	10 (37.0%) [14.5%]	12 (44.4%) [11.8%]	5 (18.5%) [9.3%]	27 (100.0%) [12.0%]		
Total	69 (30.7%) [100.0%]	102 (45.3%) [100.0%]	54 (24.0%) [100.0%]	225 (100.0%) [100.0%]		

Source: Primary data

Note: 1. The value within () refers to the Row Percentage

2. The value within [] refers to the Column Percentage

The above table 7 shows the chi-square test for the significant connection between age group and WP. As the p value .459, is greater than 0.05, the alternate hypothesis is rejected. *So, it has been stated that age group has no significant connection with the WP of the employees at 5% level of significance.* Depending on the row percentage and among the male workers, and among those workers aged upto 30 years, 42.9% are low WP, 39.3% are having moderate and 17.9% are having high WP. Those workers aged from 31-40 years, 50% has moderate, 27.3% has low and 22.7% has high WP. The employees aged from 41-50 years, 40.0% has moderate, 31.7% has high and 28.3% has low WP. The interviewees aged above 50 years, 44.4% has moderate, 37% has low and 18.5% has high WP. Based on the column percentage, the workers aged 31-40 years of age are having low, moderate and high WP at 43.5%, 53.9% and 46.3% respectively.

Hypothesis-VII

H_{07} : Number of Children is not significantly related with the WP of the working professionals.

TABLE 8: CHI-SQUARE TEST FOR SIGNIFICANT RELATIONSHIP BETWEEN NUMBER OF CHILDREN AND THE WP

Number of Children	Level of WP			Total	Chi-square value	P value
	Low	Moderate	High			
No Children	32 (41.0%) [46.4%]	31 (39.7%) [30.4%]	15 (19.2%) [27.8%]	78 (100.0%) [34.7%]	12.204	.058
One	19 (36.5%) [27.5%]	20 (38.5%) [19.6%]	13 (25.0%) [24.1%]	52 (100.0%) [23.1%]		
Two	15 (18.1%) [21.7%]	44 (53.0%) [43.1%]	24 (28.9%) [44.4%]	83 (100.0%) [36.9%]		
Three & above	3 (25.0%) [4.3%]	7 (58.3%) [6.9%]	2 (16.7%) [3.7%]	12 (100.0%) [5.3%]		
Total	69 (30.7%) [100.0%]	102 (45.3%) [100.0%]	54 (24.0%) [100.0%]	225 (100.0%) [100.0%]		

Source: Primary data

Note: 1. The value within () refers to the Row Percentage.

2. The value within [] refers to the Column Percentage.

The above table 8 projects the chi-square test for the significant relationship between the number of children and WP of the workers. As the p value .058 is greater than .05, the null hypothesis is rejected at 5% level of significance. **Henceforth, there is no significant relationship between the number of children and the WP.** Depending on the row percentage and among the category of no children, 41% of workers are having low WP, 39.7% are having moderate and 19.2% are having high WP. On the one child category, 38.5% of workers are having moderate, 36.5% possess low and 25% consists of high WP. Among the two children category, 53% has moderate, 28.9% contains high and 18.1% has low WP. Those employees having more than three children category, 58.3% has moderate, 25% has low and 16.7% has high WP. Depending on the column percentage, 46.4% of workers who has no children are having low WP, the workers with two children are having moderate and high WP at 43.1% and 44.4% respectively.

Hypothesis-VIII

H_0^8 : Number of dependents is strongly connected with the WP of the employees.

TABLE 9: CHI-SQUARE TEST FOR SIGNIFICANT CONNECTION BETWEEN THE NUMBER OF DEPENDENTS AND WP

Dependents	Level of WP			Total	Chi-square value	P value
	Low	Moderate	High			
Upto 2	17 (23.9%) [24.6%]	30 (42.3%) [29.4%]	24 (33.8%) [44.4%]	71 (100.0%) [31.6%]		
3-4	38	62	24	124		

	(30.6%) [55.1%]	(50.0%) [60.8%]	(19.4%) [44.4%]	(100.0%) [55.1%]	9.406	.052
Above 4	14 (46.7%) [20.3%]	10 (33.3%) [9.8%]	6 (20.0%) [11.1%]	30 (100.0%) [13.3%]		
Total	69 (30.7%) [100.0%]	102 (45.3%) [100.0%]	54 (24.0%) [100.0%]	225 (100.0%) [100.0%]		

Source: Primary data

Note: 1. The value within () refers to the Row Percentage.

2. The value within [] refers to the Column Percentage.

The above table 9 projects the chi-square test for the significant difference between the number of dependents and WP. Since, the p value, .052 is greater than .05, the alternate hypothesis is rejected at 5% level of significance. **Therefore, it has been stated that number of dependents is not strongly connected with the WP of the employees.** Considering the row percentage and among workers with 2 dependents category, 42.3% of workers has moderate WP, 33.8% of workers has high and 23.9% has low WP. Among the 3-4 dependents, 50% has moderate WP, 30.6% has low WP and 19.4% has high WP. In the workers with above 4 employees' category, 46.7% has low WP, 33.3% has moderate WP and 20% has high WP. Based on the column percentage, the respondents with above 4 dependents has low level of WP, 60.8% has moderate WP and both the category of workers having 2 dependents and 3-4 dependents has high level of WP at 44.4% each.

KEY FINDINGS OF THE STUDY

The major findings of the study is that the factors such as gender, experience, annual income, age group, number of children and number of dependents are having no significant relationship with the job performance of the workers. While the constructs namely job description and marital status has a significant association with the WP of the employees. The study found that those unmarried, male healthcare workers aged 31-40 years with experience of 10-15 years and earning the annual income from 4-8 lakhs along with the range of 3-4 dependents and with no dependents are having low level of WP. It has been identified that they lack in the WP, because since they are unmarried and into the hospitality sector with the middle age and in the mid position on their career, they have more responsibilities on their occupation and has personal constraints such as taking care of the health of the dependents and achieving their demands and needs. In addition to these, as they were into the hospitality sector which has to work for 24*7 environment, all the hospitality staffs has to work on rotational weekly and even beyond the normal working hours during the case of emergencies. Due to these factors, the workers could not concentrate on their occupation with full commitment and as a result there is a reduction in the work performance of the employees.

CONCLUSIONS AND RECOMMENDATIONS

The work performance of such employees could be better improved through limiting the frequent rotational work schedule from a week to monthly, and as since the employees are working in hospitals, allowing the dependents of their workers with free or reduced costs medical services. In addition to these, the work performance of the workers could be further improved through

reducing the work load of the employees by job sharing techniques. It is the responsibility of the organization to ensure that the workers are satisfied with their occupation. Once, the employees are contented with their profession, they would become more committed towards the work and as a result, the work performance of the employees goes up easily.

Henceforth, through these organizational policies the job performance of the employees upsurges easily. Apart from these the employees should be motivated towards their work. Continuous performing of same work makes the employees to ends up in frustration and at last on the boredom of the job. So, it is the responsibility of the hospital management to provide breaks and paid vacations to their employees in a rotational manner without hindering any service of the hospitals. Proper counselling should be provided by their hospital psychiatrists to those workers who felt boredom on their work and also to the normal workers to improve their interest and the enthusiasm over the tasks associated with the profession.

Finally, through these measures taken by the hospital management would be helpful in improving the work performance of the employed professionals at hospitals. Through the improvement on the occupational outcomes i.e., the job performance helps the workers to contribute more to the patients via rendering quality service thru better performance on the job. If the quality service of healthcare professionals improves, then the life expectancy of the common masses i.e., the peoples goes upwards without any hindrance. Through the proper physical and mental health of the common public, then they could work even harder and improves the individual productivity. This in turn leads to the better organizational productivity and as a result, it paves way for better economic growth.

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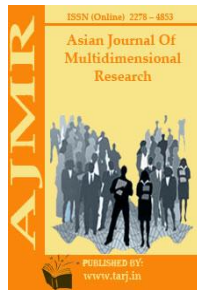
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TO EVALUATE THE EFFECTIVENESS OF PLANNED NURSING INTERVENTION REGARDING PREVENTION OF PRESSURE ULCER ON BEDRIDDEN PATIENTS WITH ORTHOPEDIC AILMENTS IN TERMS OF KNOWLEDGE & PRACTICES OF PRIMARY CARE GIVER

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ABSTRACT

The study was conducted among 30 primary care givers of patients with orthopedic ailments who were admitted to selected hospitals of Meerut during the month of July- August 2013. The study was aimed to find out the effectiveness of a planned nursing intervention in primary care givers of patients with orthopedic ailment sin preventing pressure ulcer. The study showed statistical significance ($P < 0.05$). It is recommended that planned nursing intervention to be given to the family care givers of patients.

KEYWORDS: *Planned Nursing intervention, knowledge, practice, pressure ulcer, primary care givers.*

INTRODUCTION:

Traditionally nurses carry out a variety of functions. Some of these can be primary to nurses role and some are secondary to nurses role – namely care and cure functions. Today’s concern is “Family centered care” where health personnel are in a position to provide care not only to patient but also to family as a whole. Involving family in the care of patient after proper teaching of the skills will have a powerful role in healing and it increases the satisfaction.

NEED FOR THE STUDY:

Pressure ulcers are an important concern. When pressure is applied to a bony prominence for 2 hrs it can lead to tissue ischemia & hypoxia. The incidence of pressure ulcer in hospital has been reported as 8 % where an incidence in long term care facilities is reported to range from 2.4% to 23% (**Proth 2005**).The national family care givers association reports that more than 50 million individuals provide care for chronically ill or aged family members and their friends.

OBJECTIVES:

- To prepare and validate the planned nursing intervention about the ‘prevention of pressure ulcers in bedridden patients with orthopedic ailments for primary care givers.
- To assess and evaluate the knowledge of primary care giver regarding prevention of pressure ulcers before and after the administration of a planned Nursing intervention.
- To assess and evaluate the practices of primary care giver regarding prevention of pressure ulcers before and after the administration of a planned Nursing intervention.
- To determine the association between post-test knowledge with selected demographic variables of primary care giver.
- To determine the association between post-test practices with selected demographic variables of primary care givers.

HYPOTHESES

H₁: The mean post-test knowledge score of primary care giver regarding prevention of pressure ulcer will be significantly higher than the mean pre-test test knowledge score at 0.05 level of significance.

H₂: The mean post-test practices score of primary care giver regarding of pressure ulcer will be significantly higher than the mean pre-test test knowledge score at 0.05 level of significance.

H₃: There will be a significant association between post-test knowledge score of primary care giver with the selected demographic variables at 0.05 level of significance.

H₄. There will be a significant association between post-test practices score of primary care giver with the selected demographic variables at 0.05 level of significance.

LITERATURE REVIEW

Chauhan V.S, Goel.S (2004) conducted a study on the prevalence of pressure ulcer in hospitalized patients at Institute of medical sciences, Varanasi, India. The study was conducted in 445 patients hospitalized in medical surgical wards. The prevalence of pressure ulcer was high (4.94%) and morbidity due to pressure ulcer in long stay wards was exceptionally high (40.9%). It was concluded that pressure ulcer remain one of the most neglected aspect of health care provision in India, and identifying risk factors at an early stage can prevent it.

Duimel, Peeters (2006), has conducted a cross sectional comparative study using questionnaire on prevention of pressure ulcer among nurses and the result showed that compared with 1991 the result showed an improvement in the year 2004. The improvement of health care in the domain of health care preventions was more and we need accurate implementation of preventive guide lines.

MATERIAL AND METHODOLOGY

RESEARCH APPROACH

Research approach is the umbrella that covers the basic procedures for conducting research (**Treeye&Treeye 1996**). The research approach tells the researcher from where the data is to be collected, what to collect, how to collect and how to analyse them. In view of accomplishing the objective that is developing a planned nursing intervention (Video assisted teaching) on prevention of pressure ulcer, the evaluative research approach was considered most appropriate.

RESEARCH DESIGN

The research design adopted for the study was pre experimental, one group pre-test post-test design.i.e. **K₁ P₁X. K₂ P₂**

SAMPLE	DAY-1		DAY-4
Primary care givers	Pre-test (O ₁)	Treatment (X)	Post-test(O ₂)
	<ul style="list-style-type: none"> • Knowledge (K1) • Practices (P1) 	<ul style="list-style-type: none"> • Administration of planned nursing intervention on prevention of pressure ulcer. 	<ul style="list-style-type: none"> • Knowledge (K2) • Practices (P2)

Schematic presentation of research design

Key:

O₁ – Assess demographic variables.

Pre-test knowledge (K1) on prevention of pressure ulcer and practices (P1) of skin care.

X – Planned Nursing Intervention (video assisted teaching)on prevention of pressure ulcer among bed ridden patients. (Treatment)

O₂ – Post-Test assessment of knowledge (K2)on prevention of pressure ulcer and practices (O₂) of skin care

ANALYSIS, DISCUSSION AND FINDINGS

The following diagrams represent the pretest and posttest knowledge and practice score among primary caregivers.

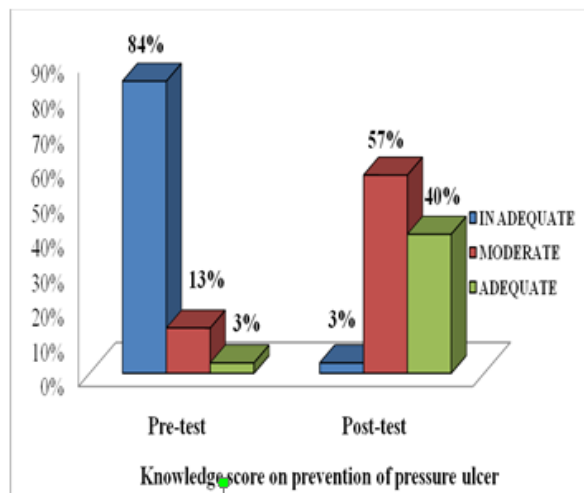


Fig -1: Bar diagram on the level of mean pre-test and mean post-test knowledge score on prevention of pressure ulcer.

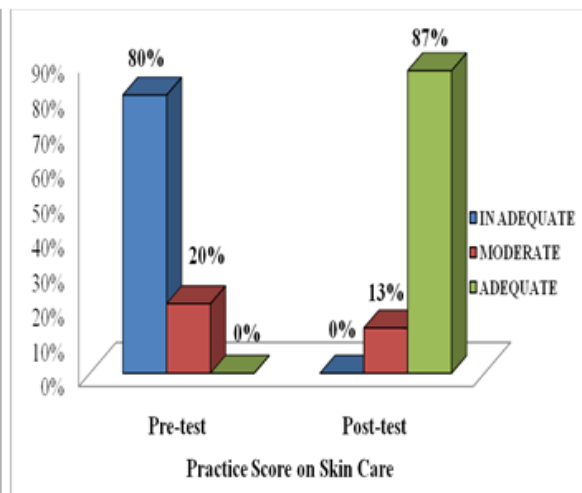


Fig -2: Bar diagram on the level of mean pre-test and mean post-test practice score on prevention of pressure ulcer.

The pre-test knowledge score among the primary care givers (30 Samples), 1 [3%] was with adequate knowledge 4 caregiver [13%] with moderate knowledge and 25 care givers [84%] with inadequate knowledge. In the post-test 12 samples [40%] had adequate knowledge, 17 samples [57%] had moderate knowledge, and 1caregiver [3%] had inadequate knowledge.

The pre-test practice score among the primary care givers (30 Samples), no body (0%) was with adequate practice, 6 caregivers [20%] with moderate practice and 24 care givers [80%] with inadequate practice. In the post-test 26 samples [87%] had adequate practice, 4 samples [13%] had moderate practice, and no samples [0%] had inadequate practice.

TABLE -1: MAXIMUM POSSIBLE SCORE, MEAN, STANDARD DEVIATION, PAIRED MEAN DIFFERENCE AND PAIRED 'T' VALUE OF KNOWLEDGE AND PRACTICE SCORE OF PRIMARY CARE GIVERS. N= 30

S. No	Area of practice	Maximum possible score	Pre-test practice		Post-test practice score		Paired mean difference	Paired 't' value
			Mean	SD	Mean	SD		
1	Overall Knowledge score	20	7.71	4.10	14.93	3.97	7.73	21.14*
2	Overall practice score	12	4.73	1.43	10.37	1.11	5.64	16.99*

*- Significant $P < 0.05$ level

df = 29

Table value=3.66

The overall mean pre-test knowledge score was 7.71 (36%) with SD of 4.10, and the post test for knowledge score was 14.93 (74%) with SD of 3.97. The statistical hypothesis was assessed by comparing the mean pre-test and mean post-test knowledge scores. The paired t values (21.14) were found highly significant in all areas of knowledge at $p < 0.05$ level of significance. This indicates that the Planned Nursing Intervention (video assisted teaching) was highly effective to improve the knowledge in prevention of pressure ulcer among primary care givers of patients.

The overall mean pre-test practice score was 4.73 (39.44%) with SD of 1.43, and the post test for practice score was 10.37(86.38%) with SD of 1.11. The statistical hypothesis was assessed by comparing the mean pre-test and mean post- test practice scores. The paired t values were found highly significant (16.99) in all areas of knowledge at $p < 0.05$ level of significance. This indicates that the Planned Nursing Intervention (video assisted teaching) was highly effective to improve the practice in prevention of pressure ulcer among primary care givers of patients.

The association between post-test knowledge and practice score with their selected demographic variables – gender, age in years and relationship was done which showed significance except in male primary care givers.

Thus the result suggests that the planned nursing intervention (Video Assisted Teaching) on knowledge and practices was effective in preventing pressure ulcer.

RECOMMENDATIONS:

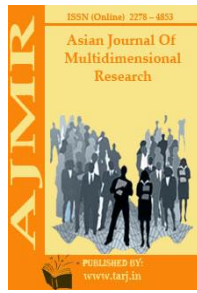
1. A similar study can be done on larger samples in different setting to validate and generalize the result.
2. A similar study can be conducted among bed ridden patients with neurological disorders.
3. A similar study can be done to the group with an assisted video teaching program about practices of skin care.

CONCLUSION:

The mean pre-test score reveals inadequate knowledge and poor practice are higher among the primary care givers of patients with orthopedic ailments. After exposure to planned nursing intervention (video assisted teaching) the group showed increase in adequate knowledge and practice. This reveals that planned nursing intervention (video assisted teaching) was effective in improving the knowledge and practice of primary care givers.

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AN ANALYTICAL STUDY ON PREVENTING STUDENTS FROM DEPRESSION

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ABSTRACT

Depression causes feelings of sadness and/or a loss of interest in activities once enjoyed. It can lead to a variety of emotional and physical problems and can decrease a person's ability to function at work and at home. This study is made with purpose to evaluate the level of depression and identify the corrective mechanisms and strategies to overcome the depression among the students community. Descriptive research design was used to collect the primary data from the sample of 100 students studying in Bangalore city through structured questionnaire constructed with standard set of questions. Appropriate statistical tools were employed to analyze the data, based on that finding are arrived and suggestions are made. It is considered to be ever increasing and demanding need to produce high quality output from educational institutions to build strong nations. This is considered to be an attempt to reach that destiny.

KEYWORDS: *Depression, Strategies, Students, Symptoms.*

INTRODUCTION

In digital era, all the in-born babies are tech savvy by birth. It can be viewed as a strengthen part for the nation in one side, but the other way, it was viewed as severe as other social issues. The growing children and teen agers, adult and even old agers are separated from their family and the society they belongs. This in turn will leads to social imbalances and psychological disorder among the people. To study this effect in general among the students' community, the cause and effect of depression, the strategies to measure and overcome the depression and self-evacuation mechanisms to fight against the depression are concentrated.

DEPRESSION – AN OVER VIEW

In a psychology the term depression means that “feelings of severe despondency and dejection”. Depression (major depressive disorder) is a common and serious medical illness that negatively affects how you feel the way you think and how you act. Fortunately, it is also treatable. Depression causes feelings of sadness and/or a loss of interest in activities once enjoyed. It can lead to a variety of emotional and physical problems and can decrease a person's ability to function at work and at home.

SYMPTOMS OF DEPRESSION

For many people with depression, symptoms usually are severe enough to cause noticeable problems in day-to-day activities, such as work, school, social activities or relationships with others. Some people may feel generally miserable or unhappy without really knowing why. The following are the symptoms normally be underlined by the psychologists for depression,

- Feeling sad or having a depressed mood
- Loss of interest or pleasure in activities once enjoyed
- Changes in appetite — weight loss or gain unrelated to dieting
- Trouble sleeping or sleeping too much
- Loss of energy or increased fatigue
- Increase in purposeless physical activity (e.g., hand-wringing or pacing) or slowed movements and speech (actions observable by others)
- Feeling worthless or guilty
- Difficulty thinking, concentrating or making decisions
- Thoughts of death or suicide
- Symptoms must last at least two weeks for a diagnosis of depression.

Based on the research undergone by the psychologist it is highlighted that irrespective of the age group, depression causes at all the stages of human lives. In younger children, symptoms of depression may include sadness, irritability, clinginess, worry, aches and pains, refusing to go to school, or being underweight. In teens, symptoms may include sadness, irritability, feeling negative and worthless, anger, poor performance or poor attendance at school, feeling misunderstood and extremely sensitive, using recreational drugs or alcohol, eating or sleeping too much, self-harm, loss of interest in normal activities, and avoidance of social interaction. Symptoms of depression may be different or less obvious in older adults, such as, Memory difficulties or personality changes, Physical aches or pain, Fatigue, loss of appetite, sleep problems or loss of interest in sex, not caused by a medical condition or medication, Often wanting to stay at home, rather than going out to socialize or doing new things, Suicidal thinking or feelings, especially in older men.

Depression in women may occur earlier, last longer, and be more likely to recur than depression in men. In women, depression is more likely to be associated with stressful life events and be more sensitive to seasonal changes. Women are more likely to experience guilty feelings and attempt suicide, although they actually kill themselves less often than men. Depressed women are less likely to abuse alcohol and other drugs as rightly pointed by WebMD's report.

STATEMENT OF THE PROBLEM

Based on the research report, in the U.S., about 15 million people experience depression each year. The majority of them are women. Unfortunately, nearly two-thirds do not get the help they need. Depression in women is very common. In fact, women are twice as likely to develop clinical depression as men. Up to one in four women is likely to have an episode of major depression at some point in life. Depression in women may occur earlier, last longer, be more likely to recur, be more likely to be associated with stressful life events, and be more sensitive to seasonal changes. Women are more likely to experience guilty feelings and attempt suicide, although they actually commit suicide less often than men. Hence it is necessary to study the depression among the students to prevent them to attempt any irregular activity.

NEED FOR THE STUDY

According to Medical news today, Depression is different from the fluctuations in mood that people experience as a part of normal life. Temporary emotional responses to the challenges of everyday life do not constitute depression. Likewise, even the feeling of grief resulting from the death of someone close is not itself depression if it does not persist. Depression can, however, be related to bereavement - when depression follows a loss, psychologists call it a "complicated bereavement."

REVIEWS

According to the Centers for Disease Control and Prevention (CDC), 7.6 percent of people over the age of 12 have depression in any 2-week period. This is substantial and shows the scale of the issue.

According to the World Health Organization (WHO), depression is the most common illness worldwide and the leading cause of disability. They estimate that 350 million people are affected by depression, globally.

- Fast facts on depression: Depression seems to be more common among women than men.
- Symptoms include lack of joy and reduced interest in things that used to bring a person happiness.
- Life events, such as bereavement, produce mood changes that can usually be distinguished from the features of depression.
- The causes of depression are not fully understood but are likely to be a complex combination of genetic, biological, environmental, and psychosocial factors.

TYPES OF DEPRESSIONS

- Major Depression (only occurs once ,repeats many time symptoms may include lack of interest from daily activities)
- Dysthymic Disorder (mild chronic depression)
- Minor Depression (occurs for short term, without treatment may lead to major)
- Psychotic Depression (symptoms hallucinations n delusions)

- Seasonal Effective Disorder (seen in winter disappears spring n summer)

MEASURING DEPRESSION USING TESTS

- Depression can be tested in many ways. Blood tests are taken to check for anemia as well as thyroid or vitamin level or any other possible hormones imbalances. In the blood test they might even check electrolytes, liver function, toxicology screening, kidney function.
- Medication leads to Brain chemistry may contribute to an individual's depression and may factor into their treatment.
- Antidepressants may produce some improvement within the first week or two of use. Full benefits may not be seen for two to three months. If a patient feels little or no improvement after several weeks, his or her psychiatrist can alter the dose of the medication or add or substitute another antidepressant.
- Psychotherapy, or "talk therapy," is sometimes used alone for treatment of mild depression; for moderate to severe depression, psychotherapy is often used in along with antidepressant medications. Cognitive behavioral therapy (CBT) has been found to be effective in treating depression.
- Electroconvulsive Therapy (ECT) is a medical treatment most commonly used for patients with severe major depression or bipolar disorder who have not responded to other treatments. It involves a brief electrical stimulation of the brain while the patient is under anesthesia.
- Self-help and Coping helps many people, the regular exercise helps create positive feeling and improve mood. Getting enough quality sleep on a regular basis, eating a healthy diet and avoiding alcohol (a depressant) can also help reduce symptoms of depression.

There are more **natural ways** to kill depression,

- Exercise, train your brain and train your body.
- Eat healthy and eat at proper time
- Be scheduled
- Get good hours of sleep
- Take challenges
- Take responsibilities
- Talk to your friends and family
- Take part in adventures and daily day work

IMPORTANCE OF DEPRESSION TREATMENT

Depression is a mood disorder that causes a persistent feeling of sadness and loss of interest. Also called major depressive disorder or clinical depression, it affects how you feel, think and behave and can lead to a variety of emotional and physical problems. You may have trouble doing normal day-to-day activities, and sometimes you may feel as if life isn't worth living.

STRATEGIES USED TO MEASURE DEPRESSION

- find ways to handle stress and improve your self esteem
- take good care of yourself .get enough sleep, eat well, exercise regularly
- reach out to family and friends when time to get hard
- get regular medical check-ups and see your provider if you don't feel right
- get help if you think you are depressed if you wait.it could get worse

- try ways to fight stress like meditation and yoga

STRATEGIES USED TO OVERCOME DEPRESSION

- Spreading awareness in schools and colleges
- Establishing counseling centres in colleges
- Teaching meditation and few yoga exercises
- Giving kindness and support can help to walk in their path strongly
- Taking anti-depressants
- Making the students involve in extra- curricular activities

OBJECTIVES

- To study the mental depression of the student community
- To analyze the most influencing cause of depression to students
- To identify the remedy to break out the depression feeling

LIMITATIONS

- The study is limited to student community only
- The primary data for this research are collected from students studying in Bangalore city.
- Only students' pursuing Arts, Science and Engineering discipline are included in the sampling frame.

METHODOLOGY

The study is completely based on descriptive research design, attempting to reveal the exact mental depression of the students expelled by them. The data is collected through structured questionnaire circulated among the students studying in Bangalore city. Totally 100 respondents were included based on convenience sampling technique. Since the population is infinite, non-probability sampling technique was employed and based on the convenience of the respondents the necessary data for the research was collected. The primary data are analyzed with appropriate statistical technique using SPSS v.21 data analysis software for testing the following hypothesis;

H₀: There is no significant influence of demographic factors on the stress causing factors.

Besides the analysis, the inference was made followed by the findings are arrived and suggestions are made.

RESULTS AND DISCUSSION

The primary data collected through structured questionnaire are analyzed with SPSS V.21 and the statistical results are portrayed below.

TABLE 1 – FREQUENCY ANALYSIS

Gender	Frequency	Percent	Cumulative Percent	Degree	Frequency	Percent	Cumulative Percent
Male	30	40.0	40.0	UG	60	80.0	93.3
Female	45	60.0	100.0	PG	15	20.0	100.0
Total	75	100.0		Total	75	100.0	
Age				Accommodation			
19-20	63	84.0	84.0	Alone	3	4.0	4.0

21-22	10	13.3	97.3	Along with Parents	53	70.7	74.7
23-24	2	2.7	100.0	With Friends	10	13.3	88.0
Total	75	100.0		Hostel	9	12.0	100.0
Native				Total	75	100.0	
Rural	12	16.0	16.0	Residential Status			
Urban	63	84.0	100.0	Indian	75	100.0	100.0
Total	75	100.0		Total	75	100.0	

(Source: Questionnaire)

It was observed from the Table 1 that, there are 30 female and 45 male students are included in the study. They are belongs to the different age group viz., 63 students are belongs to 19-20 years; 10 are belongs to 21-22 years and 2 students are belong to 23-24 years age group. 63 students are from Urban Native and 12 are from Rural Native. For collecting 75 samples, 60 students from UG degree and 15 students from PG degree are included.

Majority of the students are stayed with their parents; 10 students in the sample are stayed with their friends; 9 among them are stayed at Hostel; and only 4 students among 75 are stayed alone. For conducting the study only students belongs to Indian nationality is included.

TABLE 2- WEIGHTED MEAN RANK FOR DEPRESSION SYMPTOMS BASED ON STUDENTS PERCEPTION

Symptoms	1	2	3	4	5	6	7	8	9	Weighted Score	Rank
Sadness	17	7	9	7	8	7	6	6	8	330	1
Anxiousness	6	10	10	8	9	10	6	10	6	369	4
Feeling Empty	9	6	4	10	11	13	8	5	9	383	7
Feeling Guilty	5	6	15	10	10	7	8	6	8	370	5
Feeling Worthless	6	5	2	7	9	10	13	14	9	439	9
Suicidal Thoughts	6	4	7	10	8	11	8	9	12	417	8
Lack of Interest in Studies/Work	10	10	8	11	10	7	3	7	9	348	2
Having Trouble in Concentration	8	9	7	9	13	7	5	6	11	372	6
Inability to make decisions	11	7	9	7	10	8	7	10	6	361	3

(Source: Questionnaire)

Based on the perception of the students, the general symptoms of depression are ranked and it was properly analyzed with weighted mean rank technique to sort in sequential order. According to the weighted mean result, the major symptoms of depression among the students is Sadness; the second is lack of Interest in Studies and Work; and Inability to make decision stands at the third place. Anxiousness, Feeling Guilty and Having Trouble in Concentration stands at the

fourth, fifth and sixth position respectively in identifying the symptoms of depression according to the students perception. If the degree of depression goes insight and the students even to face the Feeling Empty, Suicidal Thoughts and Feeling Worthless and these symptoms are ranked by them at the seventh, eighth and ninth position respectively. Based on the severity of depression and the students perception level towards the rate of depression these symptoms are arranged and ranked thereof.

TABLE 3 – STRATEGIES TO OVERCOME THE DEPRESSION

Like to share Depression with anyone			
	Frequency	Percent	Cumulative Percent
Yes	6	8.0	8.0
No	42	56.0	64.0
May be	27	36.0	100.0
Total	75	100.0	
Like to try something to Relax from Depression			
Yes	63	84.0	84.0
No	12	16.0	100.0
Total	75	100.0	
Depression Escape Mechanism helps to find relief			
Yes	75	100.0	100.0

(Source: Questionnaire)

From the Table 3, it was realized that Students are dislike to share their depression with anyone, only few students are under oscillation to express or share their feeling of depression with someone else. But it reveals that they have a strong intention to relax from the feeling of depression and they are ready to take any kind of remedial measure to come out from that. All the students opine that the remedial measures and strategies to overcome the depression will 100 per cent help them to relax themselves from the depression feelings.

In this study, the factors which are influencing the depression are evaluated under different demographic back ground of the students, to have better understanding about which segment of the students get affected by which factors is high. To perform that, Chi-Square analysis was performed with the assumed hypothesis of demographic profile of the students does not influence on the factors causing depression and the statistical outcome are presented in the following table.

TABLE 4 – INFLUENCING FACTORS FOR DEPRESSION

Demographic Variables	Factors	Chi-Square	p	Result
Gender	Stress level	7.031	0.030*	Reject
	Living Away from family	2.921	0.232	Accept
	Relationship	5.968	0.051	Accept
	Carrying Parental Genes	6.883	0.032*	Reject
	Worrying about Finance	3.233	0.199	Accept
	Inability to cope with College Atmosphere	7.357	0.025*	Reject
	Reduced Self-Esteem	3.278	0.194	Accept

Age	Stress level	8.323	0.080	Accept
	Living Away from family	7.885	0.096	Accept
	Relationship	5.936	0.204	Accept
	Carrying Parental Genes	5.287	0.259	Accept
	Worrying about Finance	14.353	0.006*	Reject
	Inability to cope with College Atmosphere	4.048	0.399	Accept
	Reduced Self-Esteem	26.923	0.000*	Reject
Native	Stress level	8.036	0.018*	Reject
	Living Away from family	30.995	0.000*	Reject
	Relationship	17.457	0.000*	Reject
	Carrying Parental Genes	3.985	0.136	Accept
	Worrying about Finance	11.399	0.003*	Reject
	Inability to cope with College Atmosphere	4.666	0.097	Accept
	Reduced Self-Esteem	3.992	0.136	Accept
Degree	Stress level	3.013	0.222	Accept
	Living Away from family	8.036	0.018*	Reject
	Relationship	3.409	0.182	Accept
	Carrying Parental Genes	2.953	0.228	Accept
	Worrying about Finance	4.273	0.118	Accept
	Inability to cope with College Atmosphere	2.632	0.268	Accept
	Reduced Self-Esteem	10.096	0.006*	Reject
Accommodation	Stress level	14.018	0.029*	Reject
	Living Away from family	37.868	0.000*	Reject
	Relationship	23.631	0.001*	Reject
	Carrying Parental Genes	37.003	0.000*	Reject
	Worrying about Finance	27.988	0.000*	Reject
	Inability to cope with College Atmosphere	21.654	0.001*	Reject
	Reduced Self-Esteem	18.302	0.006*	Reject

*Significant at 95 per cent confidence level

For undergoing the chi-square analysis, Gender, Age, Native, Degree, Accommodation are considered as Independent variables and the influence of it on the depression causing variables such as Stress level, Living Away from family, Relationship, Carrying Parental Genes, Worrying about Finance, Inability to cope with College Atmosphere and Reduced Self-Esteem are included as dependent variables.

From the Table 4 the result of chi-square analysis reveals that, Gender has influence over the factors Stress level, Carrying Parental Genes, and Inability to cope with College Atmosphere since the p value is less than .05, for the rest of the factors gender does not influence because the p value is more than the accepted significance limit.

Similarly, Age does influence the Worrying about Finance and Reduced Self-Esteem and for rest of all the other factors due to insignificant p value ($>.05$), the hypothesis is accepted; further Native has influence over the factors Stress level, Living Away from family, Relationship,

Worrying about Finance with p value ($>.05$) and does not have influence over the factors Carrying Parental Genes and Inability to cope with College Atmosphere. Degree have considerable influence over the Living Away from family and Reduced Self-Esteem with the significant p value but no influence over all the other variables, and Accommodation has strong influence over the all the variables influencing the depression.

