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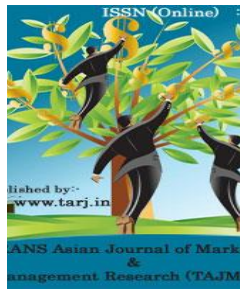
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WOMEN LEADERS: TRANSFORMATION OF MANAGEMENT

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ABSTRACT

Despite significant advances in education and political participation, women remain underrepresented in leadership positions in politics and business across the globe. The number of women in top leadership roles remains depressingly low and slow to change. Women make up more than half of the work force, but they still represent less than 5% of the chief executives of the largest companies, and about 15% of senior executives. Only two dozen presidents among the world's 196 countries are women. Nearly 50 percent of law-school students today are women, but only 20 percent of the partners at law firms are women. Receiving praise from mentors and leaders, for example, was the single biggest factor influencing women's perceptions of themselves in the study, more even than receiving raises and promotions. This paper analyses that how women leaders are transforming management.

KEYWORDS: Political Participation, Leadership, Promotions.

INTRODUCTION

The history of women in leadership roles always speaks of struggle and hard work and Challenges surround her from her early childhood, but she is intelligent and sharp, her wit, charm, ambition and abilities to be influential have led her to be a leader. Today, there is growing participation of women in the workforce around the globe as engineers, scientists, sociologists, teachers, and students. There could not have been a better time for women executives in corporate India to come together for some collective thinking on the opportunities for their advancement to leadership and top management positions than the present pressure of a fast growing, talent driven and global bench marking Indian corporate company. CEO's, board room directors and decision makers in Indian companies have been increasingly sensitive to the issue of women executives in the work place. They remain hesitant in changing the corporate profiles of their top management to reflect a greater diversity of thinking and innovative mix of professionals.

LEADERSHIP

Leadership in past studies has been attributed to two things: intrinsic traits (perceived or real) and situation. Carlyle in 1907 hypothesised that great leadership was a result of truly great men (Carlyle, 1907). Since then we have learned much more about leadership – enough to know it is not the result of just one factor. Most importantly, leadership is at the very least, found in the eye of the follower (Chemers, 2000).

LEADERSHIP AND GENDER ROLE

Chemers (2000) suggests there are three theoretical explanations for the types of differences between male and female leaders: Biologically Different (hormones, temperament etc.), Culturally Different (socialised for different roles), and Structurally Determined (relative standing in organisational structures). However, practical differences yielded very few differences in actual leadership ability (Eagly, Makhijani, & Klonsky, 1992; Chemers, 2000). Leadership styles vary, especially in request directness and therefore perceived politeness, but there is negligible difference in real leadership ability between men and women. Practical differences aside, the real problem with women in leadership positions seem to be the attitudes of those around them. Disparaging feelings toward women in the workplace consisted of attitudes such as, “[women] lacked career orientation, leadership potential and were undependable and emotionally unstable – all of which made women unsuitable candidates for management.” (Bass, Krusell, & Alexander, 1971). Even as recently as 1989, Heilman Block, Martell, & Simon replicated the study, still finding little change in attitude. Polls about women in business said that despite executives more favourable view of women, the majority still think only a truly exceptional woman can succeed in the business world (Sutton & Moore, 1985).

Why, if there is insignificant ability difference, are women perceived as less competent leaders? The unfounded attitudes we hold are the larger concern for our understanding of women in leadership.

LEADERSHIP AND STEREOTYPES OF GENDER

The widespread attitudes people have about women in leadership positions are a perception with no objective basis, hence called stereotypes. The Gender-Role Theory (Eagly, 1987) says that people develop expectations for their own and other's behavior based on beliefs about what is appropriate for men and women. In a more concrete example, if a woman were to open a car door for a man before she walked around to get in the car herself, we might find her behaviour odd based on what we know of men and women's typical behaviour. It would be an example that is in conflict with our expectations. The Correspondent Inference Theory states the less likely an act, given the actor's situation, the stronger are perceiver's inferences that the actor's underlying disposition corresponds to the actor's behaviour (Jones & Davis, 1965; Jones & McGillis, 1976). In other words, when a behaviour is in conflict with our expectations, we seek to find a state of cognitive consistency. Using the Fundamental Attribution Error to explain the cognitive inconsistency, we assume the behaviour is an outward show of underlying attributes or traits.