RECOMMENDATIONS

It was observed from the discussions of the statistical results and observations of the students respondents the following recommendation are made.

- It is advised to have a separate session for the students those who are seeking rescue from depression even after the regular class hours regularly once in fort-night
- It is recommended to design the pedagogy in such a way to make the students to get involved with the syllabus completion and class delivery, like assigning spontaneous project at class room, interactive and participative class room delivery based on the subject requirements.
- It is again highlighted to have a permanent psychologist and meditation room at every institution.
- The class mentorship system has to be arranged and should have a close watch of every individual students is admired. It will enhance the faculty and others to distinguish the students who really expect the help from others.
- It is advised to have a let out session for the students to have mingled with their friends and faculty and the environment where they are studying, they should love to come to institution and attend the classes.
- The faculty and the mentors should act as a trustworthy person to solve their problems instead of whistle blow to others. Proper distance and relationship should be maintained with the students, should not be too close and so far.

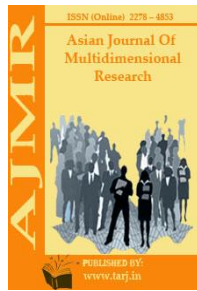
CONCLUSION

Students, irrespective of the age group and gender differences, they are heavily suffered by the depression. They are too many factors influencing them to get depressed under the high tech era. The evolution happened in technology and the life style changes made the students to get depressed very easily and frequently. It is need of the day to identify measure and evaluate the level of their depression and find the strategies to erode it if from the earlier stage itself. The students are the future pillars of the economy, it is mandatory to produce high qualified output from the educational institution to reengineering and redesigning our nation. This study is mere an attempt to exemplify the same to protect the students and prevent them from deep depression. Like this, in future plenty of study is required to analyze and evaluate the depression level of different segment of pupils in deeper sense will be more effective. Try to generate and circulate the positive vibrations in and around the environment where we live, it will accumulate more positive energy psychologically to complete any ambiguous task in easiest way. Let we plan and initiate to build the strongest positive nation in India.

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A BRIEF STUDY ON INCREASING FOOD PRODUCTIVITY IN ASSAM AND NEIGHBORING STATES

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ABSTRACT

Food production is the base for food security. The internationally accepted definition of food security is that given by the Food and Agriculture Organization of the UN (FAO) in the Rome Declaration on World Food Security, 1996, further refined in the FAO's State of Food Insecurity in the World, 2001. "Food security [is] a situation that exists when all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life." The availability of food is determined by production of food. According to Swaminathan given that India's population is likely to reach 1.5 billion by 2030, the challenge facing the country is to produce more and more from diminishing per capita arable land and irrigation water resources and expanding abiotic and biotic stresses. India currently produces about 230 million tones of cereals to meet the needs of a population of 1.15 billion. He has rightly remarked that 'while calculating food requirements, the needs of farm animals are often overlooked and hence the current situation in India is that cereal production has to be doubled by 2050 in order to meet the needs of the expected population of 1.8 billion, in addition to meeting the needs of livestock and poultry' With such a backdrop the main objective of the research paper is to suggest ways of increasing food productivity. The other objective is to ensure means of creating awareness amidst the needy ones.

KEYWORDS: *Malnutrition, Public Distribution System, Food-Grains, Self-Help Group.*

INTRODUCTION:

The Food and Agriculture Organization states that food security emerges when all people at all times have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life. In India where more than one third of the population is below poverty line than concern of food insecurity becomes a major issue. The World Bank Report on Malnutrition in India, 2009-13 estimates that India is one of the highest ranking countries in the world for the number of children suffering from malnutrition. The 2011 Global Hunger Index (GHI) Report ranked India 15th, amongst leading countries with hunger situation. With such a backdrop the emergence of the National Food Security Bill, Right to Food Campaign, Introduction of Targetted Public Distribution System- to name a few highlights effort put in for reducing the food insecurity in India. The concept of food security creates a situation where demand for want of food equals supply of food- be it in form of grains, cereals, stock. It had been recorded that post-independence and due to the effect of green revolution India had come to a position where import of food grains was almost stopped except during emergency and severe crop failure. However, till India could reach the end of 2000 it was clear that even per capita availability became scarce as the increase in population could not be matched with the available production. So much so that S. MahendraDev and A. Sharma observed that during the period 1996-2008 as compared to the years 1986-97, the growth rate in food grain production declined very sharply from nearly 3 percent to around 0.93 percent leading steadily towards food insecurity.

STATEMENT OF THE PROBLEM:

The report from the latest round of the National Sample Survey Organisation (NSSO) titled "Situation Assessment Survey of Agricultural Households" for 2012-13 clearly shows agriculture in India is not only in terrible crisis, but is fast decaying. If statistics are to be believed than in the last seventeen years media has reported of more than three lakhs farmers committing suicide. Survey reports have highlighted that more than forty two percent of farmers will readily leave the occupation of agriculture if alternate choice is offered. The Census 2011 tells us that more than 2,400 farmers quit agriculture and migrate to the cities every day. The World Bank had estimated that in the 20 years following, by 2015, the number of people migrating from rural to urban areas in India will be equal to the combined population of Britain, France and Germany. Policy makers too seem to be concentitious about the decline in agriculture production as in the twelfth five year plan, the budgetary support was increased to Rs 1.5 lakh crore from Rs 1 lakh crore as in the 11th Plan Period. In the year 2014-15, agriculture received only Rs 24,000 crore, a sector which employs fifty eight percent of the current population. Here we cannot but mention that the industrial sector on the other hand got tax concessions worth Rs 5.73 lakh crore this year.

LITERATURE REVIEW:

The North east part of India is been projected as a hotspot tourist destination. The picturesque landscape with its magnificent flora and fauna do attract tourists. According to ATDCL data, the State received 19,953 foreign tourists and 44, 38,870 domestic ones in 2014 which was higher than its previous year's data. A total of 41, 43,776 domestic tourists and 16,134 foreigners visited the State destinations in 2013. But still agriculture remains the primary occupation of the state. Statistics reveal percentage of cultivated area to total geographical area ranges from 2.2 percent (in hilly states like Arunachal Pradesh) to 35.4 percent (Assam), as compared to 43.3

percent at all-India level. Here agriculture is the sole means of livelihood. So once again it is proved that the food insecurity has to be brought to a stable position by increasing the agricultural products. The government is harnessing on the water resources, fertility, greenery along with wildlife to increase inflow of tourists. In the same shot the same potentials of natural resources can be utilised as optimum strength to ensure agricultural growth. Along with this to bring food security there have to be presence of proper market linkages and connectivity by roadways to remote areas. This method will utilise the critical path methodology where more than one activity can be carried out with one event and at the same cost. It is sheer blessing that the under agricultural production in the North Eastern Region can be entrusted upon frequent flood, soil erosion, land-slides and insurgency but efforts to utilise upgraded machineries, awareness about schemes and subsidies available are not much considered to replace the loss. The agricultural growth has been uneven across NER, which comprises 8% of India's total geographical area but produces only 1.5% of the nation's foodgrains. The economy of the region is lagging behind as the prime occupation is giving low input and with 101.27 lakh people living below the poverty line, the state of Assam has the 12th highest number of poor people in the country and the highest in the north east region, according to Planning Commission's Poverty Estimates, 2011-12. The north eastern part of India has been rightly remarked by B.C. Barah, as fertile land, abundant water resources, evergreen dense forests, high and dependable rainfall, mega biodiversity and agriculture-friendly climate. The arising concern of food insecurity will be a challenge no longer if people and policy makers handle the potentials gifted naturally for growth and development. The primary crop of this area is rice. If we talk of Assam, geoclimatic variations and agriculture's dependence on rainfall have resulted in three distinct rice growing seasons: sali or winter rice (June/July to November/December); ahu or autumn rice (March/April to June/July); and boro or summer rice (November/December to May/June). But mostly flood crops get damaged. With the entrance of 'Boro' Rice, this problem is somewhat controlled. It has been reported by Regional Agricultural Research Station, Assam Agricultural University, that this crop assumes tremendous importance because, unlike the ahu and sali seasons, which are affected by flood, the boro rice season is relatively risk-free, which means that improved rice production techniques could be adopted totally, and there is ample scope for area expansion by bringing the chronically flood-affected and deep-water rice areas under boro rice cultivation by creating irrigation facilities. The same institution has also suggested that considering the vast potential of boro rice in Assam, it is imperative that rice scientists develop suitable rice varieties and management practices that are ideally suited to diverse boro rice-growing situations. An understanding of the target environments and farmers' needs is the first step in the process of developing varieties and agrotechniques that are specifically suited to the environments concerned.

It has been recorded that there is increased cropping intensity, leading to a situation of surplus production in Assam. "The northeast region is expected to be a food sufficient area in five-six years," remarked Indian Council of Agricultural Research (ICAR) director general and renowned agricultural scientist S. Ayyappan. He continued that "With the collective efforts of the ICAR and states' agricultural experts, we could improve food production and productivity in all the northeastern states. The deficiency of food grains has reduced from 8.33 percent per triennium (three years) in 2012 to 2.51 percent per triennium in 2014." However, this data should not make us complacent. If we compare the pace of economic development in north eastern with the rest of India all types of farmers should be made aware of available technologies and assistance provided by government or they remain as mere schemes in paper work only. A forum needs to

be set up by people like us where information can be immediately percolated to those people working at grass-root level like primary school teachers, post offices and members of gram panchayat. Ayyappan said that the ICAR has launched the KIRAN (Knowledge Innovation Repository of Agriculture in the Northeast) platform in 2012 to harness the power of scientific knowledge and technology innovation for strengthening agricultural production systems in the northeast region through dynamic partnership and convergence among the diverse stakeholders. But the question remains do the needy know about it. With knowing and utilisation of such provisions productivity can be further increased and counter food insecurity.

Coming to a cultivation which can generate employment and raise living standard is our tea industry. Tea is grown in 3, 12,210 ha area with production capacity of 507 million kg, in Assam alone. Assam is the single largest tea growing region in the world. Production of tea and workers earning livelihood from this industry has been prevalent since a long time. Now, the same industry is posing as a tourist attraction. Tea tourism has become the buzz word in promoting the tourism for North East India as claimed in the article. It has also brought to light that tea estates as well as the government are planning to develop additional facilities inside the tea garden to attract tourists which can help in generating additional revenue. The state government Assam is working towards creating the necessary infrastructure for tea tourism. They are re-organizing to create the best tourism infrastructure at almost all destinations, including rural areas. If perennial problems like unemployment and its after effect like poverty and food security to some extent will be handled by such ventures. It is rightly remarked by Anil Chandy that "the sufficient purchasing power in the hands of the poor can be made available through an employment intensive pattern of growth wherein remunerative work is provided to the poor thereby enhancing their purchasing power."

OBJECTIVES:

Taking into account the entire north eastern region, except Assam raising its rice productivity, rest can be declared food grain-deficit. The north eastern region has a demand of 6.7 million tons of food grains but produces only 5 million. The reason for creation of this food insecurity is less production of both regular and major food grains. The main objective of the research paper is to suggest ways of increasing food productivity considering the north eastern region. The other objective is to offer means of creating awareness amidst the needy ones.

RESEARCH QUESTIONS:

1. What is the status of food security in the north eastern India?
2. How can the problem of increasing food insecurity be diminished?

RESEARCH METHODOLOGY:

The paper is descriptive in nature. Hence, it is based on literature review.

ANALYSIS AND FINDINGS:

To bring about sustainable changes in making food availability along with Assam, all other north eastern states are to increase production of rice. Farmers usually, apart from Assam, duck off using high yielding variety seeds. Reasons seem to be - "One of the main reasons that Indian cultivators are not planting the latest hybrid rice varieties is they do not like the taste. The other reasons are lack of awareness and access to the better seed varieties," said International Rice Research Institute (IRRI) senior scientist Takashi Yamano. He also mentioned that the yield of

rice in Southeast Asian countries like Thailand, Vietnam, Cambodia, Indonesia is almost double in comparison to India. Hence, to increase rice productivity adoption of hybrid seed varieties has become essential. To make products market effective sufficient amount of agri-inputs become vital like use of markets agrochemicals, plant nutrients, specialty fertilizers and hybrid seeds. Report of Indian Chamber of Commerce has reported that the use of agricultural inputs in the north east is also low compared to the rest of the country. Fertilisers used per hectare during 2010-11 were negligible in the region, especially in Nagaland (2.35 kg), Arunachal Pradesh (3.01kg); and ranged between 13 kg in Meghalaya and 63 kg in Assam compared to the national average of 135.27 kg per hectare. Also the share of agriculture in total electricity used is just under 1% in all the north-eastern states, except Tripura (7.41%), as against the national average of 20.43%.

The availability and the process of flow of availability of farm credit also ensures growth in the agricultural sector and hence food security also. There are instances which have indicated that the credit deposit rates especially of rural and semi-urban branches of banks have declined indicating a neglect of the credit needs of the farming community. There has also been an increase in indirect credit in total agricultural credit. This indirect credit has been through various intermediary agencies and instruments such as the R.E.C., special bonds issued by NABARD, and deposits placed by banks in the Rural Infrastructure Development Fund in lieu of priority sector lending.

Water is a significant part agricultural development. The north eastern part of India is also duly blessed with good rainfall but again easy availability is made its essence lost. There is no documentation of utilising the water either by conservation or harvesting to accelerate crop yield. Amrit Patel has made certain observations that NEER has significant amount of unexploited irrigation potential, particularly in the Imphal valley of Manipur and in Tripura. The report also says that only, about 19% of the total potential of 5.7 lakh hectares is exploited in Assam as against 40% in India. Manipur can attain about 10% of its potential to cover 65,000 hectares. Irrigation potential in Tripura can cover 2.81 lakh hectares. It also studied that since surface irrigation potential in Mizoram, Meghalaya, Nagaland, and Sikkim needs to be exploited since topographical conditions do not favor exploitation of groundwater for irrigation.

The farmers and their lack of appropriate knowledge about updated technologies also stand as a factor that deters the growth of agricultural sector. It is essential to bring about changes for betterment by implementing training programmes to the extension staff. The efforts taken up by various agri-research centres should develop location specific research to augment productivity based upon that availability of raw materials, method of farming, climatic condition. In this context it is worth mentioning the initiative taken by M.S. Swaminathan Research Foundation and their kind of work should cover more and more areas.

The marketing aspect of agricultural products in the north east is in need of proper scanning. Unwanted situations are faced primarily by small and marginal farmers who are somehow earning their livelihood. The role of intermediaries seems to be that of siphoning off margins only. This has led to a wider gap between producer and consumer prices. These situations have contributed towards output price volatility. Educated people and policy makers should ensure and guide this class of farmers to sell their products through cooperatives, contract farming and organising producers marketing cells through self help groups. The growing retail sector has made big department or retail stores to purchase direct products from producers. So tie up with corporate houses and retail chains should be shown to the farmers. There are also talks of special

economic zones to get economic benefits but on the other hand such advantages would also affect growth of agriculture. If proper regulations are not handled the question of food security would also arise. The need to set up Special Economic Zones to boost industrial production and exports also diverts agricultural land to non-agricultural use.

We also have the central government aided public distribution system (PDS) which carries out operation nation-wide. The primary objective of this system is to deliver the necessary and available supplies to enlisted consumers. Though respective state governments run the PDS, central government assist it by purchasing food grains from regions that have surplus. At the same time the responsibility of maintaining buffer stock is also undertaken by it. This support system has been initiated not only to safeguard the farmers but also to balance self sufficiency in food grains. The food grain prices are also controlled. The mechanisms applied to ensure a continuous flow by the food management system are procurement at minimum support prices, the maintenance of buffer stocks, and the public distribution system support price policy for agricultural commodities seeks to assure remunerative prices to farmers in order to ensure higher production and investment, it also tries to safeguard the interest of consumers by ensuring supplies at affordable and reasonable prices, through the provision of subsidy. The National Sample Survey Organisation has reported that in the past three years, MSP for wheat and rice have been raised by a paltry Rs 50/quintal every year. That is not even enough to offset the rate of inflation that the country has witnessed. On top of it the Commission for Costs and Prices itself has been demanding the removal of MSP for farmers, to have the markets decide the price that farmers should be getting.

Buffer stocks are maintained to control the prices of food grains. At times due to flood or drought deficit may rise in production and supply of food grains. In such external environmental circumstances prices still remains under control in the open market. On behalf of the government because of buffer stock, the public remains assured of availability of food grains at an affordable rate even during emergency.

CONCLUSION:

With the changes brought in by implementing the desired views, it is expected that north eastern region will witness not only increase in productivity of traditional food grains but also high value crops. Simultaneously, infrastructure facilities will make ways. In the near future, with the expected changes coming in, the north eastern region will certainly be at par in with the rest of India in achieving all round inclusive growth. The interregional differences and problems of malnutrition will also be mitigated leading to improvement of food intake by the poor section of the society.

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MEDIA FREEDOM IN MANIPUR: PERSPECTIVE FROM NEWSPAPER EDITORS

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ABSTRACT

The paper was attempted to study the freedom of media in Manipur through the perspective of newspaper journalists. This paper discusses the situation of freedom of media and the factors that affect the journalistic freedom in the State. It is based on interview with editors of newspaper journalists and their perception on freedom of the media in Manipur.

KEYWORDS: *Press freedom, Manipur, Newspaper, Media*

INTRODUCTION

The state is situated at the extreme north eastern border of the country. The state is bounded on the east by Upper Myanmar, on the North by Nagaland, on the west by Cachar district of Assam and on the south by Chin Hills of Myanmar and Mizoram. The state has a total area of 22,327 sq.km. The state is the meeting point between India and South-East Asia, Chatterjee(2018). Manipur has a 28.56 lakh people and literacy rate of 79.85% (Census, 2011).

Manipur is home to as many as 33 listed scheduled tribes and a number of unspecified tribes with multiple histories, cultures and identities struggling for recognition within the small geographical territory. The social and political unrest worsen the situation of journalistic freedom in the State, (AMWJU, 2014).

REVIEW OF LITERATURE

Press in Manipur

The press in Manipur today is the reflection of the social, economic and political relations of the people of Manipur. Bengali script was used at school as well as in newspapers but now-a-days started in their own script- *Meitei Mayek*, Pandey(2013). The first resistance movement of HjamIratbat also gave birth to journalism in the state. He published pamphlets, journals and booklets with the main aim of spreading political philosophy to the masses, AMWJU(2014). The beginning of Manipuri journalism is generally attributed to the hand-stenciled and cyclostyled journal *Meitei Chanu* published by Jan-neta HjamIratbat Singh in 1925-26. He also started a hand written journal *Meitei Leima* and it was published from Cachar in Assam in 1917-18. T Gokulchandra Singh started publishing the first daily *Dainik Manipur Patrika* on 23 March 1933, (Pandey, 2013).

During the 1930s and 1940s, a number of publications came out including *Yakairol*, *LalitManjuriPatrika*, *BheigyabatiPatrika*, *Dainik Manipur*, *Manipur Matam*, *Manipur Paojel*, *Ngashi*, *Praja*, *AnoubaYug*, and *MeiteiLeima*, (AMWJU, 2014).

The total number of registered newspapers is 182 comprising 71 Dailies, 3 Tri-Bi/Weeklies, 20 Weeklies, 12 Fortnightlies, 49 Monthlies, 9 Quarterlies, 5 Annuals and 13 of other periodicities with a circulation of 3,98,571 copies per publishing day for the year 2016-17. Language wise, Manipuri claimed 2,14,153 copies followed by English, which claimed 1,34,584 copies per publishing day. "*Poknapham*", a Manipuri daily published from Imphalhas a circulation of 62,896 copies per publishing day and was the leading newspaper in the State.

TABLE.1. SHOWING NUMBER OF REGISTERED NEWSPAPERS IN MANIPURAS ON 31.03.2017 (LANGUAGE & PERIODICITY-WISE)

Language	Dailies	Tri-bi-Weeklies	Weeklies	Forthnightlies	Monthlies	Quarterlies	Others	Annuals	Total
English	14	0	2	1	3	1	2	3	26
Hindi	0	0	1	0	1	0	0	0	2
Manipuri	20	0	3	5	12	3	4	0	47
Bilingual	18	0	11	3	11	4	3	1	51
Multilin	6	0	1	1	5	0	2	1	16

gual									
Others	13	3	2	2	17	1	2	0	40
Total	71	3	20	12	49	9	13	5	182

Source: RNI

Manipur has also 4 homegrown cable networks Information Service Television (ISTV), Impact TV, Hornbill and Image Cable TV besides DDK and AIR, according to DIPR (2016).

Freedom of Media in Manipur

In India, the Article 19 (i) (a) of the Constitution of India does guarantee freedom of speech and expression for every citizen. This Article gives editors and journalists the right to publish news or any kind of information and to comment on public affairs, and the public the right to receive information. However, the freedom of the press is not absolute; neither the freedom of expression. Article 19 (2) of the Constitution lay down reasonable limitations to the freedom of expression in matters affecting a) sovereignty and integrity of the State; security of the State; friendly relations with foreign countries; public order; decency or morality; contempt of court; defamation and incitement to an offence, (Kumar,2009).

Journalists in Manipur are caught between the diktats and threats of around 40 underground groups and the authoritarian directives of the state government. This situation is further aggravated by the militaristic response of the Centre and state government and imposition of Armed Forces Special Powers Act (AFSPA) of 1958 to help the security forces in their mission to fight insurgency. Thus the conflict has been heightened and poses a threat to the freedom and sanctity of the independent media in Manipur. Underground insurgent group tries to use the newspapers and news cable networks as carrier of their statements to a wider audience, while the army and the government adopted the same strategy to highlight their achievements in counter insurgency. Failure to adhere to their rules of propaganda warfare of the underground groups has led to frequent harassment of journalists in the form of killings, bombings, life attempts, assaults and arrests, AMWJU (2014).

According to the records available at the Manipur Press Club, from 1993 – 2018 seven journalists have been shot dead in Manipur. The list given below shows the nature of journalists killed between the period by armed underground groups and security forces.

- On 30 June, 1993 unidentified gunmen shot dead the editor of *Kangla Lanjung*, R K Sanatomba at his own gate.
- In 11 October 1999 Hmar Revolutionary Army (HRA) cadres gunned down the editor of a Hmar vernacular daily *Shan*, A Lalroflu Hmar.
- On 27 April 2001 unknown person killed Khupkholian Simte, editor of *Lenlai* magazine.
- On 20 August, 2000 Thounaojam Brajamani Singh, editor of the English daily, *Manipur News*, and the then president of Manipur State Journalists Association was shot dead by two unidentified gunmen.
- On 14 October, 2002 three armed men abducted and killed *North East Vision* special correspondent Yambem Megha in Imphal.
- On 17 November, 2008 Konsam Rishikanta, junior sub-editor at *Imphal Free Press* was blindfolded, gagged and shot dead by unknown gunmen.

- On 23 December 2012, ThounaojamDwijamani alias Nanao, correspondent of Guwahati based TV channel *Prime Time* was killed in police firing during a general strike imposed by various civil bodies.

Attacked/harassed by underground groups or social organization from 1997 to 2018

- On 8 September 1997 life attempt was made against BijoyKoiyam, (former Minister of Manipur), when he was working as a freelance photographer for *United News of India* (UNI).
- In August 2000 unidentified persons blew up part of the Pan Manipur Youth League (PMYL) office.
- On 8 October, 2002 two Manipur-based correspondents Iboyaima Laithangbam of *The Hindu* and Y Arun of *Eastern Panorama* were kidnapped for two days by United Kuki Liberation Front (UKLF) for inadequate coverage of its statements.
- On 23 February 2005 *ESPN/Star Sports* correspondent ObedLongvah was assaulted by unidentified armed persons at Litan in Ukhrul district of Manipur.
- On 14 June, 2005 the Manipur Hill Journalists Union suspended publication of all Churachandpur-based newspapers from June 16 to 19, 2005, in protest against interference and pressure from several armed groups.
- On 7 September, 2005 proscribed armed group KYKL imposed a ban on two local dailies *MatamgiYakairol* and *Mannaba* and cable network *ISTV* for not properly reporting on the abduction of Manipur University Students Union president Ashok Kumar Singh.
- On 9 February 2006, an attempt was made on the life of RatanLuwangcha when he was general secretary of the All-Manipur Working Journalists Union (AMWJU) and bureau chief of the largest selling vernacular daily *Poknapham*. Ratan was grievously wounded and is still undergoing treatment.
- On 20 December, 2006 unidentified gunmen unsuccessfully tried to kill the editor and publisher of the evening newspaper *KanglaPao*, PaonamLabangoMangang, in front of his office in Imphal.
- In April 2006, a faction of the Kangleipak Communist Party (KCP) held six Imphal-based newspaper editors hostage through the night and forced them to publish a statement about the outfit's raising day celebration which the editors had previously ignored. The KCP faction also clamped a three-month ban on the *Imphal Free Press* for misquoting an earlier statement.
- On 31 July, 2007, a gift-wrapped Nokia mobile handset package containing a grenade and marked to the editor of *The Sangai Express* was delivered to the office of the newspaper with a warning to drop the statement of the other party from publication.
- In August 2008, banned armed group KCP (MC) issued threat to local daily *Poknapham* for not publishing their press release.
- On 17 May 2010, underground group KCP (MC) Lamphel Group issued threat to media houses in Manipur for not publishing their press release in toto.
- In July 2010 a news reporter of *Lamka Post* was threatened to kill by underground group KNF (MC) for his reportage on misappropriation of huge quantity rice under central govt scheme ICDS in Churachandpur district.
- In July 2010 armed insurgent group Hmar People's Convention (D) threatened S SinglianmangGuite, Churachandpur Correspondent of *The Sangai Express* daily

- On July 2010 death threat was imposed on A Mobi, Editor of Manipuri daily *Sanaleibakas* one fraction of armed group wanted its statement to be published and other factions warned not to do so.
- On 17 October 2011 armed group KCP (MTF) threatened media houses over non-publication of their press release.
- On 25 August 2011 armed group KNF (MC) made a life attempt on a reporter of *Lamka Post* in Churachanpur district.
- On the midnight of 7 February 2011 three unidentified persons tried to kidnap sub-editor of HueiyenLanpao, K Manikanta while he was returning from his job.
- On 4 August 2011 unknown person opened fired at *NETV* video journalist, L Bishwajit alias Taton at Keishampat.
- In August, 2011 unknown person threatened editor of HueiyenLanpao daily in connection with RTI application made by the editor.
- In August, 2011 unknown person threatened *ISTV* reporter, M Somorendro in connection with an RTI application made by him.
- In January, 2011 a grenade was delivered at the office of *Naharolgi Thoudangby* banned armed group KCP (MC) for not publishing their press statement in connection with the murder of an employee of water department, government of Manipur.
- On 11 August 2012 armed group MDF (Thouba) exploded a grenade at the residence of A Mobi, Editor of *Sanaleibak* over non-publication of its press statement.
- On 29 July 2013 family members of HueiyenLanpao correspondent, PamreisoShimray was harassed by a hunter for publishing a news report about the killing of a Himalayan Griffon vulture, which is considered an endangered bird under Wild Life Protection Act.
- On August 24 2013 armed group MDF (Thouba) issued life threat to journalists, newspaper hawkers, distributors and their families for not publishing their press release.
- On 5 September 2013 a banned armed group issued threat to newspaper houses in retaliation of refusal to publish its press release.
- On 14 December 2015 midnight unidentified person planted a Chinese grenade at the residence of Impact TV, Editor-in-Chief, Y Rupachandra
- On 18 July 2018 office assistant of Ichel Express, Md Shah Nawaz was physically attacked, seized Rs 2000 from his pocket and smashed his scooter by general strike supporters at Singjamei while he coming at office from his home.

Besides, there were 25 recorded cases of detention, threat, assault, interference, pressure and ban from state and central security forces in Manipur from 2000 to 2018. Editor of *HueiyenLanpao*, Salam Bharatbhusan and editor of *Matam*, Meinam Mithai were booked under the National Security Act (NSA) and imprisoned for around six months. In April 2000, Nongthombam Biren Singh, presently the Chief Minister of Manipur and formerly was arrested while he was editor of *Naharolgi Thoudang* daily by state police for publishing a speech by activist Thlboyaima, on charges of sedition and anti-national. In the recent past, senior reporter of Imphal Free Press, Aribam Dhananjoy Sharma was assaulted by uniformed armed personnel of Indian Reserve Battalion on the night of 10 February 2014 while he was returning home from office.

These are just a few cases. Almost every day there are threats over the phone, etc, from the proscribed outfits in Manipur. In most cases, journalists respond with dharnas, suspension of publication, blank editorials, and demands to the government for a safe atmosphere to work in.

Each time, the threat is withdrawn but working conditions for journalists remain the same as most outfits believe it is their moral right and duty to pressurize newspapers into carrying their press releases the way they want them carried. The response of the state government in this regard has been disheartening. Instead of attempting to sensitize the atmosphere, they have instead tried to curb the freedom of the press from time to time in the name of stamping out insurgency, (Anjulika, 2014).

In Manipur right to free speech is challenged from various quarters, in which journalists have to negotiate their freedom navigating between both the state and non-state actors who want certain stories published and certain stories not to see the light of day, (Jha2013).

The militant groups in Manipur have been pressurizing the newspapers to publish press releases that are against the guidelines of Press Council of India, The Hoot(2012). Journalist remains as the 'soft target' for both the state and non-state actors in Manipur, (Ghosh, 2011).

An underground organisation in Manipur has threatened to kill three editors Ahongsangbam of *Sanaleibak*, Shivadutta Luwang of *Hueiyen Lanpao* (Manipuri script edition) and Loyalakpa Khoirom of *Naharolgi Thoudang* for their refusal to publish press releases of the outfit. In a case, one outfit called some editors for a 'talk' and kept them under house arrest for a whole night. When they were allowed to go home the following morning it was found that their newspapers had published the press releases verbatim, (Laithangbam, 2013).

OBJECTIVES AND METHODOLOGY

The objective of the paper was to study the freedom enjoyed by newspaper journalists in the state of Manipur from the perspective of Editors. The researcher conducted interview of five newspaper Editors of *Ichel*, *Pandam*, *Naharolgi Thoudang*, *Hueiyen Lanpao* and *Kangla Pao* for the study. Based on the interview the data was gathered and analysed.

Perceptions of Editors on Journalistic Freedom

In order to understand the perception of press freedom among the working of Manipur interview of five newspaper editors were conducted. During the interview all the editors responded that journalists in Manipur do not enjoy full freedom. They are subjected to pressures from various elements including underground groups, state and central security forces, local politicians, civil society organizations, businessman and management of the newspaper.

Irengbam Arun, Editor of *Ichel Express* said, "the 80s is the height of insurgency in Manipur, during this period, proscribed armed groups like UNLF (United Nation Liberation Front) and PLA (People's Liberation Army) started their 'armed propaganda'- attacks on central and state security forces as political fight. In retaliation against the armed propaganda of such underground groups, security forces carried out combing operations and meted out various forms of atrocities as punishment. The blow dealt by the security forces is also felt by the journalists who are the messengers of the people."

Newspapers at that time lack responsibility, there was a fear psychosis among the journalists and were unable to write against the state and non-state armed personnel. Besides, journalists have hazy idea about their duties and responsibilities as they are not properly trained in the field before venturing into the profession. The code of conduct for journalists in the state is defined as per their personal experiences drawing from mostly unpleasant and often repulsive incidents.

State security forces also deliberately played divide and rule among the journalists to prevent them working in unison against the crime of retribution and retaliation against these journalists. On the other hand, journalists have to suffer the wrath of insurgent groups for exercising the “right to edit” over their news or propaganda.

He also recalled the observation of the then Governor of Manipur, VK Nair’s remark on underground groups, “insurgency has become a cottage industry in Manipur”. It was said as an observation to the mushrooming of smaller UG groups and the fear factor that they employ to carry out extortion, business-like mindsets of floating new armed groups.

“They have to get their own legitimacy through political activity, but these fringe armed elements want to claim the legitimacy of their existence through media as if the watchdog of democracy is a certifying body of new underground groups in Manipur”, observed the Editor.

Apart from attacking working journalists, they even perpetrate violence against newspaper hawkers in order to claim their legitimacy and carry out illegal activities.

He also said that if a person decided to work as journalist, he/she should be aware of the dangers of working in armed conflict zones. Crying and lamenting for the inflictions suffered in the line of work is not a solution but should have the courage and journalists have to take it in their stride.

Everybody wants to use us to their advantage in the state. “Balancing act” is a common practice in Manipur to cope with the situation in order to render continued service. Working as journalist in Manipur is almost like walking on a thread wire, if a journalist sticks to his point then his/her life is in danger. Unity among the journalist fraternity is necessary to fight against anti-social elements and threat to freedom of speech and expression.

In an interview with PaonamLabangoMangang, Editor of *KanglaPao* at his press office located at Keishampat, he said that pressure and press is almost like the two sides of a coin in Manipur; where Journalists are subjected to various forms of dictates, threats and coercions from state and non-state actors on daily basis.

Journalists working in the state are under various pressures mainly due to prevailing “factional crisis”. It is really a headache to the work and profession of journalism. *Haplehaptrenaharolgicheidiadum chai* (Published or not, journalists get the retribution from underground groups), so journalists decide to publish or kill a story based on “local adjustment and understanding”. Our duty is to publish news when someone or body claims something but we are not in anyone’s side. But some armed groups have the idea that press judge the legitimacy of some bodies where they belong or stand against it.

He has been working as a journalist in the state since the year 1995, and received threats on his personal life on many counts the latest one was on 20 December, 2006 where some unidentified armed people attempted to kill him.

Asking not to publish news from the side of legislatures/ministers through their emissaries is happen quite often. A good example is that of the sensational controversy regarding the surname of Speaker of Manipur Legislative Assembly, ThLokeshwar Singh, where some people urged media houses in the state not to carry any news regarding the issue.

HemantaNingombam, Editor of *HueiyenLanpao (Manipuri Edition)*, said in the interview that “freedom for media in Manipur is almost nil and the state is a hazardous place for journalists.

Journalists are trapped to schemes of state and non-state actors. Threats, warnings and dictates are common to all the media people, so self-care and protection is needed to become a journalist in Manipur.”

He further explained that insurgent groups treated those who failed to follow their dictates as "agent of colonial India", and meted out punishments and issued dictates against many Editors of local dailies. "In their "Peoples' Court (court of non-state armed group to install judicial mechanism in order to pass judgments upon individuals)" Central committee of an armed outfit had earlier warned editors of local dailies that there will be no Colonial journalists in the soil of Manipur; media persons in the state should work and contribute in their independence movement as MK Gandhi took during the Indian freedom struggle".

There are cases of hustle and bustle between state security forces and media people. However, investigating agencies like NIA are causing real trouble. They always enquire about the source of news, emails of non-state armed outfits and impose threats to media people while failed to acquire the information which they sought for. Even journalists are empowered to maintain source of news, NIA always forced us to compromise professional secrecy.

Regarding the salary and facilities of journalists in Manipur, he said that it would be good if a journalist in Manipur receive the salary and other benefits in par with a peon of central government's department.

Shiva DuttaLuwang, Chief Editor of *Pandam* observed the problems face by journalists and diminishing freedom of press in Manipur.

Manipur is a small community; there is a shortage of qualified professional journalists. Most of the journalists in the state pursue the profession out of their passion. Earning from the profession is not at par with the knowledge and experience of the person in the field. The provisions and recommendations of Manjitha Wage Board are not yet implemented when the Central and some state government employees enjoy the 7th Pay Commission, and on top of it Manipur has no state advertisement policy for the local vernaculars. Lack of streamlining the source of revenue, media houses were vulnerable left almost to its own to run the establishment without the help from the side of the DAVP and other government departments. This led to underdevelopment of the industry and conceding to low quality of news, professional environment and rights.

As the employer has no power to offer sufficient salary that would meet the financial expenses of employees; journalists started looking for other source of income apart from that of the journalistic profession. In search of additional income other than from their profession, some journalists fall into the trap of politicians and businessmen, who want to use the power of a reporter to promote themselves for their own gain.

Identifying the factors affecting the freedom of the press in Manipur, he said that Manipur is a highly polarized and multi-conflict zone where the government, armed groups, civil bodies and even public pose threats to the freedom of journalists.

Due to the ‘dark and confusing’ situation of the state, balancing of news is sometimes impossible. The armed groups in the state have lost connection with the public due to lack of public support and media become their last tool to carry their message to the public.

Another Editor, KhoiromLolayakpa of *NaharolgiThoudang*, said that armed groups that are undergoing “National liberation movement” demanding sovereignty of Manipur respect

democratic free speech and do not impose any threats to editors. However, the threat is posing from opportunist armed groups that harbor the “mentality of ransom and kidnapping”.

While observing that “factional fight” among the armed groups is a threat to the journalistic freedom, the Editor of NaharolgiThoudang, a Manipuri language daily recalled the incident of kidnapping 6 Newspaper Editors of leading local dailies including himself after being invited to a news conference by leaders of the KCP by banned armed group Kangleipak Communist Party (City Meitei Lup) on April 15, 2016 to publish a statement of the separatist group commemorating the “Raising Day” of the party, which the newspapers had previously refused to publish it and not to publish news of their rival faction groups. The Editor also said that “life of journalists would not settle as long as the armed groups in the state have “factional mentality”.

Not only this, the City Meitei Lup faction of proscribed armed group KCP also banned publication of *Imphal Free Press*, an English-language daily for three months for “misrepresenting the content of their statement”. However, the newspaper (*Imphal Free Press*) has continued to publish in defiance of the ban.

The act of the KCP was largely condemned by the journalist fraternity of Manipur. In protest against the kidnapping of 6 newspaper editors and banning of *Imphal Free Press* local dailies in the state left their editorial columns blank on 18 April.

“Armed groups seem to consider the media as their notice board to post their message or a magazine to publish the news of abduction for monetary demand and their attacks on security forces and common people. Threat and pressure to publish their message/propaganda and at the same time not to publish the same story from its factional group is a common happening,” said Editor, KhoiromLolayakpa.

State actors are also not lagging behind in violating the rights of journalists in Manipur. Direct and indirect threats by tapping “public phone/mobile numbers” of journalists; interrogation of journalists for publishing news of non-state actors and pressurizing media to disclose the details of sources are common in the journalistic environment of Manipur.

“Publishing genuine and investigative news in media is almost like committing a mistake or inviting danger”, said Editor, KhoiromLolayakpa.

He also observed that none of the media houses in the state are able to publish the infamous case of Rabina and Sanjit’s “fake encounter” where the duo was killed by state security forces at the state capital city-Imphal incident that happened on 23rd July, 2009 till the evidences and photo of the incident were intentionally leaked out to national media- *Tehelka* by some local media persons. This indicates that Editors and journalists in the state are not free.

There are various scams and issues like multi-billion Loktak cleansing scandal, illegal power trading by state government, illegal drug business involving top level government officials that were exposed by some Newspapers. But as a reward the newspaper and its Editor got irritation from the person who was reportedly involved in the scandal.

CONCLUSION AND RECOMMENDATION

The freedom of the press in Manipur is negotiated. Armed underground groups, state and central security forces in Manipur remain as one of the main factor that violates the freedom of the press.

Imposition of the Armed Forces Special Powers Act (AFSPA), 1958 has also seriously impacted on the media freedom with frequent harassment, physical abuse, obstruction of work, and arrests of journalists.

Besides, civil society organization, agitators and criminals have also worsening the already deteriorated situation of press freedom in Manipur with their unjustified manner of attacking journalists during general strikes or agitations.

Journalists enjoy freedom of speech and expression, if the socio-political and arm struggle is came into an end.

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AN ANALYSIS OF DIVIDEND PAYOUT TRENDS OF SELECT INDIAN INFORMATION TECHNOLOGY COMPANIES

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ABSTRACT

The subject matter of dividend policy has been an issue of interest in financial literature since the birth of the modern commercial corporations. Although, several academicians and researchers have attempted to solve this apparent issue and devise theories and models. Regardless of many studies conducted by financial economists, the issue of dividend policy still remains debatable issue. In this regard, an attempt has been made to explore the dividend policy adopted by the selected Indian IT companies. Further, the study examines the dividend payout trends of selected Indian IT companies. For this purpose, the dividend payout ratio (DPR) has been taken into account as the indicator of dividend policy. A sample of five IT companies listed at National Stock Exchange (NSE) have been selected by using convenience sampling with the indication of having continue profits, consequent to declare dividend regularly and availability of financial information during the study period i.e., 2008-09 to 2017-18. The empirical evidence from this study reveals that Infosys have adopted a liberal dividend payout policy and also have a good consistency in dividend payouts as compared to other companies of the Industry under study. Conversely, the Tech Mahindra has followed a more conservative dividend policy and also has highest degree of inconsistency in dividend payouts among the companies under study. Also, the study revealed that the Indian IT companies have followed irregular dividend payout pattern over the period under study.

KEYWORDS: *Dividend Policy, Dividend Payout Trends, Information Technology.*

1. INTRODUCTION

The subject matter of dividend policy is regarded as one of the three key decisions of financial management. In this decision the financial manager decides, should the company distribute all or proportion of earnings among shareholders by way of dividend or should the company uphold the earnings in the company, thereby to strength the financial position of the company. Presumably, in taking any course of action, the financial managers put more emphasis on how to capitalize the wealth of shareholders for whom the company is being managed. These dividend payouts of a company a reviewed differently by different sets of people allied with the company. For shareholders, the dividend payouts are not just source of consistent earnings but also an important input for determining the wealth and credential of the company. Whereas management viewed dividend payout as a yardstick to determine the quantum of residual earnings available for profitable investment ventures.

Dividend policy involves the practice in which a company undertakes making of dividend payout decisions over the period of time to shareholders (Lease et al., 2000). This issue of dividend policy is one of the crucial activities of company that has engaged financial economists since the birth of the modern commercial corporation. Since the dividend has a very significant role in influencing the value of shares and accordingly its consequent impact on the prospective dividend policy. So the company should declare and distribute a reasonable amount as dividends (which should include a reasonable normal rate plus an extra return for the risks assumed) to its shareholders and retain the rest for its prospect growth and survival.

The development of such policy will be significantly influenced by investment opportunities available in the business environment of the company and the amount of dividend payouts as against capital gains to the shareholders. Therefore, the management should frame such a dividend policy which splits the net earnings into dividends and retained earnings in an optimum way to achieve the objective of maximizing the wealth of shareholders and also satisfy them with reasonable dividends. Hence, all organizations irrespective of their size and value, well in advance design their appropriate and relevant dividend policy. Here it is worth to mention that dividend policy is very significant for all the sectors including IT sector.

In this backdrop, an attempt has been made to explore the dividend policy adopted by the selected Indian Information Technology (IT) companies. Further, the paper examines the dividend payout trends of selected Indian Information Technology (IT) companies.

2. REVIEW OF LITERATURE

Lintner (1956) conducted a study on how corporations in USA made dividend decisions. For study purpose, he constructed a mathematical model comprising of variables like size of corporation, expenditure on plant and machinery, ownership structure, inclination to use external financing, usage of stock dividends and earnings stability. In his study, he uncovered the fact for the first time that corporations in USA maintained target dividend payouts and adjusted their dividend payouts with level of earnings. Further, he also found that the previous dividend payouts and current year earnings were considered as influential for predicting current dividend payouts.

Miller and Modigliani (1961) argued that dividend policy is irrelevant having no influence on the cost of capital and the value of the company without taxes or transaction cost. They opined that

the shareholders were apathetic about the source of return which may yield from either in the form of dividends or in capital gains. Since growth opportunities are existing in the business surroundings thereby they likely to provide prospect earnings which lead to maximization in the wealth of the company while the cost of capital are not influenced by the adoptions of diverse dividend policy and its market value is unaffected by any deviation in the company's payout pattern. Further, they deduce that dividend payouts will fluctuate as a by-product of investment and financing decisions.

Pandey and Bhatt (2004) undertook a study on dividend behavior of Indian manufacturing companies under monetary policy restrictions. The study was based on a sample of 571 companies and the observations were taken from 1989-1997. The Lintner's model was employed to test the dividend stability in Indian companies. The results of the study reflected that the Indian companies had higher adjustment factors and lower target ratios.

Parua and Gupta (2009) conducted a study to examine the trends in dividend payments and determinants of dividend decision. In this study, a sample of 607 Indian private sector companies which were listed in Bombay Stock Exchange (BSE) has been considered over a period of 12 years from 1993-94 to 2004-05. They found that mean dividend payout rate for the past three years is the most perpetual and substantial determinant of dividend payments. Further, they found current year earnings after tax, past year's earnings after tax, and prospect earnings after tax have an important affirmative role in determining dividend payout rate. However, cash position and cash flow has negative association with dividend payout rate.

Aravanan and Mannarakkal (2011) undertook a study on the relationship between dividend policy and shareholders' wealth in Ferro Alloy and Alloy Steel companies of India. In their study, they concluded that in Alloy Steel companies there is a substantial influence of dividend payouts on market value of shares. Conversely, the results of the study revealed that market price of shares in Ferro Alloy Steel companies are not having that much dependence on their dividend policy.

Gayathridevi and Mallikarjunappa (2012) made an attempt to study the trends and determinants of dividend policy of 114 Indian textile companies which were listed on National Stock Exchange (NSE) over a period of 20 years from 1989-90 to 2008-09. The results of the study indicated that the percentage of companies which declared dividend has declined over the years, by paying dividends ranges from 75.86% in 1989-90 to 35.71% in 2008-09. Further, the results of the study revealed that there is significant and positive influence of lagged earnings, earnings after tax, cash flows, company size, and lagged dividend on dividend policy while as there is insignificant influence of current ratio and capital structure on dividend policy. Furthermore, the results of the study indicated that the lagged earning is a significant determinant of dividend policy in Textile sector of India.

Kumar and Jha (2012) conducted a study to investigate the major determinants of equity dividend in Indian Information Technology Sector. For study purpose a sample of ten IT companies which were listed at Bombay Stock Exchange (BSE) has been selected by using convenience sampling for the period of five years i.e., 2007 to 2011. From the empirical results, it has been revealed that net profit, cash flow and amount of depreciation charged have significant impact on the equity dividend and were good predictors of equity dividend in Indian IT sector. While as the lagged earnings and change in sales over the preceding years have no influence on equity dividend.

Labhane and Mahakud (2016) carried out a study to analyze the trends and the determinants of the dividend policy of Indian companies during the period 1994-95 to 2012-13. The results of the study revealed that mature, larger, more profitable and highly liquid firms have higher dividend payout ratio while as the firms with higher business risk, investment opportunity, and financial leverage have lower dividend payout ratio. The results of the study further revealed that investment opportunities, profitability, liquidity, firm size, business risk, firm life cycle financial leverage and taxes are the major determinants of the dividend policy in Indian companies.

3. OBJECTIVES OF THE STUDY

1. To explore the dividend policy adopted by the selected Indian Information Technology companies.
2. To examine the dividend payout trends of selected Indian Information Technology companies.

4. HYPOTHESIS OF THE STUDY

H₀: There is no significant difference in dividend payouts among the selected Indian IT companies.

5. RESEARCH METHODOLOGY

5.1 SAMPLE SELECTION

The present study is analytical and examining in nature and based on secondary data. This study emphasis on the examination of the dividend payout trends of the selected IT companies listed at National Stock Exchange (NSE). Moreover, this study explores the dividend policy adopted by the selected IT companies. Keeping in view cost and limitation of time, a sample of five IT companies listed at National Stock Exchange (NSE) have been selected by using convenience sampling with the indication of having continue profits, consequent to declare dividend regularly and availability of financial information during the study period.

5.2 PERIOD OF THE STUDY

The study has been carried out for a period of ten years i.e. 2008-09 to 2017-18. This period is considered for the study so as to clutch the impact of recent fluctuations surrounding the Indian economy in general and Indian Information Technology sector in particular.

5.3 DATA SOURCES

For the purpose of the study, secondary data has been culled from the Prowess database of Centre for Monitoring Indian Economy (CMIE), websites, periodicals and annual reports of Information Technology companies listed in National Stock Exchange of India.

5.4 METHODOLOGY

While carrying out the present study, the dividend payout ratio (DPR) has been taken into account as the indicator of dividend policy instead of dividend yield (DYLD) or dividend per share (DPS) in view of the fact that only dividend payout ratio (DPR) takes the dividend payments in relation to the earning level (Rafique, 2012). To conquer the objectives of the study, the simple arithmetical tools like arithmetic mean (average), ratios, percentages and statistical tools like measures of dispersion (Coefficient of Variation), Analysis of Variance (ANOVA) have been used to derive meaningful results and arrive at conclusion(s).

6. RESULTS AND DISCUSSION

From descriptive statistics this study culminates that out of five selected Information Technology companies' three companies namely Infosys, HCL Technologies and Tata Consultancy Services were adopting a liberal dividend policy while latter has followed a more liberal dividend policy. However Tech Mahindra and Wipro have been following a conservative dividend policy and out of them Tech Mahindra has followed a more conservative dividend policy irrespective of having the sufficient earnings.

Moreover, the descriptive statistics reflects that only Infosys was persistent in dividend payouts as compared to the general trend of the Industry under study. While as Tech Mahindra, Wipro, HCL Technologies and Tata Consultancy Services could not attain the average uniformity level with regard to dividend payouts. Thus from the above discuss it has been concluded that Infosys have adopted a liberal dividend payout policy and also have a good consistency in dividend payouts as compared to other companies of the Industry under study. Conversely, the Tech Mahindra has followed a more conservative dividend policy and also has highest degree of inconsistency in dividend payouts among the companies under study.

TABLE 1.1 COMPANY-WISE DIVIDEND PAYOUTS OF SELECTED COMPANIES DURING 2008-09 TO 2017-18.

Companies	Dividend Payouts (in %)			
	Average	Maximum	Minimum	Coefficient of Variation
Infosys Ltd.	38.85	61.02	23.11	32.01
Tata Consultancy Services Ltd.	44.11	80.35	29.22	38.53
HCL Technologies Ltd.	34.97	49.27	11.68	37.71
Wipro Ltd.	22.61	36.17	5.86	44.69
Tech Mahindra Ltd.	18.09	36.07	4.94	67.71
Industry	31.73	80.35	4.94	34.66

Source: Computed from the Annual Reports of the Companies

Furthermore from the above statistics it has been founded that the mean dividend payouts was in the range of 18.09 to 44.11 percent. Tata Consultancy Services has distributed highest mean dividend i.e., 44.11 percent as against to the other Information Technology companies over the years under the study. After Tata Consultancy Services the following highest mean dividend payer companies were Infosys and HCL Technologies, these companies have distributed 38.85 and 34.97 percent dividend respectively. Whereas Tech Mahindra has a lowest mean dividend payout i.e., 18.09 percent which was lowermost in relation to the general mean dividend payout of the Industry. Moreover, from the above statistics it has been observed that Tech Mahindra and Wipro have gigantic variation in their dividend payout pattern i.e., 67.71 and 44.69 percent respectively. While as HCL Technologies and Tata Consultancy Services have moderate fluctuations therein.

TABLE 1.2 YEAR-WISE DIVIDEND PAYOUTS OF SELECTED COMPANIES DURING 2008-09 TO 2017-18.

Year	Dividend Payouts (in %)			
	Average	Maximum	Minimum	Coefficient of Variation
2008-09	24.80	47.00	4.94	61.69
2009-10	28.82	69.92	5.70	84.41
2010-11	34.05	53.47	7.23	50.71
2011-12	32.44	44.68	9.65	42.90
2012-13	24.66	33.73	9.82	37.68
2013-14	25.21	35.49	11.68	40.50
2014-15	44.77	80.35	26.27	46.52
2015-16	36.62	47.57	18.30	30.73
2016-17	33.70	49.27	8.93	46.65
2017-18	32.18	61.02	5.86	62.83

Source: Computed from the Annual Reports of the Companies

The above descriptive statistics covers the year wise dividend payouts of selected Information Technology companies that demonstrates asymmetrical payout pattern from 2008-09 to 2017-18. From the inception the average dividend payouts displays thriving pattern from 2008-09 to 2010-11 i.e., 24.80 percent to 34.05 percent after that it demonstrates declining pattern from 2010-11 to 2012-13 i.e., 34.05 percent to 24.66 percent then once again from the year 2012-13 to 2014-15 it shows increasing pattern from 24.66 percent to 44.77 percent. In the year 2014-15 the average dividend payout was 44.77 percent which was uppermost among the selected companies over the years under study. From this year onwards dividend payouts illustrates a downward trend till the end of the study period.

In respect to the companies under study Tata Consultancy Service has distributed highest dividend i.e., 80.35 percent as compared to the other Information Technology companies over the years of the study. After Tata Consultancy Service the following highest dividend payer companies were Infosys and HCL Technologies, these companies have distributed 61.02 and 49.27 percent dividend respectively over the years of the study. On the other hand, Tech Mahindra has distributed just 4.94 percent dividend in the year 2008-09 to its shareholders. Therefore, it has been concluded that Tata Consultancy Services is the highest dividend payer whereas Tech Mahindra is lowest dividend payer among the selected companies under the study. Hence the question to be asked is there any difference in dividend payouts among the selected IT companies. It was hypothesized that there is no significant difference in dividend payouts among the selected Indian IT companies. To analyze the difference in dividend payouts among the selected IT companies this study has applied one-way ANOVA technique.

TABLE 1.3
ANOVA

Dividend Payouts					
Source of Variations	Sum of Squares	df	Mean Square	F	Sig.
Between Companies	4836.834	4	1209.208	6.952	.000
Within Companies	7826.971	45	173.933		
Total	12663.804	49			

The results of the ANOVA reflects that there is significant difference in dividend payouts among the selected IT companies during the study period; as it is clear that the 'F' value for dividend payouts is 6.952, whose significant value with df (4, 45) is .000, which is less than 0.01 level of significance. Therefore, the null hypothesis that there is no significant difference in dividend payouts among the selected IT companies is rejected and the alternative hypothesis is accepted. Thus it can be concluded that the Indian Information Technology companies have irregular dividend payout pattern over the period under study.

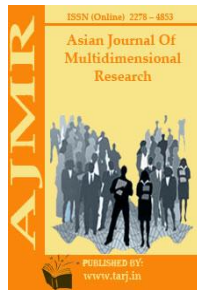
7. CONCLUSION

The present study has made an attempt to explore the dividend policy adopted by the selected Indian Information Technology companies. Further, the study examines the dividend payout trends of selected Indian Information Technology companies. From the results of the study it has been revealed that Infosys have adopted a liberal dividend payout policy and also have a good consistency in dividend payouts as compared to other companies of the Industry under study. Conversely, the Tech Mahindra has followed a more conservative dividend policy and also has highest degree of inconsistency in dividend payouts among the companies under study. Also, the study revealed that the mean dividend payouts were in the range of 18.09 to 44.11 percent. Tata Consultancy Services has distributed highest mean dividend i.e., 44.11 percent as against to the other Information Technology companies over the years under the study. After Tata Consultancy Services the following highest mean dividend payer companies were Infosys and HCL Technologies, these companies have distributed 38.85 and 34.97 percent dividend respectively. Whereas Tech Mahindra has a lowest mean dividend payout i.e., 18.09 percent which was lowermost in relation to the general mean dividend payout of the Industry. Moreover, it has been observed that Tech Mahindra and Wipro have gigantic variation in their dividend payout pattern i.e., 67.71 and 44.69 percent respectively. While as HCL Technologies and Tata Consultancy Services have moderate fluctuations there in. Thus from the results of the study it can be concluded that the Indian Information Technology companies have followed irregular dividend payout pattern over the period under the study.

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HOSPITALITY INDUSTRY IN WEST BENGAL: A STRUCTURAL REVIEW

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ABSTRACT

Indian hospitality industry has emerged as one of the key drivers of growth among the services sector in India. The hospitality industry includes many sectors like Hotels, Hostels, Motels, Amusement park, Heritage Qilas, Restaurants, Bars, Cafés, Nightclubs etc. The Indian hotel industry, being a direct beneficiary of the growth in the economy and the tourism industry, has also recorded strong growth over the past few years. Indian Government and Ministry of Tourism have contributed significantly to the development and growth of the industry by providing various tax holidays, policy measures and other supportive measures. The current study aims to provide a detailed review of the hospitality industry in West Bengal, with a special focus on the hospitality landscape in Kolkata and its current business scenario. Moreover, it also provides a glimpse of hotels in different regions of West Bengal, highlighting the facilities provided by them.

KEYWORDS: Hospitality Industry, Hotels, Business, Economy, Growth

INTRODUCTION

The hospitality industry is much broader than most other industries. The majority of business niches are composed of only a handful of different businesses, but this industry applies to nearly any company that is focused on customer satisfaction and meeting leisurely needs rather than basic ones. While this industry is very broad, there are some defining aspects that are important to understand.

One of the most defining aspects of this industry is that it focuses on customer satisfaction. While this is true of nearly every business, this industry relies entirely on customers' being happy. This is because these businesses are based on providing luxury services. Very few hospitality businesses provide a basic service that people need, like food or clothing.

Another defining aspect of this industry is its reliance on disposable income and leisure time. For this reason, the majority of these businesses are for tourists or rich patrons. If disposable income decreases due to a slump or recession, then these are often the first businesses to suffer because customers won't have the extra money to enjoy their services.

Most people think that, hotels alone belong to the hospitality industry, but hotels are only one sector of this industry. Many forms of transportation that cater to tourists are also part of this business world. For example, this niche includes airlines, cruise ships and even fancier trains. Restaurants, general tourism and event planning also belong to this niche.

Some of these businesses partially belong to the hospitality industry. For example, a fast food restaurant would be considered convenient. A restaurant that provides fancy food with amazing service would be providing a hospitality service.

Regardless of the business, this industry relies heavily on providing an excellent level of service. Customers are visiting the business to get away from their troubles. A bad experience might keep them from returning ever again. Brand loyalty is very important to these customers, so that the associated companies do their best to provide the best service.

Kolkata's Hospitality Landscape: Then and Now

Not long back, the city's hospitality landscape was dominated by small hotel groups and Kolkata-based local brands. The Park Hotel, established in 1967, Hotel Hindustan International (HHI), set up in 1969, and the good old Oberoi Grand were the major players until Taj Group made an entry with Taj Bengal in 1989. After Taj, Kolkata was devoid of any new activity for around 12 years before ITC ventured with ITC Sonar Bangla in 2002.

Today, Kolkata boasts of many domestic as well as international hotel brands like Hyatt Regency, The Pride Hotel, JW Marriott, Swissôtel, The Gateway Hotel, Novotel, and a range of luxury addresses including the new and improved, Lalit Great Eastern.

Besides the hotels, new and upcoming restaurants and food joints are giving an incredible boost to the city's real estate sector. Global restaurant chains like TGIF, Chili's Grill & Bar, Hoppipola, and a host of boutique cafes are jostling for space in the city to cater to a gradually increasing cohort— people with above-average spending power. This is evidently an indication of Kolkata's expanding business activities resulting from the city's increased spending power.

Be it the changing political face of Bengal, or better consumer spending power, the hospitality scenario in the city looks impressive and bullish with a steady escalation of nearly 35% in the number of premium price tag keys at the end of 2016.

According to Hotel & Restaurant Association of Eastern India (HRAEI), new investments in the city for upcoming 3-star, 4-star, and 5-star hotel projects are estimated at Rs.3,500-4,000 crore in the FY 16-17. “We have a total of approximately 5,500 keys in Kolkata between 2-star and 5-star facilities which is expected to touch 7,500 by the end of 2016-17 with a series of brands throwing open their gates in the city this fiscal,” stated Sudesh Poddar, president of Hotel & Restaurant Association of Eastern India (HRAEI). “Since there is a lack of adequate banquet facilities, especially for more than 2,000 people, these brands would ideally target social events, banqueting and marriage facilities. The target audience of these hotels would also include business clients, IT sector and transit passengers,” Poddar added.

The upcoming big names in the hospitality sector include the likes of Carlson Rezidor Hotel Group (Radisson Blu), Starwood Hotels & Resorts Worldwide (Westin), InterContinental Hotels Group (Holiday Inn), and JW Marriott. Marriott will add 291 keys to the present inventory while ITC, planning to launch its second property in Kolkata, is set to expand the luxury segment key count even further.

International Hotel Brand JW Marriott Opens in Kolkata

JW Marriott, a global luxury hotel brand with over 5,700 properties worldwide, launches its first premium lifestyle hotel in the city in association with real estate major Mani Group. JW Marriott, by introducing its brand in Kolkata, takes its hotel count in India to a total of eight.

Spread on an area of 3.5 acres, the 28-storey JW Marriott features 281 rooms, a large 14,000 sq ft ballroom, six food and beverage outlets, an 180-seater night club, sprawling lawns, and a swimming pool. According to R Alex, general manager JW Marriott, the hotel recorded 50% occupancy in the first month itself. “Rarely in the first month we have such occupancy rates,” he said.

“The political stability in the city is one of the major reasons why east is becoming an important market. People have started showing interest in the east and Kolkata is playing host to travellers for not just the city but the entire northeast and also Dhaka, Bangladesh,” said Neeraj Govil, market vice president, South Asia, Marriott International Inc. “So the brands that are coming in if positioned correctly, the outlook is fairly optimistic.”

What’s boosting the hospitality business in the state is the pro-active approach of the current state government to uphold West Bengal in the country’s tourism map. The state has recently signed up with Ogilvy & Mather – the company that created the Gujarat Tourism Campaign – and is also inviting international carriers to open their network to Kolkata.

The government, to promote tourism, has reduced Aviation Turbine Fuel (ATF) by 50 per cent at Kolkata and announced zero ATF at Durgapur, which according to many industry experts will drive substantial traffic into Bengal.

CURRENT BUSINESS SCENARIO

At present there are around 5000 to 7500 classified hotel rooms in Kolkata with the addition of JW Marriott and Holiday Inn. Kolkata has never faced supply pressure compared to other metropolitan cities. Participants at the forum informed that there is over-supply of rooms in Kolkata and the supply-demand gap has been further widened due to more supply in the industry in comparison to the demand for rooms. The reason behind this gap is that, not many industries are thriving in Kolkata and West Bengal because of which the kind of business travel or the

number of people coming in are not in sync with the number of rooms coming up in Kolkata, said the forum.

But more supply of rooms is good for customers as they will have more options to choose from, added the forum.

At the same time, the forum also brought to notice that hotels are busy throughout the year. Hotel rooms in Kolkata are full all year round but, they compromise on room rates. To fill in the rooms in hotels, the rooms are sold at a very low rate, complained the participants.

The MICE segment is slowly growing in Kolkata where some companies are doing incentives and other such activities. Though it is far from what is desired, the forum said that they hope MICE will develop as a market for Kolkata just as it has for other major cities in the country and will be a good source of revenue for hotels in the future. Kolkata would be a welcome change for MICE travellers who are bored of travelling to the same destinations like Mumbai & Delhi.

Participants at the forum said that there is going to be a lot of distressed assets in the market. Hotels, restaurants and other hospitality projects that are going on will be available for much lesser price than the actual market value in the near future. The participants feel that this will happen not just in Kolkata but the entire nation. And because there will be distressed assets in the market, that time will probably be the best time to buy, opined the forum.

It is feasible to go the Brownfield way rather than the Greenfield, suggested the forum. Instead of purchasing the land and building the property, at this point of time it is advisable to directly buy readily available property, proposed the participants.

Most of the owners who are building hotels in Kolkata are now bankrupt and they are looking for ways and means to come out of this situation, stated the forum. And that is one of the reasons why some of the owners are terminating brands and managing on their own, while others want to sell out their property.

Most of the participants at the Hospitality Leadership Forum felt that the real estate companies, who have entered the hotel business, are not aware about how to run or manage hotels. Hence, they end up making a lot of mistakes. To run a hotel properly is not everyone's cup of tea, for that they need to have brands to manage.

Realtors build hotels only for the glamour quotient and not really as a business as they have no idea how to run a hotel. Realtors look at it as a diversification of their existing real estate business, stated most of them at the forum. One major example is the Great Eastern Hotel, one of the first hotels to come up in Kolkata, built by a realtor has been closed down since a long time and is yet to reopen, pointed the participants.

Kolkata is completely a business destination and there are hardly any leisure options in the city. The forum said that this needs to change and for that the government should step in, market and promote tourism in Kolkata. Unlike states like Rajasthan, Kerala and Madhya Pradesh, where government promotes tourism, West Bengal government is not active when it comes to tourism even though the state has wildlife, mountains, rivers and sea, complained the forum. The participants informed that prohibition of the sale of liquor within 500 metres of highways by the Supreme Court has not affected hotels or restaurants much in West Bengal as all the highways in the state are denotified.

Trained manpower is another major issue faced by hoteliers in Kolkata. There is a huge demand for trained staff in the state. What emerged from the discussion at the forum was that, there is a lack of industry ready manpower from the hotel management institutes in Kolkata currently.

Independent v/s Branding

International brands like Marriott and Hyatt are now starting to exit the properties in Kolkata or owners are taking it back from the brands and have started to manage it on their own because they feel brands are not getting the adequate incremental value to their properties. The recent example is that of the five Hyatt properties in Kolkata that were terminated by the owner. Most of the owners present at the forum feel that brands have not truly brought in any value additions in comparison to their royalties, management fees and franchise fees taken from the owners. But the brand managers do not agree with the owners.

The participants said, they have observed in Kolkata that franchise, branding and management do not seem to work for mid-market brands like Courtyard by Marriott, Fairfield by Marriott, Hilton Garden Inn and Ramada. They believe that branding only works well for hotels in the luxury and upper upscale segments, especially in Kolkata. Resorts too can survive independently outside city areas and they do not require branding unlike city luxury hotels, said the forum.

Hotels for every category exist in Kolkata, but positioning and not compromising on the rates will only lead to increase in revenue, suggested some members at the forum.

The forum feels that, in the short term, hotels in the luxury segment will be able to hold rates. But, if the demand-supply gap continues and if the OTAs also continue to be the way they are, then luxury hotels too will also be forced to bring down their rates.

HOTELS IN DURGAPUR

Durgapur is the fastest growing city of West Bengal which is known as the famous Steel City of eastern India. This rapidly growing city of India is varying its real image and flourishing day by day in the fields of medical and education. The steel city of West Bengal has a huge base of industries which have two key steel plants, namely Durgapur Steel Plant and Alloy Steel Plant. The city has a number of power plants, chemical and engineering industries and many other small-scale factories which include Durgapur Projects Limited (DPL), Durgapur Cements and many others which make it one of the swiftly emerging cities of India. It has large numbers of tourist destinations such as Bhabani Pathak's Tilla, Rahreswar Shib Mandir, Ichhai Ghosh's Garh, Bishnupur, Jaydev Kenduli, Kumar Mangalam Park, Durgapur Barrage and many more that attract both domestic as well as foreign tourists.

Durgapur provides great accommodation options to the visitors coming from outside locations. Huge numbers of travellers coming from all over India pour into Durgapur every year to see its eternal charm. This steel city of West Bengal has numerous high-class hotels which provide superb accommodation to their guests. The city is among one the well planned cities of India and has a number of hotels such as Ananya Guest House, Rose Valley Hotel, WBTDC - Pathik Motel, Hotel Reliance, Rajasthan Guest House, Trinayani Lodge, The City Residency and many more. Durgapur Hotels are known for offering great living and dining service to its guest. All the Hotels in Durgapur are well furnished and are equipped with supreme quality infrastructure that gives proper convenience to the travelers during their stay in the hotel. Travellers can book Durgapur hotels at the online travel portal makemytrip.com which offers huge discounts on

bookings as well. There is an abundance of cheap Durgapur hotels which offers great services to the travellers at affordable rates. Travellers can book budget Durgapur Hotels online at Make My Trip which will help in planning the entire trip without pinching your pocket. Durgapur Hotels provide many comforts and amenities that ensure an enjoyable stay at cheap rates to the travellers.

Hotels in Jalpaiguri

There are 46 Budget hotels in Jalpaiguri which are priced below Rs. 2500. Tariff for hotels in Jalpaiguri starts from 250. Cheap hotels in Jalpaiguri may provide basic amenities like a private bedroom, colour TV, Telephone, AC, 24-hour front desk and housekeeping staff on call. These hotels are affordable and value for money.

There are 2 Luxury hotels in Jalpaiguri which are priced above Rs. 5000. Tariff for Jalpaiguri hotels starts from 6000 and goes to 6500, which is charged by Jalpaiguri luxury hotels. Luxury hotels in Jalpaiguri include premium amenities like bathtubs, jacuzzi, sauna, massage services, swimming pool, fitness centre or gym, bar/lounge, restaurant, Wi-Fi, dry cleaning services, valet parking, banquet hall and conference rooms for business meetings.

Hotels near Main Attractions in Jalpaiguri

The most popular attractions in Jalpaiguri are Gorumara National Park, Jaldapara Wildlife Sanctuary, Sarojendra Deb Raikat Kala Kendra, Jalpaiguri Rajbari, Karala Valley and you can find 1 hotel near Jalpaiguri Rajbari.

Hotels near Main Transportation Places

There are 3 railway stations in Jalpaiguri which are New Jalpaiguri railway station, Jalpaiguri Road railway station, Jalpaiguri railway station. You can find 1 hotels near New Jalpaiguri railway station, 6 hotels near Jalpaiguri Road railway station, 6 hotels near Jalpaiguri railway station.

Situated about 200 km away from the capital city of Kolkata, Asansol is sited on the exposed Gondwana rocks, unlike the rest of West Bengal. Its topography is composed of undulating laterite soil. Damodar and Ajay, two mighty rivers in West Bengal, flow besides this city. The climate of Asansol can be divided into four seasons, namely summer, monsoon, autumn and winter. The summer of Asansol is like the rest of the West Bengal, extremely hot and humid. The monsoon are pleasant and the winters chilly.