These two theories also hold true in the workplace. A term known as Gender-Role Spillover is the idea that gender-based expectations of behaviour carry over from social interactions into the workplace (Gutek & Morasch, 1982). So in addition to the expectations and stereotypes people hold socially, when in an organisational setting they also rely leadership and management

stereotypes (Phillips & Lord, 1982). As women enter the workplace, stereotypes of women and leaders and gender role all must be taken into account to understand how they are viewed.

Stereotyping is one of the larger hurdles for women in leadership positions. As previously mentioned, leadership is as much (or more) an idea in the minds of followers as a reality of leaders themselves (Eden & Leviatan, 1975). When a person is perceived by a negative stereotype, it is very hard to change because one would have to change the co-workers attitude. However, when provided with unambiguous and undeniable information about performance effectiveness, undervaluation of women does not occur (Heilman, Martell, & Simon, 1988; Nieva & Gutek, 1980; Pheterson, Keisler, & Goldberg, 1971). For example, when a female leader's management success is proven and known to be outstanding, her performance will not be evaluated using gender stereotypes but instead by the available known information. It is as if women leaders are assumed incompetent until proven competent.

The stereotype of women in society is what researchers call "Communal" (Bakan, 1966). Women are seen as friendly, unselfish, concerned with others and emotionally expressive. Men on the other hand are stereotyped as "Agentic" (Bakan, 1966). They are independent, masterful, assertive and competent. The differences in these roles are obvious by the nature of the descriptions. What complicates them more is the similarity between the Agentic stereotype and the stereotype of a good leader. Strong leadership is also characterized as independent and assertive and competent. Women generally lead in a more democratic and participative style than men (Eagly, Makhijani, & Klonsky, 1992). Men are autocratic in leadership style (Eagly, Makhijani, & Klonsky, 1992). But when women don't lead in the style that is expected of them and lead in a more "manly, autocratic" style, the attributes, which were ascribed to them as, distinct from men and from successful managers, are hardly pleasant ones (Heilman, Block, Martell, & Simon, 1989). Women are noted for negative qualities, such as bitter, quarrelsome and selfish, and others suggest they have an unbridled ambition for power and achievement. This description seems to conform to the "Bitch" role-type, which often has been alluded to in characterizations of high-power career women (Heilman, et al., 1989).

Men and women also differ largely in "task orientation" (i.e. perceptions of tendencies to have subordinates follow rules and procedure, maintain high standards and make leader and subordinate rules explicit. Eagly, Makhijani, & Klonsky, 1992). Men are rated lower in task orientation and therefore more favorably. Women, however are rated more highly in task orientation and therefore less favorably (Eagly, Makhijani, & Klonsky, 1992). These results occur even when the task orientation is at the same level for both men and women. People only perceive a difference. Seeing women as more task oriented may be a reflection of the greater contrast between the leadership role and the gender stereotype (Eagly, Makhijani, & Klonsky, 1992). Women with masculine leadership styles exacerbate their role conflict and increase the likelihood of unfair negative evaluation (Eagly, Makhijani, & Klonsky, 1992).

With task orientation and communal and agentic stereotypes, it is logical that studies have found the skepticism of women's capability in leadership is exaggerated when they take charge in an especially authoritative manner (Eagly, Makhijani, & Klonsky, 1992). When women deviate as greatly as to seem autocratic where the stereotype would suggest they should be communal, the distance between the stereotype and the behavior causes discomfort to the subordinate and they will try to reconcile the two. Eagly et al. would suggest the reconciliation takes place by using

negative stereotypes. Female behavior, when autocratic, is regarded as more extreme than men's, as a result of deviation from stereotypes (Eagly, Makhijani, & Klonsky, 1992).

Yet another deviation amplification of the female stereotype results from fewer women than men in high-status positions (Crocker & McGraw, 1984; Kanter, 1977; Taylor et al., 1978). This connects logically to Eagly, Makhijani, & Klonsky's findings in 1992, stating the more masculine a stereotype a woman portrays in a business leadership position, the more at odds others will be with her stereotype and will seek to "mediate their discomfort." Assertive and forceful behaviors when exhibited by a woman become negatively evaluated.