Asansol is also an interesting destination, in terms of tourism. Within a radius of 20 km from the city, there are several beautiful excursions. One of the most popular places near Asansol is the Maithon dam and lake that, apart from being a power production unit, also serves as a popular picnic getaway from the city. Other than this, Nehru Pak, Churulia and Kalyaneshawri temple are popular destinations around the city.

Reaching Asansol is not a difficult task. Though there is no direct air link, except for a private airstrip at Burnpur, you can always land in Kolkata, about 200 km from the city, from where you can hire cabs to reach Asansol. Being one of the major junctions in West Bengal, almost all important trains halt at Asansol's railway station. The city also has excellent road connectivity with the rest of India, as it lies on the famous GT Road.

NEW AVENUES

Analysts feel that issues like shortage of power, over-dependence on hydro-electricity, absence of proper road, rail and air connectivity, shortage of skilled workforce for the tourism and hospitality industry, people's perception about militancy in some pockets of the North-East are some of the issues, which need to be addressed in order to help the region achieve the desired growth rate. Therefore the Centre on its part, had earlier relaxed Leave Travel Concession (LTC) rules for its employees permitting non-entitled Central Government employees to travel by air and conversion of one block of Home Town LTC to LTC for travel to NE States. The decision gave a major fillip to the travel and tourism industry in the North Eastern states.

Following the series of such initiatives taken up by the Centre and the respective state governments in the recent past, the tourism and hospitality industry in the region has now starting looking up. Induced by these efforts several private entrepreneurs who till now ignored the region, took the North-East region seriously and included it in their future scheme of things. Today several leading hospitality groups are either setting up or in the process of setting up their properties in the region. D S Group has signed an agreement with Guwahati Municipal Development Authority (GMDA) to set up a five star-category hotel in Guwahati. Taj Group is setting up 150-keys Vivanta by Taj, Guwahati, a premium property in the city. Hyatt Group is also planning to set up a hotel here.

The Government of Meghalaya had signed an agreement with a private party to revive, Crowborough Hotel in Shillong. It will be turned into a major commercial space with help from a reputed hospitality chain. This is facilitated by Infrastructure Leasing & Financial Services (IL&FS), the lease agreement signed between local entrepreneur Leslee Shylla and Meghalaya Tourism Development Corporation. As part of the public-private-partnership model, the lessee also tied up with resort developer T K Internationals, which will develop the existing structure of Crowborough and turn it into a viable commercial space.

Several other mid-sized properties are coming up in different parts of the North-East. On the infrastructure front, the Centre has sanctioned more than 150 infrastructure projects under the Non-Lapsable Central Pool of Resources (NLCPR) scheme. The major projects include RCC Bridge, water supply project, upgradation of Lengpui airport in Mizoram, hydro-electricity projects etc.

Besides, 1615 km of road construction was sanctioned. Today air-connectivity has increased manifold in the North East with the increasing number of scheduled flights. Helicopter taxi service has also been started in the North-East.

INVESTMENT

Funds were released for upgradation of the airports and airstrips in different states of the North-East. Regarding loans, the North Eastern Development Finance Corporation (NEDFC) sanctioned new loans amounting to Rs 421.24 crore during the year. The total amount disbursed against these was Rs 281.33 crore. The situation in the neighbouring states of Assam, Bihar, Odisha, West Bengal and Jharkhand is a little better.

Most of the star-category hotels and budget hotels are located in Kolkata and a few in Darjeeling and cities like Siliguri and Durgapur. There are some luxury resorts in the Dooars region. But the chunk of guests which the Kolkata hotels get are business visitors, who come to the city for their official or business engagements. This is because over the years, Kolkata has emerged as an

important IT/ITeS and MICE destination in the country, which has scaled up business travel to the city pushing up occupancy in the city's star-category hotels. So there is a definite demand for business category rooms to accommodate senior-level and mid-level corporate executives.

THE HOTEL INDUSTRY

PREMIUM AND LUXURY SEGMENT

This Segment comprises of the high-end 5-star deluxe and 5-star hotels, which mainly cater to the business and up market foreign leisure travellers and offer a high quality and range of services.

MID-MARKET SEGMENT

This Segment comprises 3 and 4-star hotels, which cater to the average foreign and domestic leisure traveller. This segment also caters to the middle level business travellers since it offers most of the essential services of luxury hotels without the high costs since the tax component of this segment are lower compared with the premium segment.

BUDGET SEGMENT

These comprise 1 and 2-star hotels referred to as 'Budget Hotels'. These categories do not offer as many facilities as the other segments but provide inexpensive accommodation to the highly price-conscious segment of the domestic and foreign leisure travellers.

HERITAGE HOTELS

In the past four decades, certain architecturally distinctive properties such as palaces and forts prior to 1950 have been converted into hotels. The Ministry of Tourism has classified these hotels as 'Heritage hotels'.

OTHERS

At any point in time, applications for classification are usually pending with the Ministry of Tourism because of which such properties remain unclassified. The number of hotel rooms pending classification has declined from historical 15-20 per cent to 5 per cent of the total rooms available in the recent past.

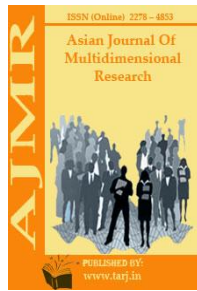
CONCLUSION

It is clear from the discussion that the hospitality industry in West Bengal is growing at a fast rate. While some hotel chains have earned name and fame in global markets, many others are being accused of lacking the service quality which does not match their hotel classification star category. The best role the government can play in such a situation, is to play the role of a facilitator of growth by encouraging foreign investment, restructuring the tax schemes to make hoteliers confident of investing, reduce the luxury and service taxes, so that prices of services offered by the hotels are lowered .

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- Hospitality Development and Promotion Board (HDPB), available at <http://www.tourism.gov.in/writereaddata/CMSPagePicture/file/Hotel/HDPB.pdf>



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**EVALUATION OF STRATEGIC HUMAN RESOURCES IN
CONSTRUCTION COMPANIES WITH REFERENCE TO OMR (OLD
MAHABALIPURAM ROAD), CHENNAI CITY**

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ABSTRACT

Strategic HRM helps the construction industry to utilize workforce to achieve company's objective and SHRM guide the companies to maintain better employee relations at the project place. Moreover many companies lose their strategic Hr in upcoming project were sustaining for long period, most of the employees in their top management are in the age group of 50-60 years who had acquired diploma engineering they do not believe in learning and development as they feel unsecure by themselves. As we know, manpower is a valuable assets in a construction industry many companies does not involved in it.

KEYWORDS: *Strategic Human Resources, Knowledge Management, Human Resource In Construction Industry, Relative Importance Index (RII), T- TEST*

INTRODUCTION:

HR strategy must be in line with business strategy, it is an integral part of business strategy and hence contributes in business planning. Most of the construction companies are unable to design HR strategy online with business strategy as they ignore the most intangible resource of the project, which is manpower. They plan the strategies to earn huge profit without HR strategy, this type of business plan may provide them short term success but it impacts on their business in long run. Strategic HRM helps the construction industry to utilize workforce to achieve company's objective and SHRM guide the companies to maintain better employee relations at the project place. Under SHRM company design policy for development of manpower in order to increase manpower productivity to get desired outcome.

As we know, manpower is a valuable assets in a construction industry, this industry requires essential manpower resources to accomplish complex project tasks with required quality and precision within given time frame without much wastage and losses.

In organized construction companies, management does planning to link the sum of manpower knowledge skills and ability to get profitable balance sheet, which is possible through motivated and developed workforce.

In construction industry it is very important to formulate strategies to change attitude of workforce and stimulate them to get devoted towards project accomplishment and physiologically set them at workplace.

But it is very important question that whether companies in B Grade cities know about SHRM or are they wanted to achieve goals with SHRM, do they have competent management to formulate SHRM?

Do they follow Resource Based Approach? Most of the companies in B grade cities are not using resource based approach as they do not know about management development plan and how to develop and retain the manpower. Their site management is not competent enough in planning and linking the manpower resources with desired outcome, as result there is high attrition rate and workforce are dissatisfied

They lack in talent acquisition and retention because of bad management practices. This is the main reason why skilled manpower are migrating from B grade cities to metropolitan cities where they think may get learning opportunities, good package and job satisfaction.

At workplace they do not have proper employee grievance handling system and policies. Even, most of the companies are not paying the salary on time and most of companies are not even complying with minimum wages rules. They believe in to get desired outcome through autocracy.

As a result growth rate of such companies are very slow and most of such companies shut after one or two projects or face big financial dilemma.

OTHER SPECIFIC HR STRATEGIES

- 1. Talent management** – It is strategy related to management of talent in order to win the war.
- 2. Knowledge management** – strategy developed by the company for knowledge sharing and learning & development.
- 3. Resourcing** – strategy how to attract the talent and hire them within the company's budget.

4. **Learning and developing** – designing an strategy to provide an environment in which employees are encouraged to learn and develop;
5. **Reward** – formulating and implementing reward policies to motivate the work force and to change their attitude so workforces become productive for the organization.
6. **Employee relations** – defining the intentions of the organization about what needs to be done and what needs to be changed in the ways in which the organization manages its relationships with employees and their trade unions.

Most of the construction companies in B-cities lack in formulation and implementation of other specific HR strategy due to lack of their interest in setting up proper HR department and even in this tough economic scenario they are not giving importance to inline the workforce with business plan.

LITERATURE

The relationship between strategic human resource management HRM and a firm's performance has been extensively studied in human resource journals and literature, while very little information is available on its application to the construction industry.[**Sheppeck and Militello 2000**] explain the relationship between strategic human resource HR configurations and an organization's performance. They found that, once HRM strategies have been established, those configurations guide employee behavior and are associated with differing levels of organization effectiveness.

This baseline indicates that there is very little information technology being utilized on industrial construction projects from the supervisor level to the project level. At the supervisor level, there is a 70% deficit in computer skills, and at the project level there are 56 and 54% deficits in integrated information access and hardware utilization, respectively. There are also significant areas of improvement that can be made in terms of project management communication and metrics based controls [**Brandenburg 2004**].

The data collection process for this research involved on-site interviews with workers from volunteered projects. There were three questionnaires used in the data collection process. The Individual Skills Assessment surveyed the skill level and experience of the journey-level workforce, asking questions about craft certifications, technical training, and administrative/job management skills. The Background Questionnaire gathered information on the background education, language, age, etc. of the workers. The third survey form was used to collect information on the project level management practices, the Management Practices Questionnaire. All of the forms were created with the input of senior industry advisors and tested on a pilot project to ensure their feasibility. The questionnaire forms and other documents used in the data collection process can be found in [**Brandenburg 2004**].

The Tier I strategy is not new or revolutionary, yet it is a comprehensive management strategy that focuses workforce management at the supervisory level. Supervisors foremen, general foremen, and superintendents are required to have strong management abilities to effectively coordinate and manage their crews. Upper-level management must focus on comprehensive planning, procurement, and scheduling to maximize the opportunity for success. The goal of the Tier I strategy is to improve short-interval planning, improve workforce retention, and improve the overall productivity and success of the project. The Tier II strategy is described in greater detail by [**CastañedaMaza 2002 and Chang 2002**] This research will propose the metrics for

the implementation of the Tier I Workforce Management Strategy as well as analyze the feasibility of the strategy from baseline data collected as part of this study. The key motivation of this research is to provide potential implementers of this strategy with the knowledge of the level of effort required for implementation as well as a guide for targeting training efforts.

In a study [**Wong, James M. W., 2006**] the changing construction labor market was investigated in the case of Hong Kong. The research addresses the important labor resource context related to the construction industry, including the trends of the critical indicators of the labor market in construction and the implications of the changing markets and technology on the future pattern of skill requirements and the government policies on construction personnel. Decent work in construction sector is a much broader concept than the generation of paid work. Decent work is made of four key components: employment conditions, social security, rights at the workplace, and social dialogue [**Lawrence, R. J., 2007**].

New management thinking focuses on improving construction labor productivity by applying lean construction principles, like benchmarking and reducing variability in labor productivity [**Abdel-Razek, Reffat H., 2007, Kazaz, A., Ulubeyli, S., 2007**]. In most business texts the importance of collective human capital is being highlighted; nevertheless at the same time, we also read and hear more about a firm's financial capital structure. However, the dialogue on the primacy of the human component is growing [**Raiden, A. B.I.2004**]. Much has been documented on what makes a successful organization. There are myriad frameworks, matrices, dimensions, definitions, best practices, and models [**Arashpour M., 2010**].

Besides these vast collections of enlightening and useful ever-growing organizational literatures, there are a few elegantly simple accounts of basic organizational functions. [**Dainty 2006**] indicated that construction organizations tend to display the qualities of a balance between the chaotic and the orderly organization. [**Chan and Kaka 2007**] also observed that compassionate paternalistic relationship between site managers and their human resources tend to strengthen the employment relationship in the construction project environment. Although the dominant communication suggests that construction organizations are short in engaging the strategic HRM (SHRM) [**Raidén and Dainty, 2006**] the existing literature remains relatively opaque in terms of explaining how HRM actually works in construction industry. These issues resulted in a research opportunity to evaluate the effectiveness Management of Human Resource in Construction Industry 355 of HRM in construction sector and some of the most important issues are discussed in this paper in the next sections i.e. solutions that reduce the need for labor, prefabrication, standardization and modularization, redesign of construction processes, re-training existing labor, developing multi-skilled labor, motivation through reward management and mechanization. Some issues related to workforce and construction.

DATA ANALYSIS:

In Old Mahabalipuram Road nearly 30 top construction companies as population and 10 were considered as the sample size and mini survey were considered to the find the implementation of strategic human resources involved the analysis the outcomes. Phase one involved the completion of questionnaires (n= 20) consisting of 20 detailed questions. Questionnaires consume a short time to be filled out and are source of highly reliable information In the phase one, questionnaires were handed to a variety of managers, engineers, technical staffs, and HR professionals. Out of 270 questionnaires, 165 (61.11%) were completed. This high response rate represents the whole study population adequately. To analyze questionnaires' data, two statistical

methods were used. At first, frequencies of the various answers were calculated (in percentage). Then the Relative Importance Index (RII) was calculated. In this case, a rating scale of 1-5 was chosen when '1' represents the lowest effect level and '5' represents the highest effect level.

The RII equation is:
$$RII = \frac{\sum_{i=1}^5 X_i Y_i}{\sum_{i=1}^5 X_i}$$

Relative Importance Index (RII) of different economic elements in construction companies. On average, they have RII=3.811 which is considered 'very significant' (VS) in the terminology used here. However, those consisting of regular remuneration and amount of remuneration had relative important indices of 4.65 and 4.46 respectively that are extremely significant. Figure 1 shows information about regular remuneration that is extremely significant factor in performance of construction companies and level of gained value. Welfare payments and union membership were generally less likely to be effective, though the trend favored welfare payments (RII=3.25) rather than union membership (RII=2.8). The other 6 factors had very significant effects on gained value and productivity improvement in construction industry.

1.1 TABLE INDICATES RELATIVE IMPORTANCE INDEX (RII)

s.no	Particulars	factors	Rating	Level	% of scoring
1.	Remuneration	4.65	ES	96.7	3.3
2.	Overtime payments	3.62	VS	65.4	25.7
3.	Psycho-social factors	4.18	VS	80.8	15.4
4.	Workers satisfaction	4.04	VS	76.2	20.1
5.	Safety condition	4.18	VS	80.0	15.4
6.	Workers participation	3.71	VS	69.8	20.43
7.	Friendly environment	3.90	VS	70.6	21.22

Source: questionnaire primary data.

Inference:

$\sum \sum = 5 = 1 \ 5 \ 1 \ i \ i \ X_i \ Y_i X_i \ RII \ (1 \leq RII \leq 5) \ (1) \ _ \ Y_i$ represents the given rating by the respondents to each factor on a range of 1-5 (with '1' representing 'not significant' and '5' representing 'extremely significant') $_ \ X_i$ represents the percentage of respondents scoring i, represents the order number of respondents Secondly, the numerical values calculated by the formula were classified differently since a single number varying from 1 to 5 could not symbolize each verbal scaling. In this case, five other expressions were defined in significance intervals of 0.8: $1.00 \leq$ 'not significant' (NS) ≤ 1.80 • $1.80 \leq$ 'somewhat significant' (SS) ≤ 2.60 • $2.60 \leq$ 'significant' (S) ≤ 3.40 • $3.40 \leq$ 'very significant' (VS) ≤ 4.20 • $4.20 \leq$ 'extremely significant' (ES) ≤ 5.00 • For each factor the percentage of informants in broader scale segments were calculated (those scoring two or fewer, those scoring three, and those scoring four or more). This scaling used to rank factors with similar relative importance indices.

1.2 TABLE INDICATORS THE MEAN VALUE AND INDEPENDENT SAMPLES T-TEST.

S.No	Particulars in percentage	Mean	T value	Significance	Level of significance
1.	Strategic decision making	100.0	-5.23	0.00	0.01
2.	Resources allocation	90.0	-6.88	0.00	0.01
3.	Knowledge management	100.0	3.68	0.00	0.01
4.	Salary benefits	70.0	3.68	0.02	0.01
5.	Encouraging employees	100.0	-3.37	0.001	0.01
6.	Learning skills	80.0	-2.72	0.008	0.01
7.	Career management	42.9	-2.95	0.005	0.01
8.	Wastage reduction	50.0	-2.95	0.005	0.01
9	Rewards & allowances	25.0	-1.25	0.216	
10.	Employee relationship	60.0	-2.13	0.036	0.05

Source: questionnaire primary data.

Inference: Quantitative indicators in the percentage are 100% in strategic decision making, knowledge management and encouraging employees in non-financial aspects. Rewards and allowances and rewards were shows the lower percentage.

RECOMMENDATION:

- Keeping the available workforce efficient by giving bonuses, overtime, opportunities, loyalty rewards, promotions as incentives to encourage and increasing wage levels by Management of Human Resource in Construction Industry
- Sharing the available workforce with other contractors or employers if possible. New workers may work on part time basis during their free time to develop a hands-on experience.
- Skill development training institutes can be developed to make friendly environment should be made through which managers, staffs and workers can discuss and learn from each other and such work environment should be created to motivate employee's innovative and personal commitment.

CONCLUSION:

Without strategic HRM construction companies in B-cities will not be able to sustain in long run that is the reason due to unplanned business and lack of motivated workforce many of the company shut down after two three projects. Moreover many companies lose their strategic Hr in upcoming project were sustaining for long period. Importance to Strategic HRM and workforce not given as they do not employ qualified professionals, most of the employees in their top management are in the age group of 50-60 years who had acquired diploma engineering and got the top management position by showing their loyalty to the owner are trying to evade the SHRM and even they do not believe in learning and development as they feel unsecure of themselves.

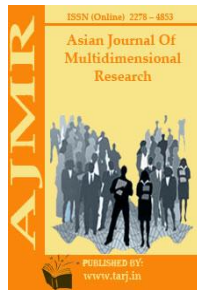
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CULTURAL PATTERN IN ECONOMIES: A STUDY OF SIMILAR RANKING COUNTRIES IN THE EASE OF DOING BUSINESS INDEX

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ABSTRACT

In a paper published in 2002, Kevin O'Rourke and Jeffrey argued that in real sense globalization began in the 19th Century, when a sudden decrease in transport costs allowed the prices of commodities in Europe and Asia to converge. Since then it strengthened day by day and now the world has developed into what we call a 'Global Village'. The concept of 'Business Environment' becomes relevant here. A business entity is influenced by a number of factors which are beyond its control. For instance competition, technology, government policies, social and economic trends are some of the factors included in business environment. As per this concept, all the parameters covered by World Bank for its Ease of Doing Business index fits in the legal aspect of the Business Environment. World Bank comes up with Ease of Doing Business Index annually since 2004, where it ranks 190 countries on various parameters (laws related to these parameters are considered). These include Starting a business, dealing with construction permits, getting electricity, registering property, getting credit, protecting investors, paying taxes, trading across borders, enforcing contracts and resolving insolvency. Though these rankings are being widely studied already for the types of impacts it has over a country's economy. This paper is an attempt to use these rankings (2017 & 2018) as the basis for the study of cultural similarities and patterns across the nations. It is an endeavor to find out if the countries having similar rankings in the index share some cultural similarities as well. Rationale

for studying the association between culture and ranking is that regulatory environment of country is to some extent a reflection of the culture of that country.

KEYWORDS: *Ease of doing business, cultural patterns, Hofstede cultural dimension, World Bank etc*

1. INTRODUCTION

We are living in a global economy where we use goods manufactured at one place, packed at another and consumed at some different place. Businesses have crossed borders and expanded across the world, in search of raw materials, labor, talent, cost competitiveness, market so on and so forth.

The performance of a country or a company in particular, in the international arena is influenced by number of factors, such as a country's culture, people's behavior, country's legal system, its political environment and economic conditions. But these all factors are to be studied from the Host country's point of view as well. As countries are not working in isolation, they are inter-dependent and thus it is mandatory to have conducive environment across borders to facilitate International Trade.

Legal and Regulatory environment plays an important role here as access to countries market is primarily dependent on its laws and regulations. These can be Home Country Law, Host Country Law and International Laws. World Bank every year comes up with the list of countries and rank them on ease of doing business. The Ease of Doing Business indicators are based mostly on laws and regulations: approximately two-thirds of the data embedded in the Doing Business indicators are based on a reading of the law.

Doing Business relies on four main sources of information: the relevant laws and regulations, Doing Business respondents, the governments of the economies covered and the World Bank Group regional staff. Improved Ease of doing business indicator might result from many interactive changes in countries' business environments as they affect both domestic economies' activity and international trade. For example, an improved Ease of doing business indicator in a country might cause an increase in foreign direct investment, which in turn might increase competition in domestic markets. The latter lowers domestic prices, leads to an increase in local purchasing power, and thereby increases consumption. Ultimately, this dynamic scenario results in faster economic growth.

Ease of Doing Business measures aspects of business regulation affecting domestic small and medium-size firms defined based on standardized case scenarios and located in the largest business city of each economy. Ease of Doing Business covers 11 areas of business regulation across 190 economies. Ten of these areas—starting a business, dealing with construction permits, getting electricity, registering property, getting credit, protecting minority investors, paying taxes, trading across borders, enforcing contracts and resolving insolvency—are included in the distance to frontier score and ease of doing business ranking. It also measures features of labor market regulation, which is not included in these two measures.



Figure 1: What is measured in ease of doing business?

Source: <http://www.worldbank.org/en/news/immersive-story/2017/10/31/15-years-of-reforms-to-improve-business-climate-worldwide>

2. LITERATURE REVIEW

The Ease of Doing Business Index 2017 developed by World Bank, ranked 190 countries on 10 different parameters. These parameters being starting a business, dealing with construction permits, getting electricity, registering property, getting credit, protecting minority investors, paying taxes, trading across borders, enforcing contracts and resolving insolvency (World Bank report 2017). These rankings present a comparative image of all the countries included from the legal perspective. The index is further dependent on a number of research papers that studies one or the other parameter in some or the other nation (<http://www.doingbusiness.org/methodology>). All these ranking show how smooth it is to do business in a particular country. Rank 1 being the smoothest when compared to others. There are studies about how a better rank of a country in this index impacts the FDI inflow. The paper demonstrates that, on average, countries that undertake large-scale reforms relative to other countries do not necessarily attract greater foreign direct investment inflows (D.Jayasuriya, 2011). R Pinheiro-Alves and J Zambujal Oliveira talked about Ease of Doing Business index as a tool of investment location decision (R Pinheiro-Alves - Economics Letters, 2012). The existing literature studies a lot of dimensions of these rankings and analyses various parameters in the light of different facts.

A thorough study of the existing literature builds up the curiosity towards the question that is there any similarity on the grounds of income, history or culture, especially among the countries ranking similarly. Similar ranking here means countries which are ranking close to each other, e.g. Top 5 countries or the countries ranking the lowest in the index, etc.

Coming to culture, the already established scores given by Prof. Hofstede in his book 'Cultural Consequences' are of much significance. Not only these scores provide a deeper insight in the different cultures, it very successfully develops few but all pervasive parameters for cultural comparisons. These parameters are:

PARAMETER	STUDIES	HIGH VALUE	LOW VALUE
POWER DISTANCE	How society handles inequality?	Acceptance of existing order	Strives for equality
INDIVIDUALISM/ COLLECTIVISM	Is it a close knit society or individualistic?	Individualism	Collectivism
MASCULINITY/ FEMININITY	What traits are preferred by the society?	Heroism, Material rewards, competitive society.	Cooperation, Modesty, Caring for weak, consensus oriented society.
UNCERTAINTY AVOIDANCE	Attitude towards future.	Rigid coder of behavior: Un-orthodox behavior not tolerated	Relaxed attitude
LONG TERM ORIENTATION	Pragmatic or Normative?	Pragmatic: thrift in modern education to prepare for future.	Normative: Sees change with suspicion
INDULGENCE/ RESTRAIN	Gratification	Indulgence: gratification of natural human drives related to enjoying life.	Restraint: suppresses gratification

Studying and analyzing if similar ranking countries share some cultural similarities or not, is something the existing literature has missed to notice, which becomes a successful and interesting gap in the existing literature.

3. OBSERVATIONS

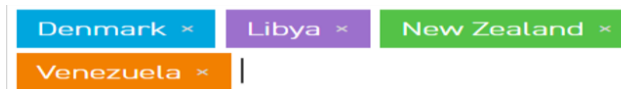
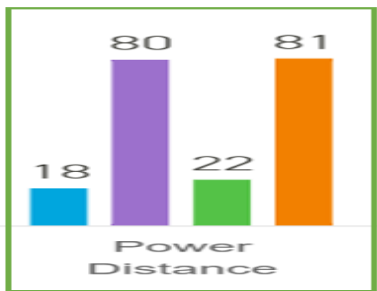
For the clarity of observations and to make the paper self-explanatory, starting with the comparison of the two extremes (top ranking nations and the bottom ranking nations) of the Ease of doing business index seems to be a good step. And here, Top/bottom ranking nations are the nations which have top/bottom ranks in both i.e. Ease of Doing Business report of 2017 and of 2018.

3.1. Top vs. Bottom ranking nations

Out of the six parameters the study on culture talks about, this paper focuses on the very first one i.e. Power distance. Let us start the quest by understanding what Professor Geert Hofstede implied by power distance.

Power distance Index measures the extent to which the less powerful members of organizations and institutions (like the family) accept and expect that **power** is distributed unequally.

What follows is a comparison of 2 top ranking nations with two bottom ranking nations based on their Power Distance score as per Prof. Hofstede. New Zealand and Denmark being the representatives of the best performing nations while Libya and Venezuela being low performers.



(Sources: <https://www.hofstede-insights.com/product/compare-countries/>)

Here a pattern can be simply observed, i.e. in the top performing countries (New Zealand & Denmark) the power distance is low in comparison to Libya (purple) and Venezuela (orange).

This observation depicts that in top ranking countries the less powerful members of the institutions/society strives for equality, whereas in low performing countries people accepts the existing order. This observation being based on a very small sample can't be taken as a conclusion but it surely forwards the quest towards the pattern of similar ranking countries.

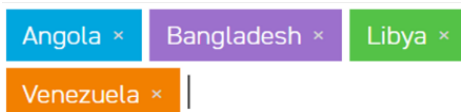
3.2 Top Ranking Countries

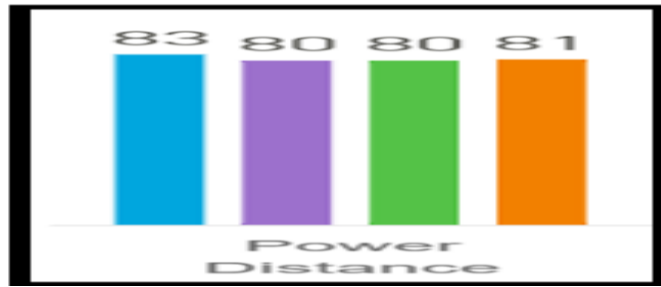
Next, we observed 4 of the top ranking nations namely Denmark, Hong Kong, New Zealand and Singapore. The countries were compared on various parameters as per the prominent study on culture by Prof. Geert Hofstede. Though a pattern was prominent in the first parameter in the previous observation, this time high level of variation amongst the countries' scores was found.

The scores for these 4 nations are ranging from as low as 18 for Denmark to as high as 74 in case of Singapore. Such a huge variation leaves a very less scope for establishing a pattern amongst the countries ranking in the top of the Ease of Doing Business Index on the basis of Power Distance as given by Prof. Hofstede. (The Score of top 10 countries for both the years are presented at the end of the paper in table 'a')

But at the same time the fact that we observed low ranking countries having high power distance in comparison to top ranking countries can't be avoided. This forwards our quest towards low ranking countries. Do they have some prominent pattern, some sort of pattern or similarity when compared in the light of culture? Let us find out.

3.3 Bottom Ranking Countries





(Sources: <https://www.hofstede-insights.com/product/compare-countries/>)

As can be observed the power distance felt by people in these countries (Angola, Bangladesh, Libya and Venezuela, all belong to the low performing countries with respective ranks of 175, 177, 185 and 188 in 2017) is more or less at the same point.

This outcome is so prominent that it forces us to dig deeper. What if we **study the bottom 50 ranking** countries?

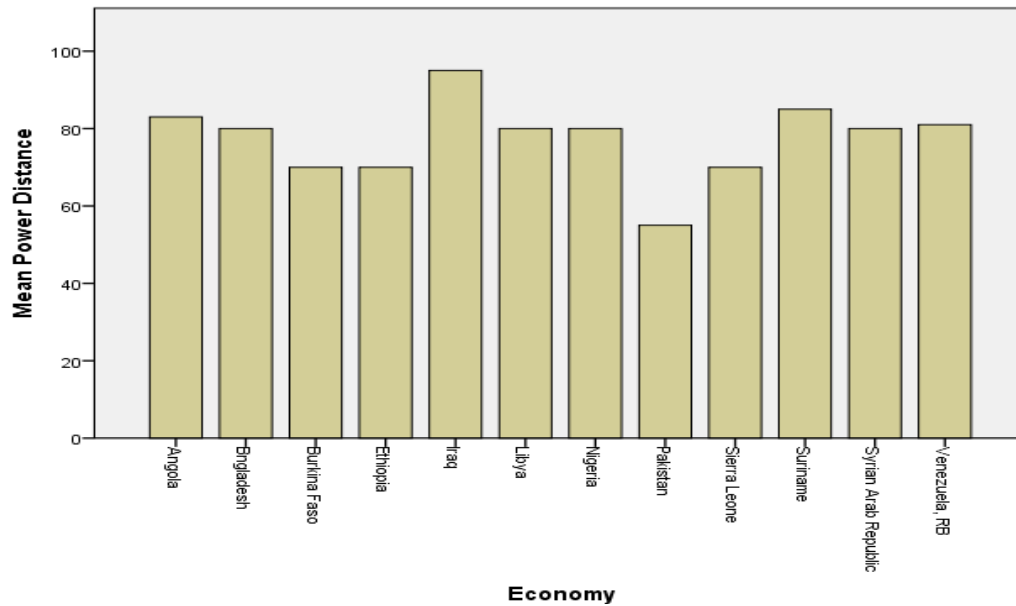
The score for 50 bottom ranking countries (index 2017 & 2018) were compiled together. The table below shows the scores given to various countries under Prof. Hofstede's study. Now this study on culture has not considered each and every country that has been considered under Ease of Doing Business Index, which decreases the number of countries that we need to consider.

Out of 50 bottom ranked countries (in 2017 as well as in 2018's index), Hofstede's Cultural Consequences provides data for 12 countries, and therefore only these 12 countries are considered further. But as these countries are evenly spread throughout the bottom 50 ranks, this proves to be a satisfactory sample as well, which still supports the fact that the outcome and conclusion are not biased.

RANK (2017)	RANK (2018)	COUNTRY	POWER DISTANCE
145	146	Nigeria	80
147	136	Pakistan	55
148	151	Burkina Faso	70
160	163	Sierra Leone	70
161	159	Ethiopia	70
165	165	Suriname	85
168	171	Iraq	95
174	179	Syrian Arab Republic	80
175	173	Angola	83
177	176	Bangladesh	80
185	186	Libya	80
188	188	Venezuela, RB	81

(Source: Info. As per Ease of Doing Business report 2017 & 2018)

Now as per the above table it is not difficult to observe that majority of the countries under the study are having a high power distance, which becomes the very basis of the conclusion of the paper. The scores are also presented in an easy to comprehend manner through a graph obtained using SPSS, and the graph is given below:



(Source: Graph obtained using SPSS)

All of the selected countries are having a high Power Distance. A pattern so prominent that 11 out of 12 countries i.e. more than 91% countries, are above or equal to a score of 70. Pakistan with a score of 55, being the only exceptional case, depicts chances of it influencing the smoothness by which the business is conducted in a particular society.

As a current observation, it would be safe to say that the extent to which a less empowered member of the society readily accepts the existing order is prominently higher in the countries with low ranks in the index (Ease of doing business index) and thus bear implication over the ranking of these countries.

ANALYSIS AND CONCLUSION

Regulatory and legal environment of any country is a reflection of its image in international arena. The ease of doing business indicates poor countries regulate businesses the most while the rich countries impose fewer regulations on International Business.

Also the outcomes and the observation so far builds a strong foundation to believe that culture of a country, the role of various groups in the society and factors like these, which together form the social dimension of a country also plays a role, that too a dominant one in impacting the legislations formed in the countries in respect to business, and thus have a significant impact on the overall ranking of the country in the indexes like these.

Thus the countries which are constantly bringing about changes in their legal frameworks to facilitate the smoothness and to attain a better rank in the index followed in this paper, needs to realize that the legislation is not the only factor affecting the performance but there are other forces as well. And these other factors, including culture as proved in this paper also requires deserving attention and efforts in order to expedite the overall process and improve the legislations in order to attain better results.

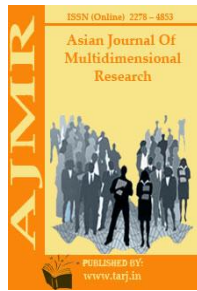
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Annexure:**TABLE A: TOP 10 COUNTRIES IN THE EASE OF DOING BUSINESS INDEX 2017 & 2018 WITH THEIR POWER DISTANCE SCORES**

Countries	Rank 2017	Rank 2018	Power Distance
New Zealand	1	1	22
Singapore	2	2	74
Denmark	3	3	18
Korea, Rep.	4	5	60
Hong Kong SAR, China	5	4	68
United States	6	8	40
United Kingdom	7	9	35
Norway	8	7	31
Georgia	9	6	Not available
Sweden	10	12	31
Macedonia, FYR	11	10	Not available



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IMPACT OF BRAND LOVE ON CONSUMER BEHAVIOR- A COMPARATIVE STUDY OF SAMSUNG AND VIDEOCON BRANDS

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ABSTRACT

This papers makes an attempt to explore the impact of brand love on three parameters of consumer behavior namely brand loyalty, consumer's willingness to pay a premium price and sense of community. The paper aims to investigate the impact of brand love on consumer behavior comparing two popular electronic brands in Rajasthan: Samsung and Videocon. The data was collected using consumer survey method. The usable questionnaires were collected from 275 consumers. The researcher has used structural equation modeling to test the hypotheses using AMOS 21.0. Results reveals that the Samsung brand is considered the most preferred brand in the Rajasthan than Videocon. The results have shown that Samsung consumers appear to be brand loyal, willing to pay a premium price and have a great sense of community than Videocon consumers.