Unfortunately there is a "lack of fit" perception between women and power (Eagly, 1987; Heilman, 1983; Heilman, Block, Martell, & Simon, 1989). The more autocratic and directive mannerisms a female shows, the more negatively she is seen. Gender stereotypes cause women's behavior to be interpreted differently than if a man were in the same situation. The very same behavior that would have been deemed acceptable for a man is now unacceptable because the actor is a woman (Fiske, Bersoff, Borgida, Deaux, & Heilman, 1991). This gives men a much greater flexibility of management styles (Eagly, Makhijani, & Klonsky, 1992).

BARRIERS TO FEMALE LEADERSHIP

What do these stylised facts suggest about the likely barriers to female leadership? We outline several supply- and demand-side explanations for the lack of female leadership. Later, we use the quota impact studies to shed some light on the empirical relevance of these explanations.

SUPPLY SIDE

Preferences and Costs of Entry: If women bear greater childcare responsibility, whether by choice or necessity, then this will imply higher costs of entering and continuing in the labor force. A greater number of career interruptions and a lower number of working hours result in women having less experience. In as much as on-the-job experience is an important criterion for promotion in companies and selection of candidates by parties, fewer women will be selected for these positions.

Aspirations: Even if it is feasible for women to aspire to leadership positions, they will not know this—or be motivated to try—unless they see other women filling similar positions, or are otherwise informed that these positions are open to them. Costantini (1990) documents a significant aspirations gap between male and female activists in the U.S. from 1964-1984 through self-reported political ambitions. Women face an additional barrier to entry from the lack of female predecessors and role models demonstrating that it is a place where women can be successful.

Aversion to Competition: Women's preference for non-competitive environments may limit their drive to contest in an electoral race or competitive corporate advancement process. Niederle and Vesterlund (2007) shows that women prefer competitive engagements less than half as often as men of similar ability. Gneezy, Niederle, and Rustichini (2003) utilizes a series of lab experiments to determine that, among men and women who perform similarly in non-competitive environments, women are less successful than men in tournament-based environments. This effect is strongest when women compete against men, rather than only women. This may present an additional challenge to women competing in largely male-dominated winner-takes-all environments.

DEMAND SIDE

Taste Discrimination: Personal tastes can cause a preference for male leaders. Such taste discrimination is often rooted in the social norm that women should not be leaders or that leadership is a masculine activity. Kelley and McAllister (1984) and Beaman et al. (2009) demonstrate taste discrimination against women among voters in elections, while Bagues-Volart (2010) presents evidence of a preference for male candidates in the hiring process in Spain.

Statistical Discrimination: Lack of information about the abilities of women leaders may cause members or voters to rely on beliefs about average performance. The small number of women leaders may cause these beliefs to be biased and result in inefficient statistical discrimination that undervalues the performance of women (see Selody 2011 for evidence from corporate boards). If voters and employers are relatively unfamiliar with the performance of women, then they may also choose a man because that is the type of leader they are most familiar with.

Biased systems of selection: Existing systems for selecting political representatives and directors of corporate boards may restrict the demand for female leaders. A large body of research has shown that proportional representation (PR) systems lead to greater representation of women versus other systems (see, for example, Siaroff 2000, Norris 2005, or Matland 2005). However, while PR systems are dominant in Europe, they are the national electoral system in less than half the countries in the rest of the world.

Similarly, the system of selection for corporate board members often makes use of networks of existing board members and senior management of a firm, who in most cases are predominantly men. A commonly cited reason for the low level of female leadership on boards is a lack of access of potential female candidates to informal networking opportunities, particularly to break into male-dominated networks (Janiak 2003, Fairfax 2006, Lord Davies 2011). Since they are relying on their existing networks, selection committees may be restricted on finding well-qualified women to elect to their boards.

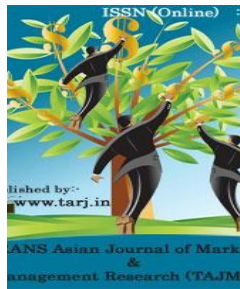
CORPORATE QUOTAS

Within the corporate sphere, there is no causal evidence on the impact of quotas on participation, but some studies suggest that there is a positive relationship between board diversity and the participation of women in other high-level positions in a company.⁵⁹ Matsa and Miller (2011) builds on this work using data from large corporations in the U.S. to show how an increase in female presence on boards of directors may lead to an increase in women among top executives at a business. Specifically, the study finds a positive association between female share of the board of directors in the previous year with the female share among of top executives in the current year, which suggests causality. This literature gives support for top-down policies such as board quotas in order to increase female participation in higher ranks of the labor force, but more research is needed to corroborate this evidence.