KEYWORDS: Brand Love; Consumer Behavior; Brand Loyalty; Sense Of Community

INTRODUCTION

Consumer expects the satisfaction from the product or brand they purchase; although consumer satisfaction is not the sole factor to establish and sustain the relationship with the brand. The consumer loyalty is dependent on the emotional attachment of the consumer with the brand. The zero separation and undivided brand loyalty are essential to develop emotional bond between the consumers and brand (Arnold et al., 2005). Brand plays an important role in developing the consumer relationships and determining the business performance. The high consumer involvement with the brand leads to the development of loyal consumers who willingly like to pay a premium price (Rodrigues and Reis, 2013). The higher consumer engagement with the brand helps to establish brand love. If brand love exists then it becomes easier for the consumer to choose a brand from the numerous available market options.

Brand love can be defined as the degree of emotional attachment which a satisfied customer holds for a specific brand. It is also described as the level of zealous, emotional attachment of a satisfied consumer for a specific trade name and all its connected dimensions. Consumers' brand love for particular brands influences anticipated marketing results like brand attachment, passion and positive word of mouth for the brand and real love for the brand (Carroll and Ahuvia, 2006). Brand love is a distinctive consumer related emotion and sometimes has a strong connection with consumers' self-concept and identity (Richins, 1997).

The brand love, a recent concept which is closely linked with the hedonic consumption, where the consumer engagement with the object of brand consumption is strong. The main aim of the study is to test a broad framework to develop a relationship between brand love and the consumer behavior. For achieving the aim, the study attempted to test the research hypotheses through empirical research design. The consumer choices for the electronic durable brands from Samsung and Videocon have been taken for the study.

LITERATURE REVIEW AND HYPOTHESES

Numerous studies provide empirical evidences for the feelings of love for a product or brand (Shimp and Madden, 1988; Ahuvia, 2005). The most intense consumer satisfaction for a product or brand turns into a brand love (Fournier and Mick, 1999).

The consumers' attachment with the brands can be defined as loyalty, satisfaction or love based on the degree of affection displayed for the brands. There are a lot of similarities with the emotional relationship present between a consumer and consumption product or brand for two individuals (Carroll and Ahuvia, 2006; Whang et al., 2004).

Brand love can be defined as the consumer level of emotional attachment, passion of a satisfied consumer for a specific trade name and its related dimensions (Carroll and Ahuvia, 2006). Brand love can be known in many types i.e. brand attachment, passion, emotional response towards the brands, positive evaluation and assertions to confirm the brand love. Brand love is more affective in nature than the satisfaction and it is the result of cultivated consumer-brand relationship. Sternberg (1997) suggested a triangular theory of love giving three important measures namely intimacy, passion and commitment.

Lee (1977) gave the Palette theory and proposed three colors of brand love namely eros, ludus and storge. Whanget. al. (2004) connected Lee's Palette theory of love of bikers for the motorcycle and told that there is another group of three colors of love. They stretched the study and elucidated the six colors of love namely eros, ludus, storge, mania, apage and pragma.

There are three dimension through which brand love can be studied and all these three dimensions are passion, affection, and connection (Thomson et.al., 2005). Albert et. al. (2009) suggested two main components of brand love which are found in interpersonal love literature- six are of first order dimensions like idealization, pleasure, intimacy, memories, dream, and uniqueness. The second order dimension consist of two extents namely passion and affection. Roy et. al (2013) proposed that brand love is different from brand loyalty by the notion of passion and also lack of commitment. However, consumer commitment is vital to sustain the brand loyalty while brand love may or may not lead to brand loyalty (Oliver, 1999).

Lastovicka and Sirianni (2011) focused on consumers' love for specific, real and tangible properties, opposite to brand love showing a love for the most free easily replaceable products and concepts within a brand designation. The study emphasized on the components which create brand love, attitude and interpersonal scarcity as an originators. Sarkar (2014) explored the nature of brand love taking antecedents and consequences of brand love and also the obstacles of brand love in the perspective of Asian market.

Brand loyalty is defined as a deeply held commitment to a preferred product or service consistently in the future, repeated purchase and commitment despite the situational influences and marketing efforts which have the potential to cause switching behavior (Algesheimer et al., 2005; Şahin et al., 2011). It can be measured through customer satisfaction, brand trust, word of mouth etc. The brand loyalty for a specific brand will always remain present till the time brand remains available in the market (Rizwan et al. 2013). The customer will buy only those brands which they feel has right attributes, price and quality. The brand loyalty helps the company to gain the competitive position and profitability (Aaker, 1997; Reichheld, Markey, and Hopton, 2000). The loyal consumers of the brand prefer to buy the specific brand due to positive image and better perceived quality of the brand but not for the price (Chaudhuri, 1999). Level of customer satisfaction can be measured by finding out whether the brand fulfills customer expectations or not (Ballester and Aleman, 2001).

The sense of community, an element of brand love originator can be described as the connection which a consumer feels with the other persons related with the same brand (Ellemers, Kortekaas and Ouwerkerk, 1999; Bagozzi and Dholakia, 2006; Bergkvist and Bech-Larsen, 2010).

In the context of marketing, it is considered that the consumers' willingness to pay a premium price is defined as the amount which a customer is ready to pay willingly for his desired brand when it is compared with identical product of another brand. The premium price, in the context of brand literature has been studied by numerous authors (Kamakura and Russell, 1993; Park and Srinivasan, 1994; Netemeyer et al., 2004). Keh, Pang and Peng (2007) defined brand love as the warm, zealous, and dedicated relationship between consumers and a brand, described by its mutual, purposive, and vigorous properties.

Hypothesis (H₁): Brand love has a significant and positive effect on brand loyalty.

Hypothesis (H₂): Brand love has a significant and positive influence on consumer's willingness to pay a premium price for the brand.

Hypothesis (H₃): Brand love and sense of community are positively interrelated.

RESEARCH METHODOLOGY

The study has been conducted using an empirical research design to test the postulated hypotheses. The study has focused on two electronic durable brands Samsung and Videocon as these brand are quite well known in India. The study emphasized on brand love, brand loyalty, consumers' willingness to pay a premium price, and sense of community. The survey was done using structured questionnaire through online mode and personal interactions in Rajasthan. The measures for the study were developed using the measurement scales taken from the previous studies. The developed measures were measured using by a Likert scale ranging from strongly disagree (1) to strongly agree (5).

Measures of Constructs

The questions in the questionnaire were having four groups. The first group incorporated questions determining the most preferred brands of the respondents, the second group incorporated those questions which were related to brand loyalty and third group included those questions related to willingness to pay a premium price and the fourth group was related to sense of community formation. The scale of brand love was adapted from Carroll and Ahuvia (2006). The scale of brand loyalty was adapted from Keller (2003). The scale to measure the consumers' willingness to pay a premium price was adapted from Netemeyer et. al (2004). The scale of sense of community was taken from McMillan and Chavis (1986) and Keller (2003).

TABLE I. INDICATOR OF THE CONSTRUCTS AND INDICATOR LOADINGS

Construct	Items	Cronbach's Alpha
Brand Love (Caroll and Ahuvia, 2006)	This is a perfect brand.	0.852
	This brand makes me feel good.	
	This brand is completely wonderful brand.	
	I like this brand.	
	I am passionate about this brand.	
	This brand makes me very happy.	
	I am very attached to this brand.	
Brand Loyalty (Keller, 2003)	The brand is always my first choice.	0.824
	If the brand is not available then does not choose another product.	
	I consider myself loyal to this brand	
Willingness to Pay Price Premium (Netemeyer et. al ,2004)	To buy this brand seems like a good idea although it is more expensive.	0.872
	I am willing to pay a premium price for this brand.	
	I will always continue to buy this brand even similar brands are cheaper.	
Sense of Community (McMillan and Chavis 1986,Keller, 2003)	I feel very happy being in club using this brand.	0.789
	I get identified with people who use this brand.	
	I can recognize most of the members of this brand community.	
	Being a member of this brand community is a part of my identity.	

Research Model and Research Hypotheses

The researcher proposed a model examining the relationships between brand love, brand loyalty, willingness to pay a premium price and sense of community. The researcher examined the relationships among all the mentioned constructs and hypotheses were framed.

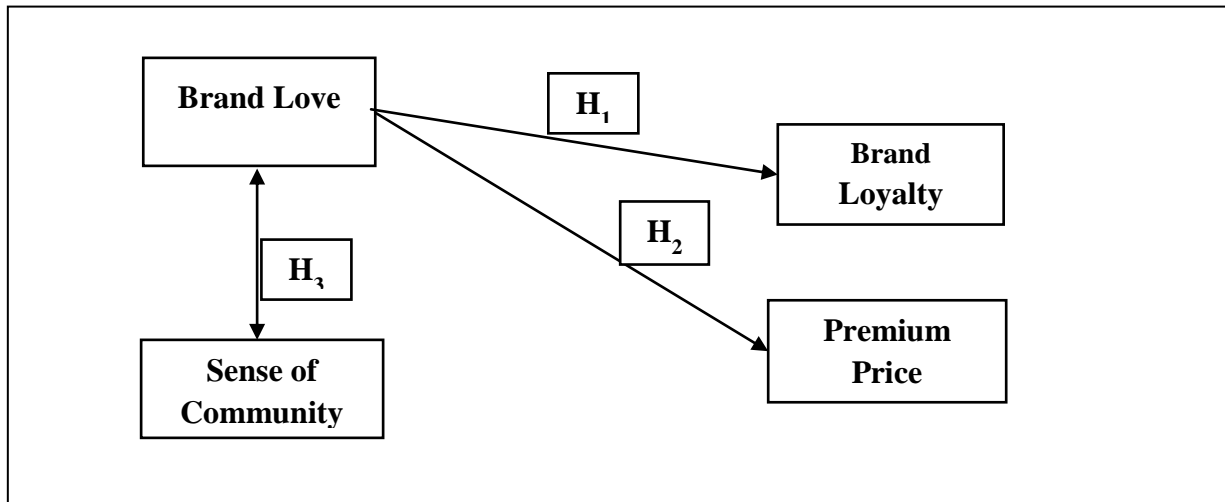


Figure 1. Proposed research model

H₁: Brand love has a significant and positive effect on brand loyalty.

H₂: Brand love has a significant and positive influence on consumer's willingness to pay a premium price for the brand.

H₃: Brand love and sense of community are positively interrelated.

Sampling

The sample was taken using convenience sampling technique from the population of consumers of Rajasthan. The responses have been collected from 275 consumers using electronic consumer durable products.

Data Collection

The primary data was collected using the structured questionnaire. The data has been collected by using personal and online mail. Total 350 filled questionnaires were received and only 275 out of 350 were finally selected for the study. The choice of two brands Samsung and Videocon are chosen due to this fact that they are both well-known brands across the country. Both the brands fall within the same category of hedonic products.

Data Analysis & Interpretation

The sample profile is summarized in the Table II. As shown in the table among the 275 respondents 60% were males and 40% females. There were 16% respondents from the age group of 18-30 years, 44% from the age group of 31-40 years, followed by 32% of the age group 41-50 years and 8% of more than above 50 years.

TABLE II. SAMPLING PROFILE OF RESPONDENTS

Demographic Characteristics	Frequency	Percentage
Gender		
Male	165	60%
Female	110	40%
Age Group		
18-30	44	16%
31-40	121	44%
41-50	88	32%
More than 50	22	8%

Reliability Analysis

Reliability analysis was done using Cronbach's alpha to find out the internal consistency among the items used in the questionnaire. According to Table no. I the measured values of Cronbach's alpha of items used in brand love, brand loyalty, willingness to pay a premium price and sense of community were found 0.852, 0.824, 0.872, and 0.789 respectively indicating a good and acceptable reliability.

Factor Analysis

Factor analysis was performed on all the research variables to find out the effect of variables in the research. The principal component analysis with a varimax rotation was applied to get the best fit of the data. There were seven items for brand love, three items for brand loyalty, three items for willingness to pay a premium price and four items for sense of community as mentioned in Table no. III.

TABLE III. FACTOR ANALYSIS

Items	Brand Love	Brand Loyalty	Price Premium	Sense of Community
This is a perfect brand.	.759			
This brand makes me feel good.	.728			
This brand is completely wonderful brand.	.658			
I like this brand.	.689			
I am passionate about this brand.	.718			
This brand makes me very happy.	.743			
I am very attached to this brand.	.787			
The brand is always my first choice.		.763		
If the brand is not available then does not choose another product.		.797		
I consider myself loyal to this brand		.825		
To buy this brand seems like a good idea although it is more expensive.			.838	
I am willing to pay a premium price for this brand.			.780	
I will always continue to buy this brand even similar brands are cheaper.			.756	
I feel very happy being in club using this brand.				.795

I get identified with people who use this brand.				.812
I can recognize most of the members of this brand community.				.778
Being a member of this brand community is a part of my identity.				.790

Measurement Model Assessment

The statistical tool structural equation modeling (SEM) AMOS 21.0 was used by the researcher to assess the measurement model. The assessment of the measurement model is a three step process as mentioned below.

Assessment of Convergent Validity

This is the first step in the evaluation of accuracy of measurement model which focuses on assessment of convergent validity of the constructs by investigating the average variance explained (AVEs) of each construct used in the study. The values of AVEs must exceed the normally accepted threshold value .50 to show that majority of the variance is accounted by the construct and no other construct (Fornell et al. 1981). The measured AVEs are mentioned in the below table and values exceed the threshold value .50 showing that convergent validity has been satisfied.

TABLE IV. AVEs (AVERAGE VARIANCE EXPLAINED) AND COMPOSITE RELIABILITIES

Construct	No. of Items	AVEs	CR
Brand Love	7	.63	.81
Brand Loyalty	3	.78	.80
Price Premium	3	.69	.80
Sense of Community	4	.62	.82

Internal Consistency of Measurement

The second step is related to assess the individual items for each construct to find out the reliability. The composite reliability (CR) statistic is used as the measure for the internal consistency for the each construct. The CR value should be more than the threshold value .70 for showing acceptable construct reliability. As shown in the above Table no. IV all the values exceed the .70 threshold, representing the measure model depicting the acceptable reliability for each construct.

Discriminant Validity

This is the final step in assessment of the measurement model that focuses on establishment of adequate discriminant validity. The discriminant validity can be measured by evaluating the square root of the AVE for each construct to the correlations of all other constructs in the model. If the square root of the AVEs are larger than correlations then discriminant validity is satisfied. The following Table no. V contains the correlations of constructs and the square root of the AVEs are bolded on the diagonal. As it is obvious from all of diagonal correlations are less than the square root of the AVEs for each construct, suggesting discriminant validity has been

satisfied. Based on the analysis of the measurement model, convergent validity, internal consistency, and discriminant validity is acceptable to proceed with further analysis.

TABLE V. CORRELATIONS OF CONSTRUCT AND AVES

	1	2	3	
Brand Love	.88			
Brand Loyalty	.14	.79		
Sense of Community	.18	.13	.78	
Price Premium	.06	.09	.03	.83

Overall Measurement Model Fit of Structural Model and Hypothesis Testing

SPSS AMOS 21.0 was used because of its ability to evaluate complex path models, access overall model fit and performs confirmatory factor analysis. The assessment of the structural model was performed in two steps. In first step the researcher evaluated the overall fit of the model and in the second step significance of the hypothesized relationships was done. The researcher examined the indicators normal chi square, GFI, NFI, TLI CFI, RMSEA to analyze the goodness of fit (Hair et.al. 2006).

TABLE VI. SUMMARY MODEL FIT

Fit Indices	Indicators of Adjustment (Samsung)	Indicators of Adjustment (Videocon)	Threshold
Chi-square/df	2.633	2.425	≤ 3
Goodness of Fit Index (GFI)	.901	.923	$\geq .9$
Normal Fit Index (NFI)	.759	.782	$\geq .9$
Tucker-Lewis Index (TLI)	.734	.796	$\geq .9$
Comparative Fit Index (CFI)	.823	.834	$\geq .9$
Root Mean Square Error of Approximation (RMSEA)	.0782	.0723	$\leq .08$

TABLE VII SIGNIFICANCE TEST OF INDIVIDUAL PARAMETER-SAMSUNG

Hypotheses	Estimate	S.E.	C.R.	p-value	Result
Brand Love \longrightarrow Brand Loyalty (+)	.142	.038	2.129	.001	Supported
Brand Love \longrightarrow Price Premium (+)	.166	.054	2.229	.002	Supported
Brand Love \longrightarrow Sense of Community (+)	.105	.030	1.157	.000	Supported

Hypothesis 1, focuses on the impact of the brand love on brand loyalty for Samsung brand, This hypothesis predicts that the brand love has a significant and positive effect on brand loyalty. This hypothesis was supported, as the path between the brand love and brand loyalty was statistically significant ($\beta = .142$, $p = .001$).

Hypothesis 2, predicted that brand love has a significant and positive effect on consumer's willingness to pay a premium price for buying the Samsung brand. This hypothesis was

supported, as the path between the brand love and price premium was statistically significant ($\beta = .166$, $p = .002$).

Hypothesis 3, assumes that brand love and sense of community are positively interrelated for the Samsung brand. This hypothesis was supported as the path between brand love and sense of community was statistically significant ($\beta = .105$, $p = .000$).

TABLE VIII. SIGNIFICANCE TEST OF INDIVIDUAL PARAMETER-VIDEOCON

Hypotheses	Estimate	S.E.	C.R.	p-value	Result
Brand Love \longrightarrow Brand Loyalty (+)	.337	.200	1.688	.091	Not Supported
Brand Love \longrightarrow Price Premium (+)	.102	.055	1.865	.062	Not Supported
Brand Love \longrightarrow Sense of Community (+)	.310	.195	1.756	.089	Not Supported

Hypothesis 1, focuses on the impact of the brand love on brand loyalty for Videocon brand, This hypothesis predicted that the brand love has a significant and positive effect on brand loyalty. This hypothesis was not supported, as the path between the brand love and brand loyalty was statistically insignificant ($\beta = .337$, $p = .091$).

Hypothesis 2, predicted that brand love has a significant and positive effect on consumer's willingness to pay a premium price for buying the Videocon brand. This hypothesis was not supported, as the path between the brand love and price premium was statistically insignificant ($\beta = .102$, $p = .062$).

Hypothesis 3, assumes that brand love and sense of community are positively interrelated for the Videocon brand. This hypothesis was not supported as the path between brand love and sense of community was statistically insignificant ($\beta = .310$, $p = .089$).

CONCLUSION

The study was conducted using theoretical framework based on the previous researches. The study was attempted to investigate the impact of brand love on consumer behavior taking consumers' brand loyalty, willingness to pay a higher price for buying the brand and a sense of community to belong that group of brand. This comparative study was done taking two popular electronic durable brands Samsung and Videocon. The study found out first, that Samsung brand has much closer connection with the consumers than the Videocon brand. The Videocon brand did not be able to establish a close connection with the consumers. So that consumers do not feel brand love for Videocon. But the consumers feel the brand love for Samsung brand. It is estimated that when customers feel love for the brands, brand loyalty is created and the customer suggests the brands to other people around (Unal and Adin, 2013). People are developing brand love because of their own isolation and this feeling of isolation is creating emotional attachments towards the brands (Robert, 2005).

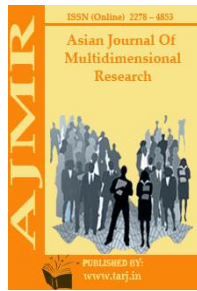
LIMITATIONS AND FUTURE RESEARCH

The study was conducted in major cities of only one Indian State Rajasthan and thus, for generalization, results need to be validated in the other areas of urban and sub urban areas of different states as well. For the further research, a validation in middle class cities could also throw better light on the validity of the relationship. Another obvious limitation of this research has been the use of less items for the constructs. Though the less items of the constructs are easy and more comfortable from the respondents' point of view. Future research can be done testing the alternative models to explain the concept brand love further. The research can also use different measures like perceived value, perceived ease of use, perceived quality, brand personality, brand satisfaction and brand architecture. In addition, consumers can be researched in terms of their personalities, beliefs, life styles, values and attitudes etc so as to find out conspicuous psychological attributes of the consumers related to the brand love. Thus, future researchers may try to comprehend the model taking more intrinsic factors of consumer behavior to study the impact of brand love.

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**AN ANALYTICAL STUDY ON ORGANIZATIONAL CITIZENSHIP
BEHAVIOUR AND ITS ANTECEDENTS**

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ABSTRACT

With the fast changing business environment and a cut throat competition across the globe, Organizations are trying harder to sustain itself by making their best possible efforts to achieve success with the help of its most valuable resource (i.e) employees of the organization. Organizations are keen in understanding certain behaviors which are influencing employees to perform better. Organizational citizenship behavior is one such kind of behavior which an employee of an organization demonstrates at his work place which is not being mentioned anywhere in his normal job responsibilities and which is not linked with any formal reward system but still he wishes to do. This paper is trying to understand the concept and antecedents of Organizational citizenship behavior (OCB) . Also this paper is trying to understand the factors that are influencing employee behavior at workplace. And later the researcher will try to identify the common parameter between factors that influence employee behavior at work place and antecedents of OCB . This paper will eventually help organization focus on only those common parameters which will ultimately lead an employee in demonstrating citizenship behavior at his organization.

KEYWORDS: *Cut Throat Competition, Sustain, Citizenship Behaviour, Antecedents, Work Place Behaviour*

INTRODUCTION

Organizations are growing their business tremendously not only nationally but also internationally. To achieve its goals, organizations have realized that they have to manage the most essential resource of the organization (i.e.) Human resource properly in the organization. Also organizations have realized that employees of the organization can be considered as the source of competitive advantage to the company and so they are looking for such kind of workforce who are ready to give their soul and heart to the company. They are looking for such kind of people who are ready to show extra behaviours within the organization which has not been compelled on them. Individual behavior is classified as In role and Extra role behavior. In role behavior are such kind of behavior which a person does as part of his regular roles and responsibilities described by the organization. The extra role behavior are such behaviours which an employee of the organizations demonstrates at his workplace which is not the part of his contractual job and such kind of behaviours are often termed as organizational citizenship behavior (OCB) which includes behaviors like helping coworkers who have heavy workload, helping new employees in their work, promoting the organization in the community and offering constructive suggestions for organization development. Organizations today irrespective of the resources that it has cannot sustain itself and match up with the rigorous competition unless it has its employees support. With this fact and reality, organizations are willing that their employees should demonstrate these extra role behaviours. These extra role behaviours help in increasing organizational performance and effectiveness.

Organizational citizenship behavior

Organizations today are constantly seeking ways to keep up with the ongoing changes that is typical of the contemporary business environments. This has created a need for organizations to continuously improve on their people, products, productivity and processes to sustain itself. People are the key resource to organizational effectiveness and outcomes since they drive all other aspects of the organization. It is therefore, if an organization wants to achieve its desired strategic objectives and operations, it is important that employees behave in ways which is compatible with those objectives. Researchers have labelled these desirable employees behaviours as organizational citizenship behaviours (OCB).

Organizational Citizenship Behavior is Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization (Organ, 1997). Organizational Citizenship behavior deals with such kind of behavior which are not critical to the job but, if demonstrated, it benefits the team and increases overall organizational effectiveness. In OCB, employees look at their job not only as a payback source but rather strives for everything that can be done to make their work environment healthier and productive knowing that it has very little or rather no connection to their formal duties.

RESEARCH METHODOLOGY

a) Objectives of the study

- To study the theoretical framework of OCB
- To study different factors affecting employee behavior at workplace
- To study the different dimensions and Antecedents of OCB

- To study the common parameters between antecedents of OCB and factors influencing employee behaviour at workplace

b) Need and Significance of the study

Organizations across the globe are exploring different ways and means to stay tuned in the competitive markets. In this process, those organizations who are capable of getting the best performance from the employees, coupled with good governance are likely to perform better. They are looking forward for such employee who do not restrict to their contractual jobs, these are the employees who perform something extra while they know that there are no financial rewards linked to it such behaviour includes like helping co-workers, being up to date with the upcoming organizational challenges etc.

Lot of studies have been undertaken to understand different factors that influence an employee behaviour/performance at his work place (i.e) what makes an employee perform better or behave in a rational way at his work area. Also studies have been undertaken to understand the different Antecedents of 'Organizational citizenship behaviour (OCB) (i.e) different factors that are enhancing or encourages an employee to show such behaviour patterns which is not a part of his contractual job.

The need for this study has emerged with a view to understand are there any common variables between Antecedents of OCB and factors which are influencing employee behaviour and if there are any, organization should focus majorly on those parameters which will not only improve individual performance but also help in improving overall effectiveness of an organization. Which in return will be an added advantage to the company to sustain itself in this competitive era.

c) Type of Research-

Type of Research that a researcher has used is purely descriptive research

d) Data collection

This study is based on the secondary data and researcher has collected data through different sources like journal and books.

REVIEW OF LITERATURE

The roots of this concept came from the study of chaster bemand (1938) who eventually realized that if an organization wants to achieve its goals, it is only individual employee's willingness to commit himself to the organization which plays a fundamental role in reaching the organizational aims. He, therefore, proposed the concept of "willingness to co-operate." He realized that there was a link between his ideas and *informal organization*, that is the inter relationships and informal exchanges which exist between people but are not the part of their official roles. The concepts of 'willingness to co-operate' was later on taken up for the studies by Katz (1964), who listed the *different and innovative behavior* seen at work place- cooperating with other fellow employees, supporting the organization and defending it whenever required, coming up with new creative ideas, making an effort to self-train on the job, and carrying a complete positive attitude outlook towards the company. Almost Fifty years from Barnard's (1938) work, the concept of organizational citizenship behavior was taken up for studies by Bateman and Organ's (1983), and later by Organ's (1988) work. Organ's remarkable contribution

showed the relevance of OCBs and later acted as a catalyst for further studies which helped in understanding nature, intensity, required antecedents and describing the consequences of OCB.

Over the years then, a lot of different ways of classifying OCBs was put forward. Smith, Organ, and Near (1983) in their study interviewed sample of managers, identifying two types of OCBs. The first, called *Altruism*, which means helping others. The second, called *Generalized Compliance* which refers to a worker who follows rules and regulations properly. Later, Organ (1988) came up with a broad category of OCBs including: *Altruism* (Helping others), *Conscientiousness* (a more profound version of Generalized Compliance which refers to execution of organization roles well beyond the minimum requirement), *Sportsmanship* (“being patient and not complaining about minor frustration about work place.”), *Courtesy* (“considering other feelings before reacting”), and *Civic Virtue* (“Being up to date with issues that concerns the organization”). Later the five dimensions of OCB was classified into two categories viz. behaviour directed towards individual that is OCBI and behaviour directed towards the organization that OCBO (Williams & Anderson, 1991). OCBI broadly includes the helping behaviour and the courtesy dimensions. Organizational-level behaviour is rooted towards the benefit of the organization. OCBO includes conscientiousness, civic virtue, and sportsmanship. Farh, Zhong, Organ (2004) came up with five new extended dimensions of OCB which includes *Self Training, Social welfare participation, protecting and saving company resources, Keeping the workplace clean, Interpersonal Harmony*. Based on these extended dimensions of OCB, a concentric model of OCB dimensions was formed based on the context of action: self, group, organization, and society. The researcher also mentioned that OCB varies remarkably over cross culture boundaries.

Classification /Dimensions of Organizational Citizenship Behaviour (OCB)

(TPM Vol. 15, No. 2, 61-75 Summer 2008 Argentero, P., Cortese, C. G., & Ferretti, M. S. Organizational citizenship behavior: Podsakoff)

Smith, Organ, and Near (1983)	Altruism Generalized Compliance
Organ (1988)	Altruism Conscientiousness Sportsmanship Courtesy Civic Virtue
William and Anderson (1991)	OCBs directed toward individuals OCBs directed toward the organization
Van Dyne, Graham, and Dienesch (1994)	Social Participation Loyalty Obedience Functional Participation
Morrison (1994)	Altruism Conscientiousness Sportsmanship Involvement Keeping up with Changes
	Interpersonal Facilitation

Van Scotter and Motowidlo (1996)	Job Dedication
Coleman and Borman (2000)	Interpersonal Citizenship Performance Organizational Citizenship Performance Job/Task Citizenship Performance

Antecedents of Organizational citizenship behaviour

Antecedents of OCB are such factors that try to enhance the productivity of an employee. These factors are not the part of role behavior but help in increasing overall effectiveness of the organization (Nadim Jahangir, Mohammad Muzahid (2004)

Organ and Ryan (1995) did a review of 55 studies which supported that Job attitude is the important predictor of OCB. Other attitudinal measures like perceived fairness, organizational commitment leaders support etc are equally related to Citizenship Behavior. B Mohammad Shahidul and others (2015) identified different factors affecting OCB like Organizational Loyalty, Altruism, Civic Virtue, Sportsmanship, Courtesy, Conscientiousness, Organizational Compliance, Problem Concern, Individual Initiatives, Self-development. With the results of the analysis, it was identified that Organizational Loyalty is the most important factor that leads to OCB followed by Altruism, Civic Virtue, Courtesy, Sportsmanship Conscientiousness, Individual Initiatives, Problem Concern, Organizational Compliance and Self-development respectively. Kaur, Rupinder (2013) in her study identified different antecedents of OCB namely Personality Characteristics, task characteristics, Organizational Commitment, Trust, Leadership style and Behaviour, Organizational Justice, Employee Engagement, Employee Retention. Sofiah Kadar Khan, (2015) tried to find out the relationship between Team Commitment, Human Resource policies and self-concept with Organizational Citizenship Behaviour. Results of this study indicated that there is positive relationship between Team Commitment and OCB. Human resource policies on the other hand showed a non-significant relationship with OCB. Also there was no significant relationship found between Self-concept and OCB. Durbapal (2009) in her study revealed that in private sector organizations, leaving apart personality as one variable rest other variables like work environment, organizational values, job satisfaction and motivation. Has a strong impact on OCB. Further in the study three new component-factors of OCB, namely, **Protective Boosterism**, **Professional Dedication** and **Suggestive Opinion** have emerged out of factor analysis in addition to Conscientiousness, Courtesy, Sportsmanship and Altruism.

On the other hand, public sector organizations are more inclined towards the external interventions which results in ambiguous ownership. Lack of clarity results in low level of OCB in public sector organizations.. Sophia V Marinova, Henry Moon, Linn Van Dyne (2010) in their study identified two types of OCB one directed towards organization (OCBO) and other directed towards Individual (OCBI). The findings of the study indicated that Organizationally viewed OCBs are more rewarded and are more considered as In-role as compared to Interpersonally targeted OCB. The results also indicate that Promotive OCBs which includes taking charge and helping others were considered as more rewarded and more In-role behavior as compared to Protective OCBs which included compliance and sportsmanship.

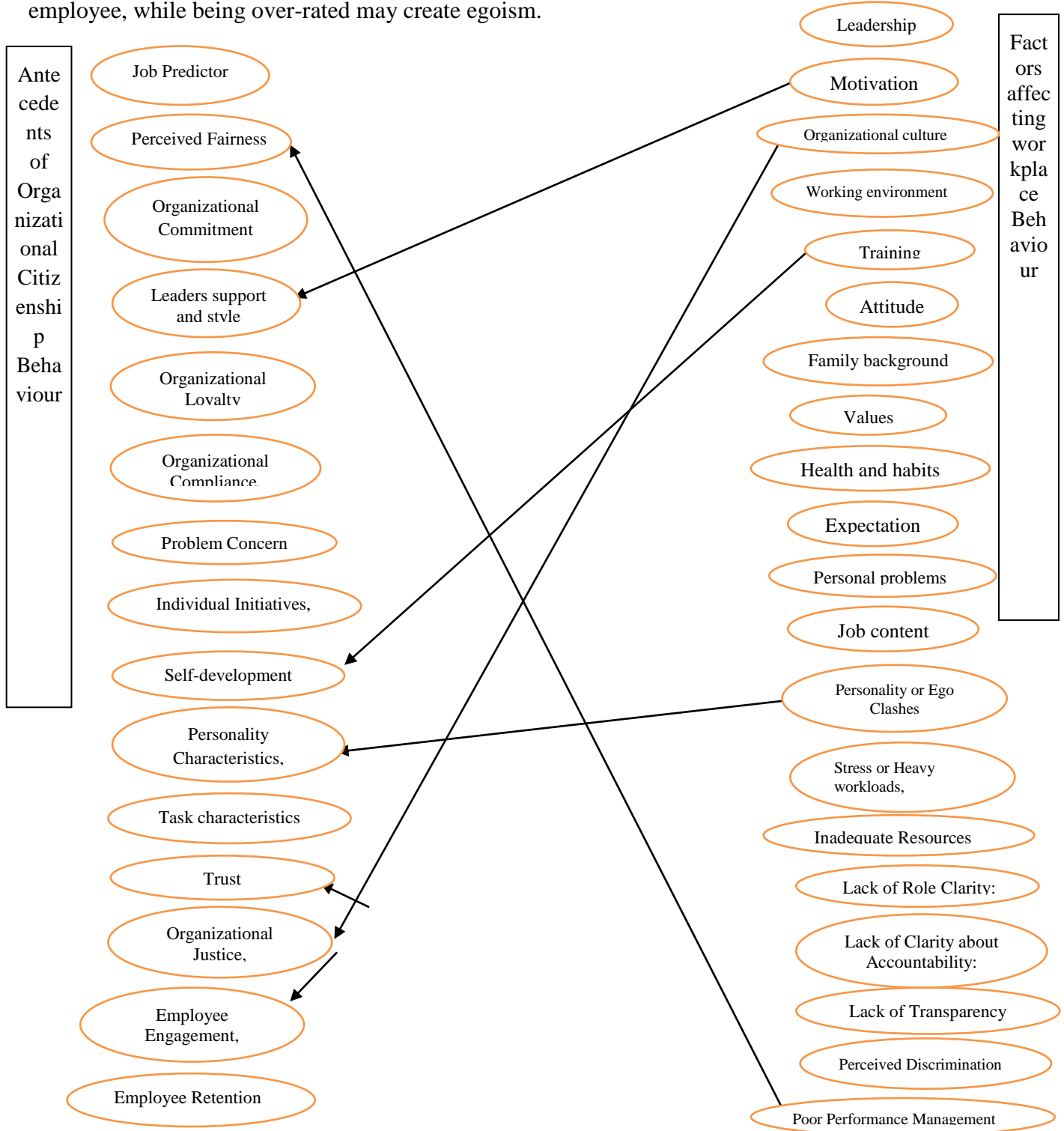
Factors affecting employee behavior ta work place

Le Tran Thach Thao (2012) in his study identified certain variables and tried to find out these variables which affect employee performance. In his study he identified 5 major variables

namely Leadership, **Motivation**, **Organizational culture**, **working environment** and **Training** and found out that out of these 5 variables, there are 3 variables (i.e) Leadership, Motivation and Training which have a direct impact on employee performance

Sanjeev Kumar Mathur and Sunil Kumar Gupta (2012) in their study identified different factors that influence the employee behaviour in the organization like **Mental Attitude** which states that every individual has a mental model which is formed out of his values and belief that he carries throughout his life. **Family background**, which states the environment in which a person in brought up affects his style of working. **Values**, which talks about spiritual; values and material values that an individual possess, Dietary **habits**, eating habits directly affect human mind, which in turn is responsible for a particular behavior pattern. **Spruce support level**, Employees at work place put on display their behavior which is directly proportional to the level of comfort they share with spouses **Expectation**, Expectations shows various faces of human behavior at workplace. So far as expectations are met people are happy and excited at work place. **Health**, Physical and mental health of the employee is directly related to his productivity at work place. **Focus**-The level of distraction in the life of an employee also affects employee behaviour. . Rashid Saeed (2013) conducted a study on banking industry employees to identify which all variables affect employee performance at workplace. He identified 5 independent variables viz Managers Attitude, Organizational culture, personal problems, job content and financial rewards which has an impact on employee performance. The results of the study indicated that Managers attitude has a strong relationship with employee's performance the result also indicated that Organizational culture also has a positive impact on employee performance. Further the study also indicated that rest other 3 variables like Personal problem, job content and financial rewards also has a positive impact on employee performance. Arindam Nag (2016) in one of his article mentioned that there are 16 different factors that leads to poor performance of the employee at workplace like- **Personality or Ego Clashes** which states that every individual differs from every other individual in terms of his personality which ultimately leads to difference of opinions. **Stress** There are people in this modern era who are constantly surrounded by deadlines and work pressures which ultimately affects their performance and behavior at workplace. **Heavy workloads**, If there is tremendous worklpad then an employee may lose his efficiency at work. **Inadequate Resources**, non availability of sufficient resources at workplace can also lead to poor performance of an employee and may ultimately affect his behaviour at workplace. **Poor Leadership from the Top Management**, Poor leadership from top management may also affect employees behaviour badly at workplace. **Lack of Role Clarity**: This happens when two different workers are given incompatible roles at the same time. This lack of clarity in workers' objectives and expectations creates tension between the employees and results in conflicts. **Lack of Clarity about Accountability**: Lack of accountability results when there is no clarity amongst the employees regarding their roles and responsibilities and their relationship with team members. **Lack of Transparency** : when employees are not updated with the current happening in the organization or when there is ineffective communication, this ultimately leads to non-acceptable behavior of an employee. **Clash of Values**: An organization comprises employees from various walks of life. They bring in their own set of values, ideas, and principles which may not be received by everyone in the organization. This might result in some intolerance between individuals. **Poor Selection or Pairing of Team Members**: Employees tied with a Wrong pairing of employees in an organization may also result in inappropriate behavior of an employee. **Bullying or Harassment**: There are cases where bosses or colleagues threaten an employee for no reason or pass offensive remarks against the employee. This leads to the creation of a hostile

environment in the workplace. It also disturbs the sense of belongingness amongst employees. **Perceived Discrimination:** Employee discrimination can have a negative effect on the organization's bottom line. **Poor Performance Management:** Badly-conducted appraisals can also create a lot of problems for the organization as well as its employees. If a hard working employee is under-rated, besides being unfair, it creates an inferiority complex in the mind of the employee, while being over-rated may create egoism.



Common parameters between Factors influencing employee behaviour at workplace and Antecedents of Organizational citizenship behaviour

During the study it was observed that not all factors that influence employee behaviour at workplace will lead to organizational citizenship behaviour among employees. It is seen from the model that there are few common variables like perceived fairness among employee, scope for self-development/Training among employees, Personality characteristics of an individual, leaders support and style are few factors which influences employees behaviour . Also trust and organizational loyalty are important parameters of a good organizational culture and if these parameters are positively present within an organization, it makes an employee demonstrate such kind of behaviour which is over and above his roles and responsibilities. Others factors like Motivation, Organizational culture, working environment, Attitude , Family background, Values, Health and habits, Expectation from the organization, personal problems, job content , Stress or Heavy workloads,, Inadequate Resources, Lack of Role Clarity: ,Lack of Clarity about Accountability: ,Lack of Transparency ,Bullying or Harassment: ,Poor Performance Management are important factors which influences employee behaviour and his performance at workplace but if they are positively present may not necessarily lead to Organizational citizenship behaviour .

CONCLUSIONS

It was observed during the study that there are certain common parameters between Antecedents of OCB and factors that influence employee behaviour at work place. If an organization wants its employee to walk an extra mile for their company and demonstrate such behaviour which is not a part of their normal roles and responsibilities but in turn will affect the overall efficiency and effectiveness of the organization, then an organization needs to concentrate of such common parameters like Leadership style, Organization culture, employee self-development and perceived fairness among the employees. If an organization is able to work on theses parameters, then it will not only help in increasing an individual employee efficiency but also help in increasing the overall effectiveness of an organization.

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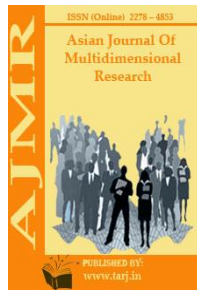
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ONE NATION ONE TAX (GST): EXPLORING THE TERRAIN

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ABSTRACT

The goods and services tax, one of India's most significant economic reforms, was put in place 1 July 2017. It was implemented considering that it will play a vital role in economic development and brings significant changes in the economies of market. More than an year passed, there still exists a state of confusion and unanswered questions among general public related to GST. This paper is an attempt to look into the journey so far, what has been achieved, the success, failures, and what lies ahead. The study reveals that though with duration of time compliance rate, revenue collection and number of registrations has shown a high but there is still reluctance among general public regarding new tax regime.

KEYWORDS: *Goods and Services Tax, Economic Development, Economies Of Market, Compliance, Tax Regime*

INTRODUCTION:

Many Indirect Taxes in India are replaced by goods & services tax (GST) in India. The Goods & Services (GST) Act was passed in the Parliament on 29th of March 2017. The GST Act effected in country from 1st July 2017. The present GST Tax Law in is a, multi-stage, destination-based tax & **comprehensive** that is levied on every value addition.

In other words, Goods and Service Tax (GST) is an indirect tax levied on the supply of goods and services instead on production. This law has come in force in place of many indirect tax laws that were existed before in India. GST is **one indirect tax** for the **entire country**, **popularly** known as one nation one tax policy. The tax is levied at every point of sale under present regime of GST. The central GST and State GST (CGST & SGST) are charged for intra-state sale of goods and service whereas for Inter-state sales Integrated GST is charged.

LITERATURE REVIEW:

Ehtisham Ahmed and Satya Poddar (2009) stated in paper titled, “Goods and Service Tax Reforms and Intergovernmental Consideration in India” that GST introduction will provide simple and transparent tax system which will increase output and productivity in economy of India. The benefits of GST are will base on its rational design.

Panda Aurobinda and Patel Atul (2010) in paper titled, ‘The Impact of GST (Goods and Services Tax) on the Indian Tax Scene’, concluded that the success and complete advantage of GST depends on its structure and the manner of its implementation. The system will increase revenue to government and will benefit business and industry.

Dr. R. Vasanthagopal (2011) in paper titled, “GST in India: A Big Leap in the Indirect Taxation System” concluded that moving from complicated indirect system of tax payment to GST will prove be a positive step towards growth of Indian economy. GST tax regime has been accepted by more than 130 countries of the world including Asia.

AgogoMawuli (May 2014) in paper titled, “Goods and Service Tax-An Appraisal”, concluded that GST is not good for under-developed countries as it does not provide broad based growth to poor countries. If these countries wanted to implement GST, the rate of GST should be more than 10% for growth.

Nitin Kumar (2014) in paper titled, “Goods and Service Tax- A Way Forward”, concluded that implementation of GST in India help in improving smooth functioning of economy by single indirect tax system for nation and expected to encourage unbiased tax structure which is similar to all geographical locations.

Pinki, SupriyaKamma and RichaVerma (July 2014) studied, in paper titled, “Goods and Service Tax- Panacea For Indirect Tax System in India” states that as the new government in India is positive towards implementation of GST, it will be beneficial for central government, state government and as well as for consumers in long run. The implementation is needed to be backed by strong IT support.

Nisa,syeedun (2017), in paper titled ‘The Impact of GST on India’s foreign Trade’ concluded that GST would be prudent for the industry to identify and understood its potential issues. To avoid potential disruptions timely understanding of these issues are imperative.

OBJECTIVE OF STUDY

The study has following objectives:

- 1) To analyse the working of GST policy so far.
- 2) To identify the success and failures of GST
- 3) To explore the future challenges of GST in India.
- 4) To analyse the consumer response to GST.

RESEARCH METHODOLOGY

The present paper is an analytical study based on secondary data published in journals, articles, newspapers and magazines. Considering the objectives of the study descriptive type research design is adopted to have more accuracy and rigorous analysis of research study. The accessible secondary data is intensively used for present study.

Objective 1: To analyse the working of GST policy so far

The journey of Goods and Services Tax in India began in the year 2000 when a committee was set up to draft law relating to it. It took 17 years to evolve this law in practice. The GST Bill was passed in the Lok Sabha and Rajya Sabha in 2017. The GST Law came into force on 1st July 2017 all over India except Jammu & Kashmir.

Plotting the Policy Moves

GST council met regularly through the last year to solve glitches in the new tax regime. The policy journey of GST:

July 1, 2017:

GST rolls out nationally except in Jammu & Kashmir.

July 17, 2017:

First GST council meet post launch, recommended increase in compensation cess rate on cigarettes.

July 27, 2017:

Summarised return in Form GSTR-3B prescribed for July 2017, more time given for filing returns.

Aug 5, 2017:

The 20th GST Council meeting marked on Aug.5 resulting deliberation on anti-profiteering. Job work for textile and textile products to be taxed under 5% rate. GST rate for certain services revised.

Sept 9, 2017:

GST council extends GSTR-3B from July to December 2017.

Oct 6, 2017:

GST council defers TDS/TCS provisions/revenues charge mechanism on procurement from unregistered persons.

Nov 10, 2017:

GST council approves big ticket change in GST

Rate change in 213 items

From 28% to 18%-213 items

From 28% to 12%- 2 items

From 18% to 12%-13 items

From 18% to 5%- 6 items

From 12% to 5% - 8 items

From 5% to nil-6 items

5% GST revised rate without ITC on both AC and non AC restaurant services.

Dec 16, 2017:

GST council make interstate e-way bill compulsory from Feb1, 2018. Intra-states made compulsory before June 1, 2018.

Jan 18, 2018:

Tax rate changes for 21 more items. 40 services declared exempted from GST.

Feb 1, 2018:

E-way bill launched for interstate sales but deferred following glitches.

April 1, 2018:

E-way bill rolled out for interstate supplies. Staggered rollout for intrastate. The national rollout completed now.

May 4, 2018:

GST council cleared design of new simple return. Council approved proposal to convert GSTN-SPV into a fully owned govt. company.

Objective 2: To identify the success and failures of GST

One year into goods and services tax (GST), the jitters of the early days have given way to a general acceptance that this may not be the most perfect single tax system but its working. There are many issues that remain to be addressed, but the fact that the some of the knotty ones have been resolved gives rise to confidence that even these will be sorted out. There have been many hits and few misses during the past year.

WIN FACTOR: CONSENSUS & AGILITY

GST feedback and Action room:

A GST feedback and Action room was set up to take care of the initial launch issues. The govt. remained open to addressing issues as they cropped up, with feedback flowing fast via phones, messages and even twitter. Returns filing dates were deferred, tax slabs were rejigged to address industry and consumer concerns and procedures and rules were amended to ensure hardships

alleviated. The officer's committee-comprising state and central officials-still meets regularly to draw up options for GST council to act upon.

GST council delivered:

The GST council, comprising central and state representatives, was kind of federal arrangement that could have easily been bogged down by ego and politics. The centre has 33% vote while the states account for 66%, with any dispute needing 75% support to be resolved. It has never had to vote on any issues so far, except just one dissent recorded till date. There may have been differences of opinion among council members, but matters were always thrashed out and a painstaking consensus have achieved. The council has found solutions to most of the issues and these have not been mere compromises but sound decisions have taken place that has improved the single tax system. A template been provided by council for more structures where the centre and states could work together.

FAVOURABLE IMPACT OF GST

Inflation rate didn't rise:

GST, it was widely feared, would cause inflation to rise, as had happened in many countries that launched a single tax regime. That hasn't happened in India. High food and fuel prices lead to recent spike in consumer inflation has been due to high food and fuel prices, unrelated to GST. The much criticised multi-slab GST structure has ensured the levy was as close as possible to the existing rate, which means incidence of tax didn't rise. The second factor was anti-profiteering authority. Though the body as set up after GST was roll out, the prospects of its establishment was enough to ensure businesses did not abuse the tradition.

Second time right for the E-way bill:

In its first innings, the e-way bill rollout fared badly, the systems unable to take the load on February 1. The govt. quickly deferred it and came back better prepared. It has been rollout nationally without hitch and, according to initial assessments, has helped curb evasion.

Single national market:

Long queues of trucks at state borders disappeared as check posts were dismantled, creating seamless national market. These barriers had restricted movements of goods across the country, leading huge delays and increasing transaction costs for logistics sector, eventually translating into higher costs for consumers.

One tax nationally:

A consumer in Kanyakumari now pays the same tax on one item as a consumer in Jammu & Kashmir. GST has also allowed streamlining the distribution system-production, supply chain, storage as forced to design previously keeping in mind state tax policies.

Formalisation kicks off, tax base begins to widen:

One of the expected benefits of GST was formalisation of the economy. Due to transparent digital processes of input credit and invoice vouching, evasion of tax has eliminated. The number of GST registration in one year crossed 10 million shows more businesses signing up for GST. More people signing up for tax returns, expert connect it with GST.

Everyone wins:

As many as 17 taxes and cesses were subsumed with GST, aligning India with global regimes. Central taxes such as excise duty, service tax, countervailing duty and state taxes including value added tax, octroi duty and purchase tax all were rolled into one. The new regime provided for free flow of tax credits and did away with cascading due to tax on tax, boosting company's financial thus reducing burden on consumers. It has also ensured that there is a single law for the whole country with uniform procedures and rules, which reduced compliance burden and business complexity. The Govt. sacrificed revenues but improved compliance should cover every gap.

CHALLENGES OF GST IMPLEMENTATION

Besides number of favourable impact of GST, there are few misses in its implementation that need to be considered for its smooth future.

Compliance has miles to go:

The biggest dampener was compliance process, as information technology glitches took more than the anticipated time to be resolved. The filing system which was initially was put in place quickly abandoned as business struggled with compliance. A new return form being drafted to ease the process which will be available soon.

Cumbersome registration system:

Multiple registration requirements have complicated the things for industry, which was expecting simplicity. In most of the cases registration is required in all states. Companies fear that multiple audits and assessments due to multiple registrations could make things more difficult for them in future.

New cesses have cropped up:

Though GST has scrapped the multiplicity of taxes and cesses imposed earlier but a new levy of cess in the form of compensation cess was introduced for luxury and sin goods. Automobiles were later added in these cesses. These cesses were later expanded to include automobiles. New cess on sugar is also under consideration.

Too many tax slabs:

The original criticism of a too-complicated tax structure with multiple rates remains unaddressed. There are as many as six tax rates and one 'nil' rate. Too many rate lead to classification issues and tax disputes, distracting from simplicity of a single tax that GST should have been.

Refunds problems for exports:

The refund mechanism for exporters, including data matching law, besides procedures governing the, have irked the sector, particularly smaller entities that saw their working capital requirements rise. Though several efforts have been made to address the issue, it may require more information.

Objective 3: Future of GST: Major Changes and Implications

There is consensus among industry and experts that GST has made vast progress from its early days to teething trouble. It has settled in as far as the consumer is concerned, but business wants

to see improvement. A simple tax filing regime, fewer slabs and a broader tax base are some things the govt. needs to address in the year ahead.

Expansion of tax base:

There are many goods that are still outside GST net, which come in all the way of seamless flow of input tax credit. Key items outside the ambit are electricity, alcohol, petroleum goods and real state. Natural gas and aviation fuel could be included within GST. But it may not be easy to do that with diesel, petrol and kerosene as most states are opposed to such move. Getting real estate under GST may also be difficult as it will require a constitutional amendment.

Tax slab rationalisation:

There are in total six slabs in present regime excluding exempt goods. Though goods fall in 12%, 18% and 28% brackets, there is a case of merging slab to reduce complexity and classification disputes. One single slab of 14-16% range could be introduced for 12% and 18% brackets .

Lower tax rate:

There is substantial reduction in the number of products in the 28% bracket with goods move to 18% one. There is further scope of cutting the peak rate on all products other than 'sin' goods. Products such as cement, paint, air conditioners, washing machines, refrigerator etc. should also see a reduction in tax rate to 18% from 28%.

GST returns simplification:

This is biggest item in agenda as far as businesses and complains are concerned. The Govt. has already taken initiative in this direction with a proposed consolidation of all returns to one. The committee set up for this task has been working on new format and the IT related changes are required. A new and simplified return filing process may become effective soon.

Legislative changes:

Over the past years, several issues that need to be fixed through legislative changes have been accumulated. Some of these relate to the input tax credit, and the requirement of paying tax up front on various transactions such as deemed exports and subsequently claiming a refund. The govt. could introduce changes in the monsoon session to fix these niggles.

More data analytics:

The govt. has already started a detailed analysis of number of data sets to plug leakage. The format of e-way bill has been designed to capture invoice related information so that the govt. can use data analytics to recognise concern areas and point out revenue leakages. Businesses have already started receiving notices about discrepancies between amount mentioned in different GST returns and those reported on the e-way bill portal. Income tax return forms released for this year have also sought specific information in relation to GST. Tax evasion can also be checked by utilising granular data.

Anti-profiteering agency:

The agency which was constituted for a period of two years has been functional for about six months and issued a few order following investigations. It is to be decided by GST council whetherto wind it up after two years or keep it going till GST regime matures.

Objective 4: To analyse the consumer response to GST

The incidence of indirect tax ultimately bore by the consumers. It is worth considering whether the consumer benefitted from the introduction of the goods and services tax, which subsumes most union and state taxes in the country's biggest indirect tax reform. In order to understand the response of consumers towards GST, Survey by Local Circle almost a year after rollout of the new unifies tax regime being consider in present study to draw conclusion.

- Has the monthly grocery bills reduced after GST?

Yes	no	Can't say
21%	63%	16%

Two third say monthly grocery bills haven't come down

- Eating out is cheaper after GST

Yes	no	No change
28%	15%	57%

- State of Cost of services (mobile services, movie tickets)after GST:

increased	Decreased	No change	Can't say
54%	14%	19%	13%

- Sellers still charge GST on MRP/ discounted MRP:

On full MRP			Discounted MRP		
yes	no	Can't say	yes	no	Can't say
28%	46%	26%	28%	46%	26%

- Sellers not passing on full benefit (business passing on the benefit of input tax credit via lower prices)

yes	no	Can't say
15%	61%	24%

FINDINGS:

Only a fifth of the consumers say their monthly grocery bills have come down while more than half say cost of services have gone up. And three in ten people surveyed say eating out is less expensive than before, suggesting that full gains may not have been passed on.

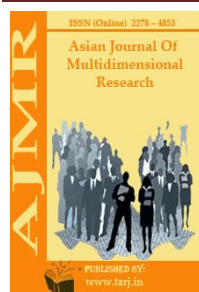
CONCLUSION:

The biggest tax reform of nation has encountered with criticism and non-cooperation at introductory stage. The GST regime and its implementation have been extensively criticised by opposition party, financial institutions and media in India. The World Bank's 2018 version of India Development described GST in India being highly complex, lack many flaws when compared to GST systems prevalent in other countries of the world; It is considered as the second highest tax rate among a sample of 115 countries at 28%. As more than an year passed, the studies reflect that there are more successes than failures of new tax regime. Tax return filed in FY 2017 was 5.43cr which rose to 6.84cr FY 2018. Registration under old indirect tax regime

was 6.4 million which increased to 11.2 million under GST regime, reflects tax base has expanded. The GSTR-3 returns filed in February 2018 were 53.9 Lakh rose to 62.5 Lakh in May 2018, the compliance rate too has risen during the period of time. There is still need to create more awareness among general masses to generate full benefit of GST.

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EVALUATION OF ROLE AND IMPACT OF SPORTS AND CULTURAL ACTIVITIES IN DEVELOPMENT OF CHILDREN WITH SPECIAL NEEDS

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ABSTRACT

Extracurricular activities can make a huge difference in a life of children with special needs.. Extracurricular activities can enhance learning, while offering ways for students to express themselves and explore their strengths. Participation in cultural programmes and curricular activities is an outlet for one's emotional expression and social interaction, a source of inspiration and development of self-confidence. Co curricular activities and other recreational programs are also necessary for the growth of a healthy mind and body for children with special needs. Participation in games and sports is widely recognized as a critical component of health and development for disabled and non-disabled children. One of the objectives of this study was i) to study the role and impact of participation in extracurricular activities, sports activities, and cultural programmes on development of children with special needs (CWSN) in resource rooms in the state of Punjab. ii) To study the attitude of peers in acceptance of CWSN in regular classroom. The evaluation of inclusive education was done in 66 primary schools. The major findings of the study indicate the great desire of children with special needs to participate in sports and cultural activities voluntarily. About 90% of teachers affirmed that the CWSN are capable of performing at par with regular students in sports and recreational activities. Moreover, 39.7% of the teachers also mentioned that the CWSN are capable of performing better than their counterparts in regular education students in such areas as Drawing, Music, Dance and Sports, in preparation of illustrative aids as well. As far as acceptance of CWSN by peers is concerned more than 90% reflect positive attitude towards special need children.

KEYWORDS: *Extracurricular, Voluntarily, Counterparts, Non-Disabled*

INTRODUCTION

The National Focus Group on Children with Special Needs (NCERT, 2006) noted that the government's agenda to universalize elementary education, and its commitment to the Directive Principles of the Constitution, are guided by the recognition that a new universal system of education should be based on equity, the redressal of past imbalances, and the provision of access to quality education, especially for marginalized groups. To nurture all aspects of the personality, viz., cognitive, affective, and connotative—games, dance, drama, music, and art and craft must be given equal importance and value. Identifying suitable sports and other co-curricular activities for optimal development of learners with special educational needs (SEN) is one of the major curricular issues emerged from in-depth analysis of discussions. For students with SEN, art education also acts as a health leisure activity. To gain access to these areas students may require alternative activities/opportunities, additional time, etc. Curricular components are important for students with special need children and improve the following:

- Personal health and physical development
- Movement concepts and motor skills
- Mental health including peace
- Relationships with other people

The benefits of physical activities are universal for all children, including children with special needs. The participation of children with disabilities in sports and recreational activities promotes inclusion, optimizes physical functioning, and enhances overall well-being. Despite these benefits, children with disabilities are more restricted in their participation, have lower levels of fitness, and have higher levels of obesity than their peers without disabilities.

Sport offers physical advantages – good blood circulation, stronger muscles, better balance and co-ordination. Most educators believed that children with physical, sensory, or intellectual disabilities were so different that they could not participate in the activities of a common school (Advani, 2002). They may also have lower anger and stress scores than people with disabilities who are inactive. Studies and experiments (Dash, 1997) have indicated that most of the children with disabilities can play a number of games without any support or special effort. Little effort is needed to make the games adapted to children with visual and multiple disabilities.

Participating in sports can help instill a sense of self-confidence and improve skills in relationship building and working as part of a team and it can help in weight management. This is a common problem among today's kids.

Benefits of sports

The benefits of regular physical activity are many:

- Better overall fitness
- Improved cognitive benefits
- Better control of weight
- Healthier bone density
- Better emotional and psychological health
- Improved social skills
- Improved motor skills
- Improved self-esteem

- Reduced risk for diseases such as diabetes

A number of psychosocial benefits have been documented in the literature, including the enhancement of pro-social behaviors, an increase in levels of maturity and social competence, a reduction in social and emotional problems, and an improvement of self-esteem (Lamb & Gulliford, 2011).

Singh (2001) reported differences in the educational needs of children with special educational needs (SEN). She found that all the stakeholders, including children with SEN, opined that the curricula followed were not relevant. There was repetition in the content of the sciences, social sciences, and general knowledge. The excessive textual burden and the bulk of exercises in most of the subjects were also found to be irrelevant. The components of extra-curricular and co-curricular activities, such as, games and sports, drawing and painting, craft and cultural activities should be an essential part of the curriculum

Developing inclusive schools that cater to a wide range of pupils in both urban and rural areas requires: the articulation of a clear and forceful policy on inclusion together with adequate financial provision; an effective public information effort to combat prejudice and create informed and positive attitudes; an extensive programme of orientation and staff training; and the provision of necessary support services. Changes in all the following aspects of schooling, as well as many others, are necessary to contribute to the success of inclusive schools: curriculum, buildings, school organisation, pedagogy, assessment, staffing, school ethos, and extracurricular activities [UNESCO, 1994: 21 (The Salamanca Statement and Framework for Action on Special Needs Education)].

RESEARCH METHODOLOGY:

Descriptive exploratory survey design was employed in this study. As per design of the study, the evaluation of inclusive education was done in 12 districts i.e. Amritsar, Hoshiarpur, Jalandhar, Kapurthala, Faridkot, Fatehgarh Sahib, Fazilka, Mukatsar, Patiala, Ropar, Ludhiana.

Since the study was to be conducted in schools where the Resource Rooms were available, the selection of schools became purposive in nature, combined with the technique of random selection out of the entire list of schools in a CD block. Sampling techniques involved a combination of purposive and random selection of schools.

The following table represents the sample units covered in the study for the evaluation of inclusive education. Unit wise sample required and sample obtained is recorded in table 2:

TABLE 1 SAMPLE UNITS AND SAMPLE SIZE

Sample Units	Sample
Inclusive Resource Centre Trainers	11
Inclusive Education Resource Teachers (IERT)	60
Inclusive Education Volunteers (IEV)	59
Principal/Head of schools having Resource Room	63
Regular Classroom Teachers	63
No. of schools covered	66

Source: IDC Survey Data, 2016-17

To seek answers to the queries made in the stated objectives interview schedules-cum – questionnaires were administered to the following personnel during the field study:

- Head teacher and class-room teacher
- Resource teacher and I.E. volunteers
- Peers and special need children
- District Resource Coordinator/Incharge SRC's/ District Special Educators

OBJECTIVE OF THE STUDY

To study the role and impact of participation in extracurricular activities, sports activities, cultural programmes on development of children with special needs (CWSN).

Participation of CWSN in Sports and Cultural Programme

Responses to the question “Mark whether the children with special needs participate in sports and cultural activities voluntarily or they need encouragement” are listed in the table.

TABLE 2 PARTICIPATION OF CHILDREN IN SPORTS, CULTURAL PROGRAMMES

Voluntarily		With Encouragement		Both Voluntarily and with encouragement			
N	%	N	%	N	%	T	
31	52.5	14	23.7	14	23.7	59	100

Source: IDC Survey Data, 2016-17

The CWSN participated in the sports and cultural activities voluntarily according to 31 (52.5%) volunteers. Some of them needed encouragement according to 14 (23.7%) of the volunteers. While 14 (23.7%) mentioned that CWSN need encouragement also and their participation was voluntary as well.

Like children without disability, the CWSN also have natural tendencies towards recreational activities as they like to play games and participate in cultural activities as well.

In order to assess whether CWSN are also interested in participating sports, cultural programmes and co-curricular activities a few questions were framed accordingly:

Q: Mention the sports and games you like to play and participate in them.

Q: Mention the cultural and curricular activities you like to participate.

Q: Tell us about your hobbies.

The responses to all these questions have been recorded in the table 3 to follows:

TABLE 3 PARTICIPATION IN GAMES AND SPORTS

	Outdoor Games		Indoor Games	Both		
	Basket ball, soft ball, bat ball, Cricket, Hopscotch	Athletics, Long/High Jump, Race	Carrom, Building Blocks, Abacus, Flash cards, Mobile Games	Indoor/Outdoor Games	None	Total
Nos	39	17	9	17	7	89

.									
%	43.8	19.1	10.1	19.1	7.9	100			
Participation in cultural activities									
	Music	Dance	Poems	Fancy Dress	Drawing	None	Total		
Nos	10	29	3	1	5	41	89		
%	11.2	32.5	3.4	1.1	5.6	46.1	98.9		
Hobbies									
	Drawing	Listening Music	Sports	Dance	Study	Cooking	Others	News Reading	Total
N	23	18	25	5	7	4	3	4	89
%	25.8	20.2	28	5.6	7.9	4.5	3.4	4.5	100

Source: IDC Survey Data, 2016-17

Like to Play Outdoor Games: While 39 (43.8%) of children like to play ball related games such as basket ball, foot ball, base ball and also, hopscotch and cricket, 17 (19.1%) of them like athletics such as long and high jump, races etc.

Indoor Games: From among the indoor games 9 (10.1%) children liked to play with the available material in their Recreation/Resource room, such as Carrom board, building blocks, Abacus, Flash Cards, along with playing games on mobiles.

Mix of Indoor/outdoor games: 17(19.1%) of CWSN expressed their interest in playing both indoor and outdoor games.

But 7(7.9%) of children were not interested in games and sports as is reflected in their responses.

Participation in Cultural Activities: Barring 41(46.1%) of children who did not participate in cultural activities, from among others, 10(11.2%) of them liked to participate in music, 29(32.5%), in dance, 3(3.4%) in poetic-recitation, one in fancy dress, and 5(5.6) percent of them liked to participate in drawing competitions as well.

Hobbies: The CWSN have mentioned a wide range of hobbies ranging from drawing 23 (25.8%); music 18 (20.2%) dance 5 (5.6%); study 7(7.9%); to reading news 4 (4.5%); and cooking as well 4 (4.5%) and 25 (28.1%) of CWSN their main hobby was sports. All the 89 (100%) children, reported to have their special hobbies.

Impact on the Development of CWSN

The participation of CWSN in sports, games, cultural programmes and curricular activities leading to cultivate recreational and academic type of hobbies like studying, drawing, news reading etc, is self explanatory regarding the impact of these activities on the development of CWSN.

Participation in games and sports helps in physical fitness of the children along with spirit of sportsmanship in competitions whether winning or losing the games with spirit and sense of 'we' feeling. No wonder such children participate and win in Olympics as well.

Participation in cultural programmes and curricular activities is an outlet for one's emotional expression and social interaction, a source of inspiration and development of self-confidence.

The very fact that the CWSN come on the stage and face the audience, teachers and the peers, and exhibit a lot courage, particularly when they take part in competitive programmes such as poetry recitation, fancy dress competition, and music and drawing competitions etc.

Taking part in cultural programmes such as Giddha, Bhangra, celebration of special days such as Independence Day, Republic Day, World Disability Day, Celebration of festivals etc, are the major source for the development of creative abilities in them.

Although in cultural programmes and curricular activities only 48 out of 89 CWSN took part, all 89 mentioned a vast range of their hobbies.

The impact of participation in sports, cultural and co-curricular activities is evident in all-round development of the CWSN.

Playgrounds were found in 32(48.5%) schools, but some of these were not in good condition.

By and large infrastructural facilities in most of the schools for regular school children were quite up to the mark.

Capability of CWSN in Competing with Regular Students

Responses to the question “According to you, are CWSN capable of competing with regular students in curricular and co-curricular activities, if yes, mention the programme/activities they have participated in school” are mentioned below:

About 90% of teachers affirmed that the CWSN are capable of performing at par with regular students in

Cultural programme Dance		World Disability Day Bhangra/Giddha		Others Skits/Songs		No Response	
N	%	N	%	N	%	N	%
12	19	13	20.6	27	39.7	11	17.4

Source: IDC Survey Data, 2016-17

According to 12(19%) of teachers, the CWSN took part in dance when the cultural programme was organised in the school.

13 (20.6%) of them mentioned about their performance in Giddha/Bhangra on World Disability Day.

In other functions organised in the school such as celebration of Diwali, Lohri etc., they took part in singing, skits, music as reported by 27 (39.7%) of teachers.

There was no response from 11(17.4%) teachers to this question.

The performance of CWSN in co-curricular activities, though it is stated by teachers in case of 19% to 39.7% of the children only, still it is quite encouraging.

Moreover, 39.7% of the teachers also mentioned that the CWSN are capable of performing better than their counterparts in regular education students in such areas as Drawing, Music, Dance and Sports, in preparation of illustrative aids as well.

Acceptance of CWSN by Peers

As far as acceptance of CWSN by peers is concerned more than 90% reflect positive attitude towards special need children as is obvious from the table.

- 69(97.2%) of peers treat them as their friends and like to be friends with them.
- 66(93.0%) of them like to sit with them in the class.
- All 71 children they sit with CWSN during lunch time as well.
- 66(93.0%) of peers like to play with CWSN.
- 64(90.1%) share things with them.
- 48(67%) peers like them as their other friends in the class.

The data reveal that as far as **acceptance of CWSN by peers is concerned 90 to 100% of them accept willingly** to be with them in regular classroom, play grounds, lunch time like their other friends.

Success Stories of Children with special needs

Sneha, daughter of Karnail Singh and Gurpreet Kaur, 11 years old is enrolled at Pehal Government Special Resource Centre, Amritsar. She has Cerebral Palsy and degree of disability was 80%. She was identified by IERT Rachna and IEV Meenu Rani during survey. She was a bed-ridden child. After convincing her parents, Sneha was provided home based education. Sneha participated in many sports activities and wins so many medals in various competitions. Sneha has participated in various Drawing Competitions at district level. Sneha has participated in our vocational teacher's written choreography "Asi V Padhna Chahunde AA" at district and state level and nominated as best artist.

Anita Rani d/o Sh. Rajpal residence of Prem Nagar, Kotkapura Teh.Kotkapura, District Faridkot. She has participated in District level cultural programme and painting competition. She has also participated in District Level Special games in two events and was winner in both events.

Manpreet Kaur d/o Sh. Jasveer Singh residence of Rulia Singh Nagar Bargari, Teh.Jaitu , District Faridkot. She has participated in District level cultural programme and painting competition. She has also participated in District Level Special games in two events and was winner in both events. She has participated in international level Anjali Festival Orrisa November 2017. She has participated in State level MYAS games in Patiala and won First Prize 100 m dash and 200 m dash.