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“COMPETENCY MAPPING: TOOL FOR ESCALATING SERVICE ENCOUNTERS” (STUDY WITH REFERENCE TO SELECTED RETAIL COMPANIES IN BANGALORE)

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ABSTRACT

The purpose of this study is to examine the possible link between Competency Mapping and service encounters in retails. The service provided by employees, help to build a good relationship with customers and can help at increasing their loyalty. Published data for job satisfaction and indicators of services of retail outlets were gathered from five different retail outlets. The HR Policies serves as the bedrock for all HR applications. As a result all the HR processes like talent induction, management development, appraisals and training yield much better results. It generally examines two areas: emotional intelligence or emotional quotient (EQ), and strengths of the individual in areas like team structure, leadership, and decision-making. Large organizations frequently employ some form of Competency Mapping to understand how to most effectively employ the competencies of strengths of workers. The objectives of this study is divided into three interesting part that are all cantered on futuristic global companies. First is to learn effectiveness of the Competency mapping in the HR profession. Second is to help the organizations to provide strategies in facilitating the competencies among their employees as a result of which they can minimize the human errors.

KEYWORDS: *Competencies, Employees, Global workplaces, Skills.*

1. INTRODUCTION

All Competency Mapping is processes of identifying key competencies for an organization and/or a job and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization. It generally examines two areas: emotional intelligence or emotional quotient (EQ), and strengths of the individual in areas like team structure, leadership, and decision-making. Large organizations frequently employ some form of Competency Mapping to understand how to most effectively employ the competencies of strengths of workers. . Competency Mapping can also be done for contract or freelance workers,

or for those seeking employment to emphasize the specific skills which would make them valuable to a potential employer. These kinds of skills can be determined, when one is ready to do the work.

According to Boyatzis (1982) “A capacity that exists in a person that leads to behavior that meets the job demands within parameters of organizational environment, and that, in turn brings about desired results”

COMPONENTS OF COMPETENCY

There are four major components of competency:

- A. SKILL:** capabilities acquired through practice. It can be a financial skill such as budgeting, or a verbal skill such as making a presentation.
- B. KNOWLEDGE:** understanding acquired through learning. This refers to a body of information relevant to job performance. It is what people have to know to be able to perform a job, such as knowledge of policies and procedures for a recruitment process.
- C. PERSONAL ATTRIBUTES:** inherent characteristics which are brought to the job, representing the essential foundation upon which knowledge and skill can be developed.
- D. BEHAVIOR:** The observable demonstration of some competency, skill, knowledge and personal attributes. It is an essentially definitive expression of a competency in that it is a set of action that, presumably, can be observed, taught, learned, and measured.

2. DESIGNING THE COMPETENCY MODEL FOR THE FUTURISTIC COMPANIES

In term of grand design of competency model should be guided by firm's strategy which is shaped by four factors: vision & mission, stakeholder requirements, market realities and core capabilities of the firm. The following are some factors that need to be considered in deciding the design of the competency model.

- A. CONTEXT:** The effective competencies should be linked to a particular organizational target of goal. Therefore, depending on the context, the design of the models may be geared toward total organization, entire function, a specific role and a specific job
- B. LEVEL OF ORIENTATION:** The model should reflect future or current job requirements. The degree of future orientation depends on how the organization plans to apply the model and the pace and nature of changes occurring within the organization. If an organization decides that their model will be based on future requirements, they might use future performance needs (i.e., benchmark data; best practices) to create competencies.
- C. LEVEL OF COMPLEXITY:** competency initiatives fail because models are too long and too detailed or because organizations spend too much time and too many resources researching and editing behaviors. Consequently, organizations fail to provide a simple framework to users in a timely manner. Models that work best follow the 80-20 rule. They provide the 20% of behaviors that drive 80% of excellent performance. Therefore the complexity has to be carefully catered.
- D. THE MODEL SHOULD BE LINKED TO STRATEGY:** Effective competency models support and contribute to the company's and the function's strategy and goals. For instance, if a goal of the company is to transcend functional barriers, the model needs to describe the

behaviors that demonstrate that competency. Likewise, if a goal is ensuring that all employees communicate and work together effectively, the model should describe the behaviors that demonstrate that competency.