Ritu Kaur d/o Sh. Ranjeet Singh residence of Rulia Singh Nagar Bargari, Teh.Jaitu , District Faridkot. She has participated in District level cultural programme and painting competition. She has also participated in District Level Special games in two events and was winner in both events. She has also participated in international level Anjali Festival Orrisa November 2017, District level MYAS games in Faridkot and won First Prize 200 m dash and Running Long Jump.

Present status of Playgrounds and funds for sports for CWSN in the state of Punjab

SSA gives importance to the inclusion of sports, culture and arts in the educational system for the harmonious development of children. In case of various services for CWSN, SSA is unable to provide all of its services equally in every district. One of the lacuna in the implementation of the inclusive education scheme is funds are not allocated by SSA for playgrounds, sports, arts

and culture. The need of the hour is to revamp and revitalise the same to make it more effective and impactful for all CWSN in every district.

To Strengthen the Process of Inclusion Following Responses Were Obtained

- Allocation of funds for playgrounds, and furniture for CWSN was suggested by 17 (27%) Heads.

As far as the implementation of Policy and Stated objectives is concerned, some of the gap have been observed as a result of the evaluation pertaining to:

Gap: Necessary infrastructure for accessibility and conducive environment for CWSN. The provision of playgrounds was in 32(48.5%) schools only, but these too were not designed scientifically from the point of view of CWSN to make them user friendly.

RECOMMENDATIONS

The field observations and data reveal that except, all the rest of CWSN take part in sports and sports competitions and like to play indoor and outdoor games.

In view of the keen interest of CWSN in games and sports, the SSA should divert some funds for preparing the playgrounds where CWSN can pursue their interest in sports like foot-ball, basket-ball, Athletics etc. and prepare for State, National level competitions.

Strategies

- I. Till the suitable arrangements are made in the playgrounds for CWSN, sports camps can be organized in summer and winter vacations at District Sports Complex so as to provide them training in different sports activities.
- II. To cash upon the talents of CWSN in sports, regular competitions in sports need to be organized in schools. Based on their performance, the best candidate can be prepared for State/National level competitions. Who knows tomorrow, some of these children may be competing in Olympiads for challenged children.

Policy Implications

Special funds need to be diverted for the development of sports activities among the CWSN, may be out of the budget of the Local Govt./Panchayat Raj Institutions.

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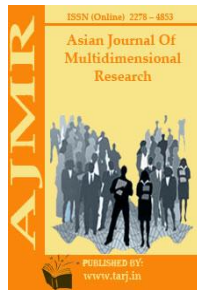
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ELECTION SYSTEM IN INDIA

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ABSTRACT

Human society has always been ruled by the imperial system. Democracy has replaced the Kings system. Democracy needs an elected government. This India's electoral system is used by everyone from local officials to the President of India. Most of the people in the country are ignorant due to illiteracy and ignorance about the importance of elections. These elections were conducted based on different themes, sentiments, religions, family origins, corruption and the use of ultraviolet. The role of the Election Commission is very important in free and fair elections. Political leaders have criminalized Indian politics. Riches and manpower used throughout the term election. The number of users of social media like social media, Twitter, Facebook, Hike etc. is increasing day by day. Configure TV channels Choice-based program. It works well despite the flaws in the Indian electoral system. There must still be a ban on official abuse voting using factors such as machinery, muscular strength and wealth, race or religion should be mandatory. Educational criteria are presented in qualifications fighting elections at all levels.

KEYWORDS: *Election, Voting, Parliament, Lok Sabha,*

INTRODUCTION

India's parliament consists of the head of state and two houses that make up the legislature. The President of India is elected for a five-year term consisting of members of the federal legislature and the state legislature. The Lok Sabha (Lok Sabha) represents the citizens of India (as envisioned by the Constitution of India, currently the Lok Sabha has 545 members, 543 of whom are elected for the year and two members representing the Anglo-Indian community). A multiple of 545 members are elected under the multiple ("first past the post") electoral system. The Council of Parliament (Rajya Sabha) consists of 245 members, 233 members are elected for a

six-year term, and a third retire within two years. Members are elected indirectly; this is achieved through the votes of lawmakers in the state and (federal) union territories. Elected members are elected according to a system of proportional representation by means of a single transferable vote. The twelve nominated members are usually an eclectic mix of eminent artists (including actors), scientists, lawyers, athletes, businessmen and journalists, and ordinary people.

History of elections

The Lok Sabha consists of representatives of people directly elected based on adult suffrage. The maximum power of the House changed by the Constitution is 552, created by the election of 500 members to represent the state, 20 members to represent the Union Territories and two members of the Anglo-Indian community to be appointed by the President. Not many members. That community is not adequately represented in the lower house, the Lok Sabha. In the 1952 Lok Sabha elections, there were 1874 candidates, which increased to 13952 in 1996. However, in the 2014 Lok Sabha elections, only 8070 candidates contested. Number of meetings of major political parties or by historical share and seats received.

Indian political parties

Indian National Congress dominated the Indian political scene under the leadership of Jawaharlal Nehru from the independence in 1947 until his death in 1964. The party continued its dominance under the leadership of K Kamaraj and Lal Bahadur Shastri. The Congress party was split into two in the 1970s and Indira Gandhi led Congress (I) to election victory. But the winning run was broken for the first time in 1977, with the defeat of the party led by Indira Gandhi, by an unlikely coalition of all the major other parties, which protested the imposition of a controversial emergency from 1975–1977. But, Indira Gandhi regained power soon after and her son Rajiv Gandhi led the party after her death. A coalition led by V P Singh swept to power in 1989 in the wake of major allegations of corruption against then Prime Minister, Rajiv Gandhi. But the coalition lost steam in 1990 necessitating new elections with the Congress party again emerging victorious under the leadership of P V Narasimha Rao. In 1996, the election results led to a coalition system wherein no single party achieved a majority in the Parliament to form a government, but rather has to depend on a process of coalition building with other parties to form a block and claim a majority to be invited to form the government. This has been a consequence of strong regional parties which ride on the back of regional aspirations. There were multiple governments within a span of few years led by Atal Bihari Vajpayee, I K Gujral and H D Deve Gowda. In 1999, National Democratic Alliance led by the Bharatiya Janata Party came to power and became the first coalition government to complete the full term. For the next decade, Congress led coalition United Progressive Alliance formed the government under Manmohan Singh. In the recent elections held in 2014, the National Democratic Alliance led by the Bharatiya Janata Party came to power with Bharatiya Janata Party achieving a simple majority on its own by securing 282 seats. Narendra Modi, the BJP's Prime Ministerial candidate, is now serving his first term as the Prime Minister of India. While parties like the Telugu Desam Party, the All India Anna Dravida Munnetra Kazhagam and the Dravida Munnetra Kazhagam have traditionally been strong regional contenders, the 1990s saw the emergence of other regional players such as Indian National Lok Dal, Shiromani Akali Dal, Shiv Sena, Samajwadi Party, Bahujan Samaj Party and Janata Dal. These parties are traditionally based on regional aspirations like Telangana Rashtra Samithi and Shiv Sena or strongly influenced by caste considerations like Bahujan Samaj Party which claims to represent the Dalits.

Election Commission

The Election Commission of India is an autonomous, constitutionally established federal authority responsible for governing all electoral processes in the Republic of India. Under which

In accordance with the principles enshrined in the Constitution, elections to the Commission are held at regular intervals in India, free and fair. The Election Commission has the Election of Superintendent, Direction and Control for the elections to the Parliament and State Legislative Assemblies of India and for the election of the Office of the President and Vice-President of India. Elections are held in accordance with the constitutional provisions, supplemented by laws made by Parliament. The main laws are the People's Representation of the People Act, 1950, which primarily deals with the preparation and amendment of the electoral roll, the Representation of the People Act, 1951, which deals with all aspects of election conduct and post-election disputes. The Supreme Court of India has held that were enacted laws are silent or make inadequate provisions to deal with any situation in the conduct of elections, the Election Commission has the proper powers under the Constitution to function properly. Originally, the commission had only one Chief Election Commissioner. Two additional commissioners were first appointed to the commission on 16 October 1989, but their tenure was very short until 1 January 1990. The Election Commissioner Amendment Act, 1993 made the Election Commission a multi-member. Later, on 1 October 1993, two additional elections were held Commissioners were appointed. The idea of a multi-member commission has been in operation since the majority has the power to make decisions.

Electoral System

Articles 324 to 329 in Part XV of the Constitution make the following provisions regarding the electoral system in our country:

The Constitution (Article 324) provides for an independent Election Commission in order to ensure free and fair elections in the country. The power of pertinence, direction and conduct of elections to the Parliament, the state legislatures, the office of the President and the office of the Vice-President is vested in the Commission. At present, the commission consists of a chief election commissioner and two election commissioners.

Voting System

- The principle of universal adult suffrage is the foundation of democracy which gives every citizen the right to one vote and every vote should have equal value.
- Every citizen 18 years of age or older has the right to vote regardless of their race, religion, ethnicity, educational qualification, economic status, etc.
- A list of all voters (eligible to vote) has been prepared so that no one can be denied this fundamental right for any reason. This list is officially known as the Voter List or Voter List.
- For the purpose of inspection and correction, the voter list is given to the voters of many constituencies before the election.
- On election day, people voted according to the names mentioned in the voter list.
- This method ensures that no one is deprived of his right to vote and therefore everyone should have equal opportunity to elect their representatives.

- The government is responsible for voter list reform before elections; New names of all eligible voters have been added to the voter list and those who have moved out of their place of residence or who have died will be removed.
- A complete revision of the voter list takes place every five years.

Educational Qualifications for Candidates

- The Indian political system does not require educational qualifications for voters or candidates.
- To be a leader in Indian politics, one does not need an educational qualification to be elected. This is like the selection criteria for the cricket team, not the player's ability to play cricket and his academic qualifications.
- The qualification required for an MLA or MP in politics is their ability to represent people's concerns, problems and their interests.
- It is up to the voters to decide whether their representative is qualified to understand their problems and can solve them.

Code of conduct

- The Indian electoral system is based on legislation, which provides a code of conduct for all those contesting elections.
- If a political party or candidate violates this code of conduct, it may be rejected even after it is declared elected by the electoral court.
- This code of conduct states that no party or candidate can do this -
 - Bribing or intimidating voters;
 - Appeal / praise them (voters) in the name of caste or religion;
 - Utilize government resources for electrification;
 - Expenditure of more than Rs 25 lakh in a constituency for Lok Sabha elections;
 - Expenditure of more than Rs 10 lakh in a constituency for the assembly elections.
- In addition to the laws, all the political parties in India have agreed to a Model Code of Conduct for election campaigns. According to this, no party or candidate can:
 - Use any place of worship for preaching;
 - Use of government vehicles, aircraft and officials for elections;
 - Once elections are announced, the minister will not lay the foundation stone of any project;
 - Make a big policy decision or make a promise to provide public facilities.

Power and Function of election commission

The primary function of the Election Commission is to conduct free and fair elections in India. For this purpose, the Election Commission has the following functions:

- Delimitation of Constituencies
- Preparation of Electoral Rolls
- Recognition of Political Parties
- Allotment of Symbol
- Electoral process

Electoral Process in India starts with the declaration of dates by the election commission. Publishing of electoral rolls is a key process that happens before the elections and is vital for the conduct of elections in India. The Indian Constitution sets the eligibility of an individual for voting as any person who is a citizen of India and above 18 years of age. It is the responsibility of the eligible voters to enroll their names. The model code of conduct comes in force from the day the dates are announced. The candidates are required to file the nomination papers following

which the candidate list is published after scrutiny. No party can use the government resources for campaigning. No party can bribe the candidates before elections. The government cannot start a project during the election period. The campaigning ends at 6:00 pm of the second last day before the polling day. The polling is held normally from 7:00 am to 5:00 pm, whereas it might be changed under special circumstances. The Collector of each district oversees polling. Government employees are employed as poll officers at the polling stations. Electronic Voting Machines (EVMs) are being increasingly used instead of ballot boxes to prevent election fraud via booth capturing, which is heavily prevalent in certain parts of India. An indelible ink is applied usually on the left index finger of the voter as an indicator that the voter has cast his vote. This practice has been followed since the 1962 general elections to prevent a bad vote. Re-polling happens if the initial polling is unsuccessful due to reasons such as adverse weather, violence etc. The polled votes are counted to announce the winner. India follows first past the post methodology to declare the winner.

Elections in India are conducted according to the procedure laid down by law. The following process is observed: -

- Notification for Election
- Filing of Nomination
- Security Deposit
- Scrutiny and Withdrawal
- Election Campaign
- Model Code of Conduct
- Scrutinization of Expenses
- Polling, Counting and Declaration of Result
- Electronic Voting Machines (EVMs)

Indelible Ink

One of the earliest achievements of CSIR (Council of Scientific & Industrial Research), was to counter the challenge of fraudulent voting that research work on formulating indelible ink was initiated in 1950s by Chemical Division, NPL (National Physical Laboratory) now called the Analytical Chemistry Section. As the ink is photo-sensitive, it needs to be protected from exposure to direct sun rays. Therefore, amber-colored plastic containers are used for storing the ink, which in earlier times was stored in brown-colored glass bottles. On application, the ink remains on the fingernail for at least two days, to even up to a month depending upon the person's

body temperature and the environment. The ink contains silver nitrate, which on reaction with the nail and on exposure to light gets darker. The precise protocol for making this ink including chemical composition and the quantity of each constituent is not known to many people, though the basic chemical formula of this ink has not been altered since 1952.

Electronic voting machines

Electronic voting machines (EVM) are being used in Indian general and state elections to implement electronic voting in part from 1999 elections and in total since 2004 elections. The EVMs reduce the time in both casting a vote and declaring the results compared to the old paper ballot system. After rulings of Delhi High Court and Supreme Court and demands from various political parties, Election Commission decided to introduce EVMs with Voter-verified paper audit trail (VVPAT) system.

Voter verifiable paper audit trail system

On 14 August 2013, the Government of India amended the elections rules to permit the use of the Voter-verified paper audit trail (VVPAT) system. The first election to implement the new system was a by-election held in the 51 Noksen (Assembly Constituency) of Nagaland. Voter-verified paper audit trail (VVPAT) system is introduced in 8 of 543 parliamentary constituencies as a pilot project in Indian general election, 2014. VVPAT is implemented in Lucknow, Gandhinagar, Bangalore South, Chennai Central, Jadavpur, Raipur, Patna Sahib and Mizoram constituencies. Generated slip tells voter to which party or candidate vote has been given and includes name of voter, constituency and polling booth.

NOTA

“None of the above” is a proposed voting option in India that would allow voters who support none of the candidates available to them to register an official vote of “none of the above”, which is currently allowed under India election regulation.[33] The Election Commission of India told the Supreme Court in 2009 that it wished to offer the voter a None of the above button on voting machines; the government, however, has generally opposed this option.[34] On 27 September 2013, Supreme Court of India pronounced a judgement that citizens of India have Right to Negative Vote by exercising None of the above (NOTA) option in EVMs and ballot papers. The judgment was passed on a PIL filed by the People’s Union for Civil Liberties, an NGO in 2009. The Election Commission has implemented this option of “none of the above” voting option in EVM machines w.e.f. five states polls starting from November 2013. However, it does not mean that if ‘NOTA’ gets highest votes then election will be conducted again, rather even in that case, the candidate with the highest votes will be treated as elected candidate.

Absentee voting

An absentee ballot is a vote cast by someone who is unable or unwilling to attend the official polling station or to which the voter is normally allocated. Numerous methods have been devised to facilitate this. Increasing the ease of access to absentee ballots is seen by many as one way to improve voter turnout, though some countries require that a valid reason, such as infirmity or travel, be given before a voter can participate in an absentee ballot. Currently, India does not have an absentee ballot system for all citizens except in few exceptions. Section 19 of The Representation of the People Act (RPA)-1950 allows a person to register to vote if he or she is above 18 years of age and is an ‘ordinary resident’ of the residing constituency i.e. living at the current address for 6 months or longer. Section 20 of the above Act disqualifies a non-resident

Indian (NRI) from getting his/her name registered in the electoral rolls. Consequently, it also prevents a NRI from casting his/her vote in elections to the Parliament and to the State Legislatures. In August 2010, Representation of the People (Amendment) Bill-2010 which allows voting rights to NRI's was passed in both Lok Sabha with subsequent gazette notifications on 24 November 2010. With this NRI's will now be able to vote in Indian elections but must be *physically present* at the time of voting. Several civic society organizations have urged the government to amend the RPA act to allow NRI's and people on the move to cast their vote through absentee ballot system. People for Lok Satta has been actively pushing combination of internet and postal ballot as a viable means for NRI voting.

CONCLUSION

Despite the shortcomings in the Indian electoral system, it is working positively. Being the largest democracy in the world, the electoral system, has 16 parliaments and many more successful state and local elections. Yet it is necessary like big changes; the misuse of official machinery to compete should be prohibited the choice must be made and using muscle and wealth power strongly discouraged. Politicians during factors of caste or religion fighting elections should stop. Democracy needs to participate so people should vote in forming the government mandatory. Social media will play an important role in elections. Social the media will be used along with the rules in the development of the electoral system. Education Eligibility criteria will be introduced for contesting elections at all levels. Electoral disputes will be resolved soon an unqualified candidate will not abuse the political position.

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A CONTEMPORARY STUDY OF OUR COUNTRY'S GOOD BY WERTENBAKER

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ABSTRACT

This paper endeavours to analyse the play Our Country's Good by Wertenbaker in terms of power relations, wilful authority, dimensions of oppression, loss of identity and displacement thus proving the foundation of post-colonial study. Apart from this, the research paper makes a valid reading into other themes of the play as such. The focus of the paper is to understand and interpret the play by providing a contemporary rendition and to put to test the validity and relevance of the play in today's contemporary world. A known magnum opus of the writer, this play stands as a wonderful reading of displaced identities as the convicted are set off to a new land in Australia from England to reside there as a form of punishment. The cultural displacement of the convicts as well as the officials working for the British Empire come into clash with the aborigines. The play also infuses wonderful insights into the clash between authority and oppressed in terms of the conflict between the convicts and the officials.

KEYWORDS: *Structuralism, Post Structuralism, Displaced Identities*

INTRODUCTION

A NODDING ACQUAINTANCE ABOUT THE AUTHOR:

Famous not only as the doyenne of writing but more prominently as master of political drama, Timberlake Wertenbaker is a renowned and prolific writer with gems of versatility spewed all over her oeuvre. She hails from England and is a noted author and translator, who has prolifically produced works for the Royal Court and especially the Royal Shakespeare Company. She was born to Charles Wertenbaker and Lael Wertenbaker, both of her parents were quite high profile in their career prospects as her father was a journalist and mother prominent writer, thus she imbibed the germs of writing in her blood from her parents and most particularly from her mother and a rebel behaviour from the profession of journalism that her father had, that shows itself in her writing which is spewed with the spirit of challenge and anger all over. She was born in New York City. She has served on a number of prestigious positions in her career spawning

from 1980 till 2020. In the year 1983 she was the resident writer for Shared Experience. She was again the resident writer for the Royal Court Theatre in the year 1984 where she served for one year. In the year 1992 to 1997 she was chosen to be the member of executive council in English Stage Company and then for PEN International which was funded in the year 1921 for the formation and soldering of cooperation amongst the writers of the world. She held the executive membership of PEN international from the year 1998 to 2001. Presently she is serving as the Chairperson in the theatrical writing at University of East Anglia, besides this she is in the advisory council to the Royal Academy of Dramatic Arts.

As far as the thematic concerns in her prominent works are concerned, she is a writer who is quite concerned with the themes of overturning the hierarchical system of gender roles, as she particularly concerns herself with the role that women have been playing with their awakened consciousness in inverting the very power roles by breaking the boundaries that have been demarcated for them in the societal norms. Displacement is one of the vital theme in Wertenbaker as her characters are displaced usually from the familiar locale of their settings and are placed in unknown, new and different cultural setting that usually accounts for the loss of identities and also a search for it, alienation and isolation which also culminates in either depression or catharsis. She also holds the view that communication that languages carries misses the experience of the people.

Our Country' Good: The play by Wertenbaker is a play that analyses the forces and effects of authority and oppression. It tries to analyse the concept of authority and how oppression is worked upon in the light of gender, sex, race, religion and nationality. Contrary to views that humans are either good or bad, she sets out to explain that this discrimination is rather falsified as humans can never be either good or bad as they are more convoluted personalities than they seemingly seem to be. Based on the play "The recruiting Officer" by George Farquhar, this play *Our Country's Good* is a good understanding into the working of authority and oppression in terms of boundaries and association among the characters of the play and help us to analyse the themes of internal conflicts, alienation, distress, identity crisis, nostalgia, belongingness and cultural bond, with a specified focus on hegemony and sexuality in the post-structuralism approach.

The construction of identities of our own or others, lives or societies is not very easy one as it seems to be rather a broken and interrupted form. Creating "Others" as a form of easy reaching out to definitions is in fact a misleading over simplification. Human personality is capable of being so complex that any attempt to form it would misconstrue the true interpretation. Legitimacy of the world is dependent on the illegitimacy of the other half of the world. The marginalised half, the oppressed would always put forth efforts to resistance but end up submitting to the oppressor as it neither has any means of oppression not any power through which illegitimacy can be legitimated, feels Baudrillard (1991:33)The play has for its setting where a group of persons are travelling to a far off island as ordered by the British Crown. On their journey to the new island they divulge in discussion on various probabilities that can encounter them: pickpockets, murderers, sluts, criminals. Arthur Philip, Ralph and Harry, try to stabilise the conflicts and fights among the other emasculated characters from lower classes and to find a solution to provide these people with the chance to adapt to this remote piece of their country inhabited by an unknown people they have never encountered anywhere before. According to Block and Somers (1999: 71), believes that economy helps in the institutionalization of authority and that is the basis of hegemony and its supremacy. There are

two sides of characters in the play, first those who are working for Crown as officials and the other those who are convicts and have been disposed of to this new land as a form of punishment to them. Both groups have conflicting relationship as they either try to break the imposed restrictions or try to impose and maintain these restrictive behaviours. Almost all the characters in the play seem to compile to the instructions and orders of the authority of hegemony.

They remember the looping past but have no choice but to adapt to the contemporary situation. At this very point, their will to be liberated and endurance for being united no matter what the time brings about with itself demonstrate the sacred and secret motivation behind bringing civilisation to the land of the tamed people. Eagleton (1996a: 191) maintains that ideology tends to mask, suppress or distort the natural results arising from freedom and to represent the positive aspects of it. This idea has so successfully been conveyed to the conscious of the convicts that they assume they are the representative of the source culture and makers of future generations while they do not take everything into account very seriously since they have been chasers of unlawful acts of murder, theft, seizure, rapes and killings. That is why when the characters are together on the stage, the concept of inequality is wiped off from their lives because they are now equal in spite of the fact that some of them have higher military rankings than some of the others. For Eagleton (1996b: 157), everyone that has the responsibility of carrying the economic system on their shoulders is aware that ideologies are not only used to reflect the things you do, but also to justify them; thus, people with this responsibility never refrains from it. It can be deduced that post-structuralism extends a hand, at this very point, to crumble these artificial networks of power and hegemony. It brings out the self-justifying binary oppositions to uncover systems of hegemony and “colonialism” that has penetrated into almost every human perception and relation: Man over woman, white over black, straight over gay, beautiful over ugly, rich over poor, developed over underdeveloped, etc.

Discussing possible ways of punishment in Act Two Scene Two, Philip tells Ralph, keeping in mind the convicts who will challenge and defy the authority of the coloniser. Therefore, by all means Keeping authority intact over the other or colonised, through violence will only breed violence against the coloniser, it will harm their own interests, will ultimately overthrow as they will create a gap between themselves and the other colonised. Hence hegemony is the best way one can control the others by letting them internalise gradually the system of coloniser’s way of life and their power.

Philip: A play is a world in itself, a tiny colony we could almost say. (p. 60)

In giving a befitting conclusion to the play’s analysis in the light of post-colonial rendition it would not be wrong to say that certain segments of dialogues and words of the play explicitly demonstrates how they can be linked up with post-colonial or post-structuralism way of thinking and perception that would further lead it to hegemonic control analysis of the colonised other without letting them know that they have internalised the very exploiter’s way and ideology and helping them in establishing their control over them without being aware of the fact. This implication comes from the axis of post-colonial thinking which tend to assess the convicts based on their past formed by social constraints and victimization.

Reminded all the ways of crime and illegality through the play, the characters keep in mind their fate determined by their origins and genes which can never be changed and challenged in a world governed by the law of God. Thus, they scarcely encourage themselves to disobey but discourage one another to be a part of the feeling of unity which is harshly imposed with the means of the

play they have been handed to. One can realize that art can be a toy for providing the continuity of the hegemony and authority. Although post-colonialism sees this motion as a disincentive way of turning the ill-minded people into broad-minded individuals, it can be deduced that this idea is based on the feeling of sympathy for others is to just a means of imposing one's being superior to them.

Apart from the post-colonial way of reading the play, one can encounter the play in various form of different themes vis-à-vis, Art as a form of redemption, redeeming the society of various of its profanities, evils and crudities. In the play Ralph is of the very strong view that staging the play with convicts as characters would help them purge out some of their crude and criminal behaviour and would aid in adopting to a way of life which they are not so used to, hence they would set on a journey of life which would be new and gradually they would reach to a point of redemption. He opines that theatre is "an expression of civilisation" and while enacting the play, "the convicts will be...expressing sentiments of a delicacy they are not used to", to "remind them that there is more to life than crime [and] punishment" (Wertenbaker, p21). He further explains his belief explaining that the convicts have already started showing nice behaviour: "saying the well-balanced lines of Farquhar", started to "lose some of their corruption"(Wertenbaker, p22).

Many officers however, such as Major Robbie Ross are against this decision, stating that the play would "lead order to disorder", and that "the theatre leads to a threatening theory" (Wertenbaker, p25).

Not only this, theatre also helps in educating the convicts termed as brutes, it also aids in post-colonial design of the coloniser. By softening the brute convicts by the power of theatre, coloniser is acting in the role of being the messiah of the colony to lead and govern the colony in the best of their capacity. Moreover, theatre also helps in getting the escape route for the convicts as well as the representatives of the empire. Hence, the convicts' pent up emotions find a cathartic outlet through their dialogues in the play, not only this the staging of the play brings for them a spirit of imaginative flight, where they can imagine themselves in the roles of unimagined identities; roles which they have never fit themselves in.

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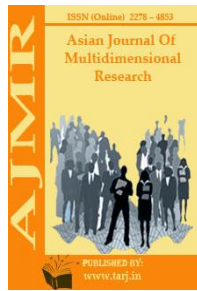
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LEVERAGE THROUGH PREFERRED STOCK: A CASE STUDY IN INDIA

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ABSTRACT

An empirical attempt has been made to examine leverage through preferred stock by comparing the rate of return on total networth (RONat) with cost of preference share capital (Kpat) on after tax basis through a case of Madras Cements Ltd. which is lying among the top ten companies of cement industry of the Indian corporate sector on the basis of sales for the year 1991-92 which covers a time period of ten years (effective nine years) extending from the year 1982-83 to 1991-92 for the purpose of our study. In nut shell, it is concluded that the company is experiencing favourable leverage with regard to use of preference share capital during five out of nine years under study. Consequently, rate of return on equity networth (ROENat) is more than cost of preference share capital (Kpat) as well as rate of return on total networth (RONat) in the above said five years over the period under study. It means that use of cost of preference in the capital structure of the company has positive impact on the profitability of the company during five out of nine years under study which consequently is contributing to the equity networth of the company which ultimately is benefitting to the equity shareholders of the company. On aggregate basis, the company is experiencing favourable leverage with regard to use of preference share capital during the period under study. It means that use of preference share capital in the capital structure of the company has postive impact on the equity networth and profitability of the company during the period under study. It is also found that preference share capital to equity networth ratio₂ is declining and below 4.56 percent during the period under study. However, on aggregate basis, aggregate preference share capital to equity networth ratio₂ of the company is worked out 2.45 percent during the period under study which further shows that amount of preference share capital in the equity networth is very small during the period under study. It is also found that, in this company, spread and net gain are positive when leverage generated through preference share capital has positive impact and vice-versa during the period under

study. On aggregate basis, spread and net gain of the company are worked out 8.76 percent and 0.22 percent respectively during the period under study.

KEYWORDS: *Return on Total Networth, Return on Equity Networth, Cost Of Pref. Share Capital*

Section I – INTRODUCTION:

The main purpose of a firm for using financial leverage is to magnify the shareholders' return under favourable economic conditions with the ultimate aim of increasing the value of each share. "The use of the fixed charges funds, such as debt and preference capital along with the owner's equity in the capital structure is described as financial leverage or trading on equity. The financial leverage employed by a company is intended to earn more on the fixed charges funds than their costs. The surplus will increase the return on the owners' equity i.e. the rate of return on the owner's equity is levered above the rate of return on total assets." (Pandey, I. M., 2010, p 317-18). Cost of preference share capital is lower than the cost of equity share capital because preference share holders are having two preferences (i.e. payment of dividend and repayment of principal amount at the time of liquidation) over the equity share holders. However, cost of debt is lower than cost of preference share capital as well as equity share capital because the debt holders are the first claimants on the firm's assets at time of its liquidation. Similarly, they are the first to be paid their interest before any dividend is paid to preference and equity shareholders. Interest paid to the debt holders is an item chargeable to profits of a firm. But, the interest and principal repayment on debt are definite obligations that are payable irrespective of the financial situation of a firm. So debt is riskier. It enhances the financial risk. Also, if interest and principal payments on debt are not promptly met when due, bankruptcy, loss of control for the owners may occur. It will turn out that use of some debt by the firm is desirable and a strong case can be made for the existence of an optimal capital structure, or debt/equity mix. A firm should make a judicious mix of both debt and equity to achieve a capital structure, which may be the optimal capital structure. Modigliani and Miller (1959) gave logically consistent behavioural justification for this relationship and denied the existence of an optimum capital structure. Barges (1963) tested the M-M hypothesis and found that the cost of capital comes down with leverage. Singh (1998) observed that cost of capital is a significant factor in case of large-size companies, while it is not a significant factor affecting capital structure of companies in case of medium and small-size companies. The primary aim of corporate management is to maximize shareholders' value and the value of a firm in a legal and ethical manner. So, a financial manager should consider a number of factors to set an optimal capital structure for a firm giving considerable weight to earning rate, collateral value of assets, age, cash flow coverage ratio, cost of borrowing, size (net sales), dividend payout ratio, debt service ratio, cost of borrowing, corporate tax rate, current ratio, growth rate, operating leverage and uniqueness (selling cost/sales) etc. The choice between debt and equity to finance a firm's assets involves a trade-off between risk and return (Pandey, Chotigeat & Ranjit, 2000). The excessive use of debt may endanger the survival of a firm, while a conservative use of debt may deprive the firm in leveraging return to equity owners. Therefore, for taking more benefits of debt capital also by keeping away firms from risks, a desirable debt equity combination must be used in the total capital structure. Thus, the decision regarding debt equity mix in the capital structure of a firm is of critical one and has to be approached with a great care. The paper is organized into six sections. Section I provides the introduction about preference share capital, equity share capital and debt capital. Section II

shows the objectives of the present study. Section III deals with data source and sample size. Section IV deals with research methodology. Section V presents reports and analyses the empirical results of the study. Section VI summarizes and concludes the study.

Section II - Objectives of the Study:

The present study has been undertaken with the following objectives for achieving main objective.

- (i) To measure the extent of leverage through preferred stock in Madras Cements Ltd. from the cement industry of the Indian corporate sector.
- (ii) To examine the impact of use and cost of preference share capital on the equity network in Madras Cements Ltd. of cement industry from the Indian corporate sector.

Section III - Data Source & Sample Size:

For examining leverage through preferred stock by comparing the rate of return on total network (RONat) with cost of preference share capital (Kpat) on after tax basis through a case study of Madras Cements Ltd. from the cement industry of the Indian corporate sector is selected. The study covers a time period of ten years (effective nine years) extending from the year 1982-83 to 1991-92 for the purpose of our research study. The company is lying among the top ten companies of cement industry of the Indian corporate sector on the basis of sales for the year 1991-92 for the purpose of this study. For the purpose of conducting the present study, data has been compiled from the different volumes of the Bombay Stock Exchange Official Directory.

Section IV - Research Methodology:

In the present study, an adequate attempt has been made to make an in-depth analysis of leverage through preferred stock by comparing the rate of return on total network (RONat) with cost of preference share capital (Kpat) on after tax basis through a case of Madras Cements Ltd. from the cement industry of the Indian corporate. To analyse the data, the following ratios along with simple statistical tools like tables, percentages, etc. have been used for achieving the objectives of present study.

Preference Share Capital to Equity Network Ratio: It can be calculated in the following manner

$$\text{Pref Share Capital to Equity Network Ratio1} = \frac{\text{Preference Share Capital}}{\text{Equity Network}}$$

$$\text{Pref Sh Cap to Equity NetworkRatio2} = \frac{\text{Pref. Share Capital}}{\text{Pref. Share Capital} + \text{Equity Network}} \times 100$$

Leverage Ratio: It can be calculated in the following manner

$$\text{Leverage Ratio1} = \frac{\text{Term Debt} + \text{Short Term Loans and Advances} + \text{Pref. Share Capital}}{\text{Equity Network}}$$

$$\text{Leverage Ratio} = \frac{\text{Term Debt} + \text{Short Term Loans and Advances} + \text{Pref. Share Capital}}{\text{Term Debt} + \text{Short Term Loans and Advances} + \text{Pref. Share Capital} + \text{Equity Network}} \times 100$$

Return on Total Network on Before Tax Basis (RONbt): It can be calculated in the following manner

$$\text{Return on Total Network (RONbt)} = \frac{\text{Pre Tax Profits}}{\text{Total Network}} \times 100$$

Return on Total Network on After Tax Basis (RONat): It can be calculated in the following manner

$$\text{Return on Total Network (RONat)} = \frac{\text{Profits after Intt. \& Taxes}}{\text{Total Network}} \times 100$$

Return on Equity Network (ROENat): It is calculated in the following manner

$$\text{Return on Equity Network (ROENat)} = \frac{\text{Profits after Intt \& Taxes} - \text{Pref Dividend}}{\text{Total Network} - \text{Pref Share Capital}} \times 100$$

Cost of Preference Share Capital (Kpat): The following formula is used to calculate the cost of preference share capital

$$\text{Cost of Preference Share Capital (Kpat)} = \frac{\text{Preference Dividend}}{\text{Preference Share Capital}} \times 100$$

Net Gain: The following is the formula for calculating the Net Gain

$$\text{Net Gain} = \text{Return on Equity Network (ROENat)} - \text{Return on Total Network (RONat)}$$

Spread: The following is the formula for calculating the Spread

$$\text{Spread} = \text{Return on Total Network (RONat)} - \text{Cost of Preference Share Capital (Kpat)}$$

Effective Tax Rate (t): It is calculated in the following manner

$$\text{Effective Tax Rate (t)} = \frac{\text{Provision for Taxes}}{\text{Pre-Tax Profits}} \times 100$$

Here Term Debt plus Short Term Loans & Advances comprise of debentures, long term loans and short term loans & advances. Total Network includes equity share capital, preference share capital, capital reserves including share premium and other reserves & surplus less intangible assets. Intangible Assets include preliminary expenses, expenses on issue of shares and debentures, goodwill, technical know-how charges, drawings & designs, patents, trade-marks and copyright. While computing total network usually accumulated losses are deducted from the aggregate of paid up share capital plus reserves & surplus. But in the present study in addition to accumulated losses, goodwill, trade-mark, patents, & copyright have also been deducted. It is so because separate amount of accumulated losses is not available in the Bombay Stock Exchange

Official Directory. Total networth has been also adjusted for the accounting year 1988-89 due to the change in the length of accounting year from 1st of April to 31st of March in the. next year. Depreciation, interest charges and profits and/or losses have been changed proportionately.