- A. THE MODEL SHOULD BE COMPANY SPECIFIC:** Unlike many job descriptions, competency models are not easily transferable among companies. Competencies needed for a company are determined by the company's unique characteristics, such as culture, strategy, size, and industry. This is true even of the competencies needed for a position common to many companies, such as the job of a financial analyst. The competencies required of a financial analyst at an automobile manufacturer are vastly different from those required of a financial analyst at a health care company, for instance.
- B. THE DEVELOPED MODEL SHOULD BE FLEXIBLE:** A good competency model functions as a performance management tool. It provides enough detail to distinguish between employees who are operating at different levels of proficiency. It also helps a company articulate why an employee is at the current level and the competencies needed to advance. In this sense, a competency model is prescriptive, yet it must not be too binding. It needs to be flexible enough to accommodate differing approaches to success, simple enough to be easily understood, and readily adaptable to changing business environments.
- C. THE MODEL SHOULD BE FUTURE-ORIENTED:** Competency models with a forward-looking perspective stimulate organizational change. Rather than defining competencies in the context of "tasks," or how a job has traditionally been carried out, useful competencies articulate how the job is evolving and will best be performed in the future. Not only does this approach increase a model's shelf life, it ensures that employees have enough time to understand what the required competencies are and to develop them.

3. RESEARCH METHODOLOGY

A. RESEARCH METHODOLOGY

The study is both Exploratory and Descriptive Research. An attempt is made in this paper to identify the variables, which are critical and important for Competency Mapping being very important for the companies. The study can be further regarded as descriptive as it would involve the evaluation of various uses of Competency Mapping leading to the organizational effectiveness for the companies.

B. OBJECTIVES OF THE STUDY

The objectives of the study are:

- ✓ To study effectiveness of Competency Mapping in present retail organizations.
- ✓ To find out the effects of Competency Mapping on all the HR aspects in the organizations.
- ✓ To identify the aptness of Competency Mapping for increasing service encounters in the retail companies..
- ✓ To investigate how Competency Mapping improves personal effectiveness of an employee

C. DATA COLLECTION

- Primary data was collected using a structured questionnaire which was administered to the employees in the different Retail companies at different levels of HR department and the responses were subjected to analysis.
- Sources of Secondary data include the various research papers, books and other publications like journals, articles and newsletters in the field of quality work life and organizational behavior

D. SAMPLING METHODOLOGY

POPULATION: The population for the purpose of the study includes the entire employees who are working in HR department of various Retail companies in Bangalore.

SAMPLING METHOD

The sampling method for the research is a convenient sampling and a snowball sampling. Convenient sampling because the researcher could not get chance to take the response from all the employees working at HR department in all the Retail companies at Bangalore. The reason for selecting the snowball sampling is because the reference of one respondent was given by the other respondent in many cases.

SAMPLE SIZE

There are approximately 2000 employees in HR Department of Retail companies in Bangalore, and ten percent of the total population is the Sample size of 200 employees who are involved at different designations in HR functional Department at that Retail Companies in Bangalore.

4. RESULTS & DISCUSSIONS

- ✓ The response of the respondents for the statement “Competency Mapping is useful for improving a person's ability to do specific tasks” is measured by the 5 point scale from strongly agree to strongly disagree. The calculated value of the chi-square test is 1.16 which is lesser than the table value of 9.49 at 5% significance level with 4 degrees of freedom. Hence it is found that the mapping competency at retail outlets is useful for improving a person's ability to do specific tasks related to Retailing.
- ✓ The second important consideration is whether “Competency Mapping Help teams and individuals align their behaviors with key organizational strategy” for which the responses were measures on 4 scales from always to never. The calculated value of chi-Square is 1.78 is lesser than table value 7.81 at 5% significance level and at 3 degrees of freedom. Hence it is found that Competency Mapping help teams and individuals align their behaviors with key organizational strategy.
- ✓ The responses to the statement “Competency based models align all the HR systems for the improvement of organizational effectiveness” measured on the 5 point scale from strongly agree to strongly disagree. The calculated chi-square value is 6.87 which is lesser than the table value 9.49 at 5% significance level with 4 degrees of freedom. Hence it is interpreted that the competency based models align all HR activities for improvement of effectiveness of organizational effectiveness.

- ✓ The responses given for the statement “Training given in the organizations is useful in performing the job” are measures on the three scales from to higher extent to never. The calculated value of chi-square is 7.22 which are higher than the table value 5.99 at 5% significance level with 2 degrees of freedom. Therefore it is understood that the training programme given by the company is not relevant to the job performance. Hence it is suggested that the training should be relevant to the job requirement.
- ✓ The responses for the statement “Competency based interviews reduce the risk of making a costly hiring” is measured on 5 scales from strongly agree to strongly disagree. According to the responses 144 respondents say that they agree to the above statement.
- ✓ The responses on “Competency based appraisal process leading to effective identification of training needs” are measured on 4 scales from always to never. The calculated chi-square value of the is 1.42 which is lesser than the table value 7.81 at 5% significance level with 3 degrees of freedom which means that the responses are significantly consistent, which means the Competency based appraisal process leading to effective identification of training needs.
- ✓ The responses on the “Competency based development gives individual the tools to take responsibility for their own development.” are measured on the 5 scale from very good to very bad. The calculated value of chi-square id 2.31 which is lesser than the table value 9.49 at 5% significance level with 4 degrees of freedom. It can be interpreted that competency based development gives an individual responsible for their own development.

5. CONCLUSION

Competency mapping is a process through which one assesses and determines one's strengths as an individual worker and in some cases, as part of an organization. For competency mapping to be productive, the organization whether present of futuristic, has to be clear about its business goals in the short as well as long-term and the capability-building imperatives for achieving these business goals. It is also helpful in reducing the errors as competency mapping is the other name of job and person fit. According to Peter Senge's approach to a whole organization competency model is captured in his notion of the "learning organization." Its essential characteristics include nurturing the growth of new capabilities, transformational learning for survival, learning through performance and practice, and the inseparability of process and content.

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A STUDY ON THE INTENTIONS OF CONSUMERS IN MUMBAI WITH REGARDS TO PURCHASE OF CNG CARS

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ABSTRACT

The scientific community has highlighted the impact of harmful emissions from various industrial units, automobiles, etc. on the environment. Related concerns have influenced the behaviour of people in society, as consumers of various products across sectors, manufacturers, government bodies, environmental activists, and very importantly, marketers. In response to such environmental concerns, green marketing is commonly practiced among marketers, to become more ecologically conscious in their marketing strategies; to offer consumers eco-friendly products, and add credibility to the social image of organizations. The present paper begins with an introduction to the CNG car segment in India; CNG car business being a green marketing initiative by automobile companies. The paper then proceeds to study and identify consumer intentions for purchase of CNG cars and influencing factors. The methodology of research adopted for the study is empirical in nature wherein the primary data is collected from the residents of Mumbai Metropolitan Region. Major findings of the study conclude that consumers consider parameters like cost of fuel, eco-friendliness of the car, safety aspects of the car with respect to the fuel type used, before considering purchase. Consumers have been found to prefer company-fitted CNG cars rather than retrofitted cars, based on trust as a factor. The study concludes with certain recommendations for CNG car manufacturers considering the findings.

KEYWORDS: *Compressed Natural Gas (CNG), Consumer purchase intention, Green Marketing, Environment.*

INTRODUCTION

Sustainable Development is defined as a trend of resource utilization that desires to meet human needs, while conserving the environment such that these needs are met not just in the present, but also met in the future, as stated in the World Commission's report on Environment and Development (United Nations, 1987). The term was first used by the Brundtland Commission, which has become the most often used definition of sustainable development, as development that "meets the needs of the present without compromising the ability of future generations to meet their own needs." The area of sustainable development can be grouped into three constituent parts, conceptually - economic sustainability, environmental sustainability, and sociopolitical sustainability.

Consumers in developing countries like India are slowly shifting to environment friendly products, like their counterparts in developed economies, and the demand for green products are increasing. Companies with a 'green image' are generally preferred by consumers, which is an added advantage to furthering the concept of 'green marketing', for sustainable business development by companies practicing the same. Industry believes that companies with a green image have a distinctive advantage over their competitors. Green marketing philosophy when applied in businesses can blend social prosperity, economic growth and environment protection.