Section V– Empirical Results:

Preference Share Capital to Equity Networth Ratio

Table 1 shows that preference share capital to equity networth ratio₂ is varying from 4.56 percent in the year 1987 to 1.24 percent in the year 1991-92 during the period under study. It is below 4.56 percent during the period under study which shows that amount of preference share capital in the equity networth is very small during the period under study. Beginning from the year 1983, preference share capital to equity networth ratio₂ is declining upto the year 1986 from 2.79 percent to 1.51 percent, subsequently, this ratio starts rising and touches the level of 4.56 percent in the year 1987 then it again starts declining and touches the of 1.24 percent in the year 1991-92 during the period under study. Overall, it has a declining trend during the period under study. It is highest, i.e. 4.56 percent, in the year 1987 and lowest, i.e. 1.24 percent in the year 1991-92 over the period under study. On aggregate basis, aggregate preference share capital to equity networth ratio₂ of the company is worked out 2.45 percent during the period under study.

Leverage Ratio

Table 2 shows that leverage ratio₂ is varying from 35.22 percent in the year 1983 to 85.25 percent in the year 1988-89 during the period under study. For six out of nine years under study, it is below 73 percent during the period under study. Overall, it has a rising trend during the period under study. It is highest, i.e. 85.25 percent, in the year 1988-89 due to the losses suffered by the company consequently interest bearing debt raised by the company. It is lowest, i.e. 35.22 percent, in the year 1983 on account of lower amount of debt raised by the company. On aggregate basis, aggregate leverage ratio₂ of the company is worked out 71.37 percent during the period under study.

Cost of Preference Share Capital (Kpat)

Table 3 shows that cost of preference share capital (Kpat) is varying in between 11 percent and 15 percent during the period under study. Overall, it is constant to 11 percent during first four years then starts rising to 15 percent and remains to this level during the rest of the period under study. On aggregate basis, aggregate cost of preference share capital (Kpat) of the company is worked out 13.81 percent during the period under study.

Return on Total Networth on After Tax Basis (RONat)

Table 3 shows that rate of return on total networth (RONat) on after tax basis is varying from -32.75 percent in the year 1988-89 to 54.43 percent in the year 1990-91 during the period under study. For two out of nine years under study, the company incurred losses leading to negative rate of return on total networth (RONat). This happened for the years 1987 and 1988-89 when it is -21.17 percent and -32.75 percent respectively. For five out of nine years under study, rate of return on total networth (RONat) has been below 16.06 percent. Overall, it has a fluctuating trend over the period under study and witnessed a deep decline in the years 1987 and 1988-89 when it is -21.17 percent and -32.75 percent respectively. It is highest, i.e. 54.43 percent, in the year 1990-91 due to the highest rate of return on net total assets (ROIat1) as well as net assets (ROIat2) on after tax basis and highest excess gap of rate of return on net assets (ROIat2) over

cost of debt (Kdat) on after tax basis. It is lowest, i.e. -32.75 percent, in the year 1988-89 due to the losses suffered by the company. On aggregate basis, rate of return on total network (RONat) on after tax basis of the company is worked out 22.57 percent during the period under study.

TABLE 1 PRAF. SHARE CAPITAL TO EQUITY NETWORK RATIO OF MADRAS CEMENTS LTD.

Year	Pref. Share Capital to Equity Network Ratio1 = $\frac{\text{Pref. Share Capital}}{\text{Equity Network}}$ (In Times)	Pref. Share Capital to Equity Network Ratio2 = $\frac{\text{Pref. Share Capital}}{\text{Pref. Share Capital} + \text{Equity Network}} \times 100$ (Percentage)
Dec.1983	.0287	2.79
Dec.1984	.0265	2.58
Dec.1985	.0213	2.08
Dec.1986	.0153	1.51
Dec.1987	.0478	4.56
1988-89	.0447	4.27
1989-90	.0449	4.30
1990-91	.0209	2.05
1991-92	.0126	1.24
Madras Cements Ltd.	.0251 (Aggregate Basis)	2.45 (Aggregate Basis)

Source: Compiled from the Bombay Stock Exchange Official Directory, Vol. 19 (iii), p 58340.

TABLE 2 LEVERAGE RATIO OF MADRAS CEMENTS LTD.

Year	Leverage Ratio1 = $\frac{\text{Term Debt} + \text{Short Term Loans and Advances} + \text{Pref. Share Capital}}{\text{Equity Network}}$ (In Times)	Leverage Ratio2 = $\frac{\text{Term Debt} + \text{Short Term Loans and Advances} + \text{Pref. Share Capital}}{\text{Term Debt} + \text{Short Term Loans and Advances} + \text{Pref. Share Capital} + \text{Equity Network}} \times 100$ (Percentage)
Dec.1983	.5436	35.22
Dec.1984	.7593	43.16
Dec.1985	1.7685	63.88
Dec.1986	2.5989	72.21
Dec.1987	3.7988	79.16
1988-89	5.7778	85.25
1989-90	5.7389	85.16
1990-91	2.4885	71.33
1991-92	1.3256	57.00
Madras	2.4932	71.37

Cements Ltd.	(Aggregate Basis)	(Aggregate Basis)
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Source: Compiled from the Bombay Stock Exchange Official Directory, Vol. 19 (iii), p 58340.

Return on Equity Network (ROENat)

Table 3 shows that rate of return on equity network (ROENat) is varying from -34.88 percent in the year 1988-89 to 55.26 percent in the year 1990-91 during the period under study. For five out of nine years under study, rate of return on equity network (ROENat) is below 16.21 percent during the period under study. For two out of nine years under study, the company incurred losses leading to negative rate of return on equity network (ROENat). This happened for the years 1987 and 1988-89 when it is -22.90 percent and -34.88 percent respectively. Overall, it is fluctuating over the period under study and witnessed a deep decline in the years 1987 and 1988-89 when it is -22.90 percent and -34.88 percent respectively. It is highest, i.e. 55.26 percent, in the year 1990-91 due to the highest rate of return on net total assets (ROIat1) as well as net assets (ROIat2) on after tax basis and highest excess gap of rate of return on total network (RONat2) over cost of preference share capital (Kpat). It is lowest, i.e. -34.88 percent, in the year 1988-89 due to the losses suffered by the company. On aggregate basis, rate of return on equity network (ROENat) of the company is worked out 22.79 percent during the period under study.

Impact of Preference Share Capital on Return on Equity Network

Table 3 also shows the effects of use and cost of preference share capital (Kpat) on rate of return on equity network (ROENat) for a period of nine years from the year 1983 to 1991-92 over the period under study. Comparison of cost of preference share capital (Kpat) with rate of return on total network (RONat) shows that rate of return on total network (RONat) is higher than cost of preference share capital (Kpat) for all the years excepting for the years 1984, 1987, 1988-89 and 1989-90 over the period under study. This leads to conclude that company is enjoying favourable leverage with regard to use of preference share capital during five out of nine years under study. Consequently, rate of return on equity network (ROENat) is more than cost of preference share capital (Kpat) as well as rate of return on total network (RONat) on after tax basis in the above said five years over the period under study. It means that use of preference share capital in the capital structure of the company has positive impact on the equity network and profitability of the company during five out of nine years under study. Spread between rate of return on total network (RON_{at}) and cost of preference share capital (Kpat) as well as net gain calculated by deducting rate of return on total network (RON_{at}) from rate of return on equity network (ROENat) are positive in the above said five years under study. As revealed by tables 3 & 4, on aggregate basis, the company is experiencing favourable leverage with regard to use of preference share capital during the period under study. It means that use of preference share capital in the capital structure of the company has positive impact on the equity network and profitability of the company during the period under study which consequently is contributing to the equity network of the company which ultimately is benefitting to the equity share holders of the company. Consequently, spread between rate of return on total network (RON_{at}) and cost of preference share capital (Kpat) as well as net gain calculated by deducting rate of return on total network (RON_{at}) from rate of return on equity network (ROENat) are positive on aggregate basis under the period of study. On aggregate basis, spread and net gain of

the company are worked out 8.76 percent and .22 percent respectively during the period under study.

TABLE NO. 3 IMPACT OF PREF SHARE CAPITAL ON RETURN ON EQUITY NETWORTH IN MADRAS CEMENTS LTD

Year	Return on Total Networth $\text{RONat} = \frac{\text{Profit after Intt \& Taxes}}{\text{Total Networth}} \times 100$ (Percentage)	Cost of Pref Share Capital Kpat= $\frac{\text{Pre. Dividend}}{\text{Pref Share Capital}} \times 100$ (Percentage)	Return on Equity Networth $\text{ROENat} = \frac{\text{Profits after Intt \& Taxes} - \text{Pref Dividend}}{\text{Total Networth} - \text{Pref Share Capital}} \times 100$ (Percentage)
Dec.1983	16.06	11	16.21
Dec.1984	10.87	11	10.87
Dec.1985	23.24	11	23.50
Dec.1986	31.36	11	31.68
Dec.1987	-21.17	15	-22.90
1988-89	-32.75	15	-34.88
1989-90	7.64	15	7.31
1990-91	54.43	15	55.26
1991-92	41.16	15	41.49
Madras Cements Ltd.	22.57 (Aggregate Basis)	13.81 (Aggregate Basis)	22.79 (Aggregate Basis)

Source: Compiled from the Bombay Stock Exchange Official Directory, Vol. 19 (iii), p. 58340.

TABLE NO. 4 ANALYSIS OF SPREAD AND NET GAIN IN MADRAS CEMENTS LTD

Year	Spread between RONat & Kpat (RONat - Kpat) (Percentage)	Leverage Impact	Net Gain ROENat-RONat (Percentage)	Leverage Ratio2 (Percentage)
Dec.1983	5.06	Favourable	.15	35.22
Dec.1984	-.13	Unfavourable	0	43.16
Dec.1985	12.24	Favourable	.26	63.88
Dec.1986	20.36	Favourable	.32	72.21
Dec.1987	-36.17	Unfavourable	-1.73	79.16
1988-89	-47.75	Unfavourable	-2.13	85.25
1989-90	-7.36	Unfavourable	-.33	85.16
1990-91	39.43	Favourable	.83	71.33
1991-92	26.16	Favourable	.33	57
Madras Cements Ltd.	8.76 (Aggregate Basis)	Favourable (Aggregate Basis)	.22 (Aggregate Basis)	71.37 (Aggregate Basis)

Source: Compiled from the Bombay Stock Exchange Official Directory, Vol.19 (iii), p. 58340.

Section VI – Summary and Conclusions:

In this study, an empirical attempt has been made to examine leverage through preferred stock by comparing the rate of return on total networth (RONat) with cost of preference share capital (Kpat) on after tax basis through a case of Madras Cements Ltd. which is lying among the top ten companies of cement industry of the Indian corporate sector on the basis of sales for the year 1991-92 which covers a time period of ten years (effective nine years) extending from the year 1982-83 to 1991-92 for the purpose of our study. The following are the conclusion and findings of the present study.

- 1 It is observed that leverage ratio₂ has a rising trend during the period under study whereas aggregate leverage ratio₂ of the company is worked out 71.37 percent during the period under study.
- 2 It is found that preference share capital to equity networth ratio₂ has a declining trend during the period under study. On aggregate basis, aggregate preference share capital to equity networth ratio₂ of the company is worked out 2.45 percent which shows that amount of preference share capital in the equity networth is very small during the period under study.
- 3 It is observed that cost of preference share capital (Kpat) is constant to 11 percent during first four years then starts rising to 15 percent and remains to this level during the rest of the period under study. On aggregate basis, aggregate cost of preference share capital (Kpat) of the company is worked out 13.81 percent during the period under study.
- 4 It is also found that rate of return total networth (RONat) on after tax basis has a fluctuating trend over the period under study and witnessed a deep decline in the years 1987 and 1988-89 when it is -21.17 percent and -32.75 percent respectively. On aggregate basis, rate of return on total networth (RONat) on after tax basis of the company is worked out 22.57 percent during the period under study.
- 5 It is also found that rate of return on equity networth (ROENat) on after tax basis has a fluctuating trend over the period under study and witnessed a deep decline in the years 1987 and 1988-89 when it is -22.90 percent and -34.88 percent respectively. On aggregate basis, rate of return on equity networth (ROENat) on after tax basis of the company is worked out 22.79 percent during the period under study.
- 6 It is also observed that that company is experiencing favourable leverage with regard to use of preference share capital during five out of nine years under study. Consequently, rate of return on equity networth (ROENat) is more than cost of preference share capital (Kpat) as well as rate of return on total networth (RONat) in the above said five years during the period under study. On aggregate basis, the company is also experiencing favourable leverage with regard to use of preference share capital over the period under study.
- 7 It is found that, in this company, spread and net gain are positive when leverage generated through preference share capital has positive impact and vice-versa during the period under study. On aggregate basis, spread and net gain of the company are worked out 8.76 percent and 0.22 percent respectively during the period under study.

In nut shell, it is concluded that the company is experiencing favourable leverage with regard to use of preference share capital during five out of nine years under study. Consequently, rate of return on equity networth (ROENat) is more than cost of preference share capital (Kpat) as well as rate of return on total networth (RONat) in the above said five years over the period under study. It means that use of cost of preference in the capital structure of the company has positive impact on the profitability of the company during five out of nine years under study which

consequently is contributing to the equity networth of the company which ultimately is benefitting to the equity shareholders of the company. On aggregate basis, the company is experiencing favourable leverage with regard to use of preference share capital during the period under study. It means that use of preference share capital in the capital structure of the company has positive impact on the equity networth and profitability of the company during the period under study. It is also found that preference share capital to equity networth ratio₂ is declining and below 4.56 percent during the period under study. However, on aggregate basis, aggregate preference share capital to equity networth ratio₂ of the company is worked out 2.45 percent during the period under study which further shows that amount of preference share capital in the equity networth is very small during the period under study. It is also found that, in this company, spread and net gain are positive when leverage generated through preference share capital has positive impact and vice-versa during the period under study. On aggregate basis, spread and net gain of the company are worked out 8.76 percent and 0.22 percent respectively during the period under study.

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SOCIO-RELIGIOUS REVIVALISM AND RESURGENCE IN PUNJABI SOCIETY: A STUDY OF SIKH COMMUNITY

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ABSTRACT

Mid-nineteenth century Punjab saw the emergence of a number of organisations within the Hindus, Muslim and Sikh communities. These organizations which on the one hand sought to modernise these communities, and on the other fostered and strengthened religious consciousness among these groups and stressed religion as the dominant form of identity, inculcating religious beliefs. The process invariably fostered two forms of confrontation involving group identity. Firstly, there was intra-communal activity within one religion. Secondly, there was emergence of inter-communal activity which widened the gulf between major religious communities.

KEYWORDS: *Intra-Communal, Emergence, Identity, Fostered*

INTRODUCTION

The focus of present paper is to explore this process in the Sikh community. The context was provided by colonial governance. The response of Sikhs was multi layered. They were aware of loss of political power and the methods adopted by the rulers to assert their power. The initiation of multiple activities connected with strengthen of Sikhs community saw focus on multiple activities connected with education and religious identity. The Singh Sabha Movement was joined by Sikhs belonging to various classes. There were deliberations and contestations within community. Between 1849-1875 Punjab was provided with a new administrative structure. 1 Guided by the principles of what came to be known as ‘Lawrence School’, the new rulers paid special attention to the local circumstances and introduced far reaching changes. The introduction of the Codes of Civil and Criminal Procedure, the police and prison acts, the organization of the educational department, the development of the public works on an extensive scale and the lenient revenue assessment exposed Punjabis to a new Administrative setup.

Along with the new rulers, came a new religion- Christianity. In 1834 Rev. John E Lawrie of the American Presbyterian mission founded the Ludhiana mission followed by similar missions at Jullundhar (1836), Lahore (1848)³. Under Sikh rule, there was restriction on their activities but with the annexation of Punjab by the British, missionaries became freer in their activities. They set up Schools, printing presses and began the process of conversion; though initially the process was slow. In 1853, Kaiser Singh was baptized and in the same year they converted Maharaja Dalip Singh. The Karnal Zenana mission was founded in 1863 to convert women. By 1880, the missionary net work had spread all over Punjab³. These missionaries posed a new challenge to Punjabi society. They set up new organizations such as Churches, schools and orphanages. Proselytization was done through the press, through education and through preaching on the streets. Trained and disciplined preachers were used for the same purpose. Exposed to this challenge, Punjabi Society rose in self- defence and by the 1860's new types of social groups came into existence among the Hindus, Muslims and Sikhs. These new groups utilized new methods and the combative attitude of Christian missionaries.

The Sikhs

A crisis of self identity was perhaps most acute among Sikhs. Under Sikh rule, they were enjoying royal patronage, were part of the ruling class and constituted a large Proportion of the army. After annexation, their status changed drastically. With the abandonment of the Sikh Army, the majority of them were Unemployed. Educationally, they were backward. There was decline of religious ideals and institutions of Sikhs to such an extent that there was apprehension about the very existence of Sikhism and the majority of them practiced Hindu beliefs and considered themselves to be Hindus.⁵¹

In 1853 the first census report did not distinguish between Hindus and Sikhs. It was only in five districts of Amritsar, Gurdaspur, Sialkot, Lahore and Gujranwala that they were counted separately and even here it was not known whether they were 'Keshdhari' or 'Sahjdhari' Sikhs. Above all, asthetable-1 shows there was decline in Sikh population by 1881.

TABLE 1 52 PROGRESS OF SIKHISM

Districts	Total Population			Sikh Population		
	1855	1868	1881	1855	1868	1881
<i>Amritsar</i>	884429	1,083,514	893,364	71364	262,639	216337
<i>Gurdaspur</i>	787417	655,362	823,695	24,746	39,967	72395
<i>sialkot</i>	553,383	550576	1012,148	19,775	50,279	40,195
<i>Lahore</i>	614,782	1,005,004	924,106	55,709	119,268	125,591
<i>Gurjranwala</i>	591,683	789,666	161,892	9578	38,917	36,159
Grand Total	3458,694	4,984,122	4270,107	181,172	511,064	490,677

This situation was further aggravated by the presence of Christian missionaries who were slowly coverting Sikhs. Faced with this situation, Sikhs also attempted not only to improve their condition but also to reform their social and religious beliefs. The religious resurgence was exemplified in Nirankari and Namdhari Movement. Former founded by Baba Dyal Singh (1783-1854) opposed idol worship and tried to simplify prevailing customs.⁶ This trend was continued by Namdhari or Kuka movement. It's founder Balak Nath taught his followers to

live simple and truthful life. Under his successor Ram Singh, movement became militant, stressing the preservation of Sikh symbols. It jealously protested against cow-killing. This zeal resulted in killing of Muslim butchers Ram Singh was deported to Rangoon where he died in 1885. These movements had very limited impact on Sikhs. It was the Singh Sabha movement which touched the very core of Sikhism.⁸ In the wake of increasing proselytizing activities of Christian Missionaries, some eminent Sikhs, including Thakur Singh Sandhawalia, Baba Khem Singh Bedi, Kanwar Bikram Singh convened a meeting in Amritsar in 1873. As a result of their deliberations, an association called Singh Sabha came into existence. Its objectives were to arouse love of religion among Sikhs for which purpose it decided to publish books on the greatness and truth of the Sikh religion. The Singh Sabha wanted to propagate the words of the Gurus. It was also decided that it would publish periodicals for the spread of Punjabi language and education. Those English officials who respected Sikhism and were interested in Sikhs' education were welcomed to join the sabha.

There was a provision for bringing into the folds of Sikhism all those who had left it.⁹ In 1879 another Singh Sabha was started at Lahore and by 1899, there were around one hundred and twenty-one Sabhas working all over Punjab. These Sabhas deliberated over religious matters, appointed preachers for the spread of Sikhism, started schools and built orphanages. Many newspapers were also started. For instance, the Khalsa Samachar was started on November 17, 1899. It was published from Amritsar and its first issue stated that the paper was meant to serve the Sikh community and religion and it wanted to revive the Punjabi language.¹⁰ It was so lelyde voted to religious matters.

On principles, all Singh Sabhas had similar goals but there were differences in their activities which were due to different ideas and interests of the people associated with these Sabhas. The difference was more profound in case of Khalsa Dewan, Amritsar and Khalsa Dewan, Lahore which often resulted in conflict between the two. Initially Khalsa Dewan Lahore was affiliated to Khalsa Dewan, Amritsar. However, there was often conflict over religious issues.¹¹ With the result that Lahore Khalsa Dewan became an independent unit in 1886 and most of the Singh Sabhas got affiliated with it. The Khalsa Dewan, Amritsar, was left with three Sabhas of Amritsar, Faridkot and Rawalpindi. These were under the presidentship of Baba Khem Singh Bedi.¹²

In this way all radical reformers gathered around Khalsa Dewan, Lahore which was under the patronage of Maharaja Hira Singh of Nabha. Sir Attar Singh, C.I.E was its president, with Guru Mukh Singh as secretary. It enjoyed the patronage of Lieutenant Governor of Punjab and the Commander-in-Chief of Lahore. In 1902 Chief Khalsa Dewan was established for coordinating the functions of Singh Sabhas. Under the Presidentship of Arur Singh, with Sunder Singh Magithia as Secretary, it became a spokesman of the Sikh community. These institutions worked for the Sikh Community. In the field of education, their notable achievement was the found in the Khalsa College.

History of the Khalsa College

It was in 1880's that Khalsa Dewan, Lahore took the initiative in the direction of establishing a central school for the Sikhs.¹³ A formal decision was taken up at a meeting of the Dewan and a

committee was appointed.¹⁴ At another meeting of the executive committee of the Khalsa Dewan it handed over the responsibility of the establishment of Khalsa College to the committee under the Chairmanship of Colonel Holroyd; latter set up a sub committee for preparing rules for the conduct of business of the Khalsa College Establishment.¹⁵

Such efforts of the Sikhs found favour with the Civil and Military Gazette which in one of its articles on the Khalsa college observed, "...We think that the Sikh Community is especially lucky in that the party of education and progress among the Sikhs had not adopted an attitude of hostility and contempt towards the sikh religion can command the respect of educated men and that the Sikh character can stand the ordeal of drinking free drought of western learning without the intoxication, which leads weaker muchastray..."¹⁶

For meeting the expenses towards the building of the college, initiative was taken up by the Sikhs themselves. A 'Hukumnama' issued from the Golden Temple asked Sikhs to give a tenth of their income towards the building of the College.¹⁷ Various sabhas held meetings for this purpose and collected funds. Delegations were sent to Sikh states asking for their patronage and financial support. One such deputation was sent to Patiala State.¹⁸ In his address Bhai Joginder Singh stressed the need of having a Sikh college for improving educational and moral standards of Sikhas so that they could take proper place in civil and military administration. Implementation of this scheme involved fund, for which he appealed to Maharaja of Patiala. The Maharaja was asked to become the patron of the movement. He accepted the request and donated a sum of Rs. One lakh and fifty thousand.¹⁹ By November 1890, more than two and a half lakh had been collected.²⁰

When funds were being collected for the college, there arose a controversy over the location of the college. Both the Khalsa Dewan, Amritsar and the Khalsa Dewan, Lahore asserted claims for their respective places. The Civil and Military Gazette and the Tribune, joined the controversy, siding with contending parties. Claiming itself to be in full sympathy with the Khalsa College movement, professing to air public opinion, the Tribune in numerous articles supported the claim of Khalsa Dewan, Amritsar and wanted the college to be founded at Amritsar. For it, if sikh sentiments were to be respected then college should be established at Amritsar.²¹ The paper gave various reasons for supporting Amritsar. For Amritsar contained a large population of Sikhs and was centrally located viz-a-viz Malwa, districts of Jullundhar, Sialkot and Gurdaspur which had Sikh population. It was the strong hold of Sikhism and was away from the influence of those religious creeds and communities which were active at Lahore. So at Amritsar, Students while studying could inculcate religious convictions.²²

The Khalsa College Committee was also condemned for favoring Lahore in defiance of the peoples' sentiment.²³ Loopholes were also found in the constitution of the managing committee. The Tribune pointed out that the managing committee had decided to include only those members in Council who had contributed at least Rs. 10,000 for the college fund. But in reality neither such donors nor the real—representatives of the Khalsa were included. In support of this argument, exclusion of Baba Khem Singh Bedi, Singh Sardars of Pottewar,

Dhavni, Manjah and Malwa were pointed out.²⁴ The controversy regarding the selection of site for the Khalsa College reached a new height when the Khalsa Asthan Niyat Sabha of Rawalpindi raised its voice of protest. In its memorial to the Khalsa College Committee, Sardar Sujjan Singh alleged that the Khalsa College committee had no desire to listen to popular sentiment and even if such sentiment was expressed it would pay no heed to it. Such criticism was not tolerated by Colonel Holroyd. In the meeting of the Khalsa College, he called the allegation 'unfounded' and 'discourteous' to the members of the committee.²⁵

This view was endorsed by the Civil and Military Gazette. It pointed out that the protest of Rawalpindi Sabha in reality reflected the attitude of Baba Khem Singh Bedi and his followers. They, from the very beginning were against the Khalsa Dewan Lahore which had conceived the movement for the establishment of Khalsa College and were successful in it.²⁶

Hence the voice of dissent raised by Sirdar Sujjan Singh was Meaningless for the Civil and Military Gazette but for the Tribune this voice showed the apprehension of the Sikh community as Khalsa College Committee was totally in the hands of Khalsa Dewan Lahore which did not represent the entire Sikh Community.²⁷ For the paper, claims of Amritsar were not forwarded by Bengalis, Bawas and Aryas. Those who felt like this were themselves narrow minded. Amritsar was preferred on account of it being the centre of Sikhism and above all, whereas Lahore had three Colleges, Amritsar had none.²⁸ When mutual bickering among sikhs could not solve the problem of selecting a site for the college, then government intervened and Amritsar was selected, a decision welcomed by the Tribune.²⁹

Success of the Khalsa College movement was ensured when Sir James Lyall laid the foundation stone on March 5, 1892 in Amritsar. In the ceremony that followed, Mr. Rattigan, on behalf of the Khalsa College reception committee, thanked Lieutenant- Governor, Sikh states of Nabha, Jind, Patiala and Kapurthala for their help and hoped that the college would be a centre and source of intelligent, loyal and patriotic feelings among the Sikhs. Lieutenant Governor in his reply said that British Government was indebted to Sikhs for their victories in China, Abyssania, Egypt and Afghanistan. He also pointed out that from the very beginning, he sympathized with the Sikh cause and was more than willing to help them in the educational movement.³⁰

Bitterness became too obvious when in 1899 despite the postponement of scheduled meeting on June 8, some members held the meeting and appointed Sunder Singh Majithia in place of Bhai Jowahir singh as new secretary.³¹ Such continuous bickering were opposed by the Tribune. It observed that all Sikhs should work together for the college³² but then felt that when people had decided to fight, it was simply not possible to work in harmony. "...the collection and disposal of funds, the dispensing of the patronage, the emoluments of the staff, the plan of the building, the drawing of the curriculum, the question of nearness or distance from the own and such matters of detail, all furnished material for the display of partisan feeling..."³³ Indeed conflict over petty issues continued to trouble the smooth functioning of the college.³⁴ It was by 1904 that college could be rescued from financial constraints.³⁵ This meant publication of religious scriptures and consequent discussion on them.. In his work he

was not only harsh in his opinion about Sikhism but simply stated that Sikhism was not Distinct from Hindus and Sikh Gurus taught nothing new.³⁶

In this way socio-religious revivalism in the Sikh community in the late nineteenth century produced some identical results. Invariably each community analyzed its condition under colonial rule and made a conscious effort to preserve its religious heritage and for improving its condition special steps were taken to spread education. In the process, new organizations, new institutions, new ideal sand new leadership emerged.

NOTES

1. Khawaja Sarfaj Hussain; Sikh of the Punjab 1900-1925; A Study of Confrontation and Political mobilization; University of Missouri (Unpub.Dissert.1980) p.p2-9.
2. Y.B.Mathur; British Administration of Punjab 1849-75 Surjeet Book Depot; 1947. Also, V.S.Suri; Punjab through the Ages; Punjab Itihas Prakashan, Chandigarh; 1974; pp. 33-43.
3. C.H.Loehling; The History of Christianity in Punjab; PPP; Vol. VII-I; 1913; pp.176-199.
4. For Kenneth Jones, the missionaries brought both a challenge and the way to meet that challenge. They were more successful in converting Indians to their methods and to their combative attitude than to their religious beliefs. See, Kenneth William Jones; The Arya Samaj in the Punjab; A study of Social Reform and Religious Revivalism 1877-1909; University of California (Unpub.Dissert.1966) p.22.
- 5 Census Report, Punjab; 1881; chapter IV; pp.140-141.
- 6 G.S. Chabra; Social and Economic History of the Punjab 1849-1901; Sterling Publishers, Private Limited; Delhi; 1974; p.p.128-130.
- 7 Khushwant Singh; A History of the Sikhs 1839-1964; Vol. II; Oxford University Press; Princeton; 1966 pp.127-135.
- 8 For N.G. Barrier, period after 1854 can be characterized as a period of Sikh resurgence. See, The Sikhs and their Literature (A Guide to Tracts, Books and Periodical 1847-1919) Manohar Book Service; Delhi, 1970; pp. vii;xiv; p.153.
- 9 Obid, op.cit, pp.xxiv-xxu; Also Harbans Singh, Origin of the Singh Sabha; PPP; Vol. vi-1; 1973; pp.21-29.
- 10 Paper was published in Punjabi language.
- 11 Final issues which broke the unity between two Diwans was related with Khem Singh Bedi, using cushion in the Golden Temple. This right was asserted by Khem Singh, as being descendant of Guru Nanak but Guru Mukh Singh of Lahore Khalsa Dewan opposed it and wanted equal treatment in the presence of Holy Granth Sahib. He was forced to break connection with Khalsa Dewan, Amritsar.
- 12 Teja Singh; The Singh Sabha Movement; PPP; Vol. VI; 1973; pp.31-38.
- 13 For the brief history of the Khalsa College Movement, See; Teja Singh; Khalsa College, Amritsar; PPP; Vol. VI-vi-II; 1972; pp.76-83. This meeting was held on November 30th and December 1st, 1889. Civil and Military Gazette; December 4, 1894; p.2.

- 14** These two meetings were convened on February 22 and 23 respectively. At second meeting subscription list for collecting fund was opened. See, Civil and Military Gazette; December 4, 1899; p.2.^[SEP]
- 15** Civil and Military Gazette; May 4, 1890; p.3^[SEP]
- 16** Civil and Military Gazette; May 28, 1890; p.7^[SEP]
- 17** On its deputation were Man Singh, C.I.E; Manager Golden^[SEP] Temple; Sodhi Inder Singh, special Judge Ferozepur; Mahant Prem Singh, Rais, Temple Bir Sahib; Sialkot; Sirdar Hari Singh, Rai Bahadur, Sialkot; Sirdar Arur Singh; Nowshera Nangal, Amritsar.^[SEP]
- 18** Civil and Military Gazette; September 11, 1890; p.6; September 15, 1890; p.5.^[SEP]
- 19** Out of Rupees two and a half Lakhs collected, Maharaja of Patiala gave 1.60 Lakhs, state officials Rs. 27000, Lieutenant Governor Rs. 500; the commander-In-Chief, Rs.280 and Sikh people more than Rs. 20,000. See, Civil and Military Gazette; November 17, 1890; p.6.^[SEP]
- 20** Tribune; January 25, 1891; p.5; January 31, 1891; p.4^[SEP]
- 21** Tribune; March 11, 1891; p.3. Besides the claims of Lahore and Amritsar, claims of Kartarpur and Attari were also forwarded for establishing the Khalsa College. It was said that these places were associated with Guru Nanak and being away from hustle- bustle of crowded cities of Lahore and Amritsar, could provide congenial place for study. A letter to this effect appeared in the Civil and Military Gazette; March 12, 1891; p.6.^[SEP]
- 22** **Tribune** published two letters expressing the above mentioned^[SEP] viewpoints. See, February 14, 1891; p.5; March 7, 1891; p.4^[SEP]
- 23** Tribune March 18, 1891; p.3.^[SEP]
- 24** Civil and Military Gazette; March 18, 1891; pp.3-4. Proceeding^[SEP] of Rawalpindi Sabha were published in this issue.^[SEP]
- 25** Civil and Military Gazette; March 30, 1891; p.3.^[SEP]
- 26** Tribune; March 28, 1891; p.3.^[SEP]
- 27** Tribune; April 29, 1891; p.3; May 2, 1891; p.3. Bhagat Lakshman^[SEP] Singh had talked about the controversy pertaining to the location of the college in his autobiography. He had hinted that it was Lala Mulk Raj, Elder Brother of Lala Lajpat Rai who opposed its establishment at Lahore. See; Ganda Singh^[SEP]
- 28** Tribune; March 5, 1891; p.3.^[SEP]
- 29** Tribune; March 17, 1892; p.4; Civil and Military Gazette; March^[SEP] 7, 1891 pp.4-5.^[SEP]
- 30** Tribune; June 3, 1899; p.3.^[SEP]
- 31** Tribune; May 17, 1900; p.3; June, 1899; p.3.^[SEP]
- 32** Tribune; January 25, 1902; p.3. Sunder Singh Majithia in his^[SEP] diary had written about his visit to the Lieutenant Governor in 1903 in connection with proposed funds for constructing the Khalsa College Building. He was told that government would help them only in case of Sikhs collecting funds for it. There upon Sunder Singh Majithia had pointed about the collection of Rs.600 by Simla Singh Sabha.^[SEP]

- 33 Tribune; January30, 1902;p.3^[1]_[SEP]
- 34 Tribune; Arpil16, 1904;p.2^[1]_[SEP]
- 35 N.G.Barrier; Sikhs and their literature, 1970; pp.xxiv-xxxvili.^[1]_[SEP]
- 36 Civil and Military Gazette;October12,1903;p.5^[1]_[SEP]

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