NEED FOR THE STUDY

The world is facing an energy crisis. There is a shortage of fuel, globally. Fuel is an important part of our day to day lives. It is used for various commercial and residential purposes. However, with the fast depletion of fuel reserves, it has become essential to find an alternative that can be used efficiently. For vehicles, an alternate to fuels already exists, which is CNG or compressed natural gas. CNG is nothing but a fossil fuel that can be used as a substitute to diesel or gasoline. CNG is made by compression of natural gas in which the main component is methane. CNG vehicles are much cheaper to maintain compared to vehicles that run on gasoline. The study focuses on the intentions of the consumers for considering a CNG car purchase and factors affecting the same.

LITERATURE REVIEW

Green vehicles include vehicle types that function fully or partly on alternative energy sources other than fossil fuels, and are less polluting with carbon intensive compounds than gasoline or diesel. The reasons for consumers to opt for green cars are fuel efficiency, concerns over ever increasing fuel prices, and pollution and its implication on health. Car manufacturers and their various stakeholders and consumers are more environmentally conscious today than ever before, moving from traditional cars to those that serve purposes to further the cause of environmental protection. Among traditional car manufacturers, Toyota is the most efficient green brand, followed by Ford and Honda, as per studies; however, Toyota and Tata Motors are the top two most preferred car manufacturers for green cars by consumers in India. The higher prices of green cars are a deterrent to some consumers, a parameter more important than fuel efficiency or environmental friendliness. Though car manufacturing companies are putting their best foot forward in attempts to develop eco-friendly car technologies, their efforts in terms of communicating the benefits of those technologies to consumers is not fully yielding results. This could be attributed to lower consumer awareness in developing markets like India, compared to the western counterparts, which may not help car manufacturers build a sustainable growth story

in the short-run. The maximum price, majority consumers willing to pay for a green car is 10-15 lakhs. Status symbol is also considered by consumers when deciding on specific brands within the green car product category, before making a purchase. In terms of promotional awareness, traditional cars are more popular than green cars; and in terms of price premiums and affordability, green products are less favoured than traditional cars, considering price as a standalone buyer-influencing factor.

Google Trends reports that on a relative basis, more searches for “green marketing” originated from India than from any other country. In the country's pursuit of alternative sources of energy, Indian Oil is focusing on Auto gas (LPG), CNG (compressed natural gas), ethanol blended petrol, bio-diesel, and Hydrogen energy.

THE ADVANTAGES OF USING CNG IN VEHICLES

There are several advantages of CNG and can be widely used in different types of vehicles. Few of the benefits of CNG usage are listed below:

- CNG usage in vehicles is environment friendly. It emits lesser pollutant gases like carbon monoxide. The amount of pollution caused by CNG vehicles is negligible, compared to traditional fossil fuels.
- CNG does not contain harmful compounds or elements like benzene and lead. This does not cause fouling of spark plugs in vehicles, which translates into longer life and vehicles running efficiently.
- The usage of CNG in vehicles also increases the life of lubricants. This is due to CNG containing no elements that cause contamination or dilution of the lubricant oils.
- There is no danger of leakage or spills as CNG fuel systems are sealed.
- On heated surfaces, CNG does not auto ignite, which means it is much safer than traditional fossil fuels like gasoline or petrol or diesel, in vehicles.
- CNG is more economical compared to traditional fuels like petrol or diesel.

Concerns on pollution and its adverse impact on the environment is a major reason in the rising trend in usage of CNG as fuel alternative in vehicles. Similarly, the governments of many countries, including India, have formulated a number of policies for use of CNG in public transport vehicles.

PROBLEMS WITH CNG VEHICLES

Over the past decade, a rising number of car buyers have been opting for a petrol car with a Compressed Natural gas (CNG) kit fitted. CNG proves to be a much safer alternative than both petrol and diesel thanks to a high auto-ignition temperature and a very narrow range of flammability that prevents it from accidentally catching fire on hot surfaces, thereby cutting down the chances of unexpected mishaps. CNG is not only cheaper but also cleaner, safer and much more efficient than what we have been using till date. We can go for a original CNG car with a factory-fitted CNG kit sitting under its hood (definitely more advisable), or can get a petrol car converted suitably so that it would now run on a dual-fuel system by means of a retro-fitted CNG kit. The running cost in CNG is half or maybe a little more than half of petrol. The money that a person invests in buying a CNG kit should be recovered within 1.5-2 years. While using a CNG kit there are problems such as starting problems and jerks. CNG cars are to be

given for servicing at regular intervals, thus avoiding major repairs to the CNG kit. Another problem found in CNG vehicle is that while driving with CNG mode, the engine performance at times is not as comfortable as with petrol, a lack of power and pickup is felt. The estimated loss of power in a CNG engine is about 10%, that results in a reduction of top speed of 3% and reduced acceleration.

One more problem with CNG is that a vehicle runs fewer miles on a tank of CNG compared to a tank of fossil fuel. Only 80% of the cylinder capacity can be filled. Moreover, the CNG filling stations are less as compared to diesel petrol pumps. Most of the time there is a long queue and sometimes there is a shortage of supply. So it is good to keep sufficient store of petrol to use, providing during emergencies, when finding a CNG filling station becomes difficult.

CURRENT SCENARIO AND FUTURE TRENDS

Rapid urbanization, industrialization and ever increasing population are posing serious threats to the environment through emission of 'greenhouse gases'. Greenhouse gases like CO₂, SO₂, CO, NO₂, and other SPMs are of much concern to environmentalists, government policy makers and the normal average environmentally-conscious citizen. LPG, compared to unleaded petrol, is generally found to be a 'cleaner' fuel as per a consumer perception study conducted by Ristovskiet. al (2005). Sulphur in diesel fuels is considered the main reason for serious environment pollution (Chang et. al, 2006). Though public transport is one of the measures suggested by expert opinions to help solve this issue, the lack of an efficient public transport system in most major cities and towns in India is what hampers the cause in spite of awareness among citizens (Bansal et. al, 2010).

A finding of the Petroleum and Natural Gas Regulatory Board estimated around 7 lakh CNG vehicles in the country in 2010, and expected this number to increase to 58 lakhs by 2020. However, a major challenge to this is developing the infrastructure and laying pipelines for CNG supply throughout the country as envisioned in GAIL's future plan 2020. The transport sector has been estimated to use only 2% of total natural gas consumption in India (Roychowdhury, 2010). Though Delhi and Mumbai both contribute to the maximum presence of CNG vehicles in India, the reasons for initiating the CNG programs in the two cities were entirely different. The Delhi CNG program was majorly pushed by public campaigns and therefore a Supreme Court ruling in this regard starting in the 90s. However, in Mumbai, the CNG program though also initiated through public campaigns, got wide publicity due to the commercial interests of taxi fleet owners to switch to cheaper alternatives of fuel source compared to petrol. It was much later that the High Court intervened to direct a policy-making in this regard and address environmental concerns.

By 2020, consumers in developing countries are expected to move from basic vehicles to greener technologies (Deloitte, 2009). The report highlights a study conducted wherein only 20% of the surveyed respondents in India were willing to pay high price premiums upfront for such green technologies in exchange for long-term savings on fuel costs. Therefore, the success of car manufacturers and sustainable business growth will depend on their ability to create and stimulate demand for such technologies in terms of leveraging their brand equity and marketing; bearing in mind that such novel technologies require high capital investments (Deloitte, 2009). Offering green technology at affordable prices seems to be the challenge to car manufacturers and/or sellers in the Indian market. India is expected to become the world's largest Natural Gas

Vehicle market if it can manage policies and attract substantial investments for grid development, and enforce quality and safety regulations (IEA, 2010).

CURRENT MARKET SHARE OF NGVs

Despite the strong growth in the past decade, the total number of 11 million NGVs still pales in comparison to a total worldwide number of around 780 million light-duty passenger vehicles in 2007 (ETP, 2010). Few countries worldwide have attained an NGV penetration rate higher than 1%. Bangladesh has by far the highest market share of NGVs, albeit with a very limited number of NGVs, almost 180 000 as of 2009 (NGV Global). According to IGU (2009), 600 to 1000 vehicles per fueling station is a ratio that is economically sustainable for public fuel stations. While the worldwide average of 672 is within these limits, there are few countries within this range (Table 3). Some countries exceed the 1000 vehicles/station ratio, which could indicate the need for more stations in order to avoid queues. However, as mentioned above, in reality this is very dependent on the geographical spread of stations and vehicles, as well as the type of vehicles (as the refueling time differs substantially for different types of vehicles).

RESEARCH OBJECTIVES

1. To study the current scenario in Indian market for CNG cars
2. To study and identify the consumer intentions for purchase of CNG cars
3. To study and understand the influencing factors affecting the purchase intentions

RESEARCH METHODOLOGY

The research paper is empirical in nature and employs the use of both secondary and primary data.

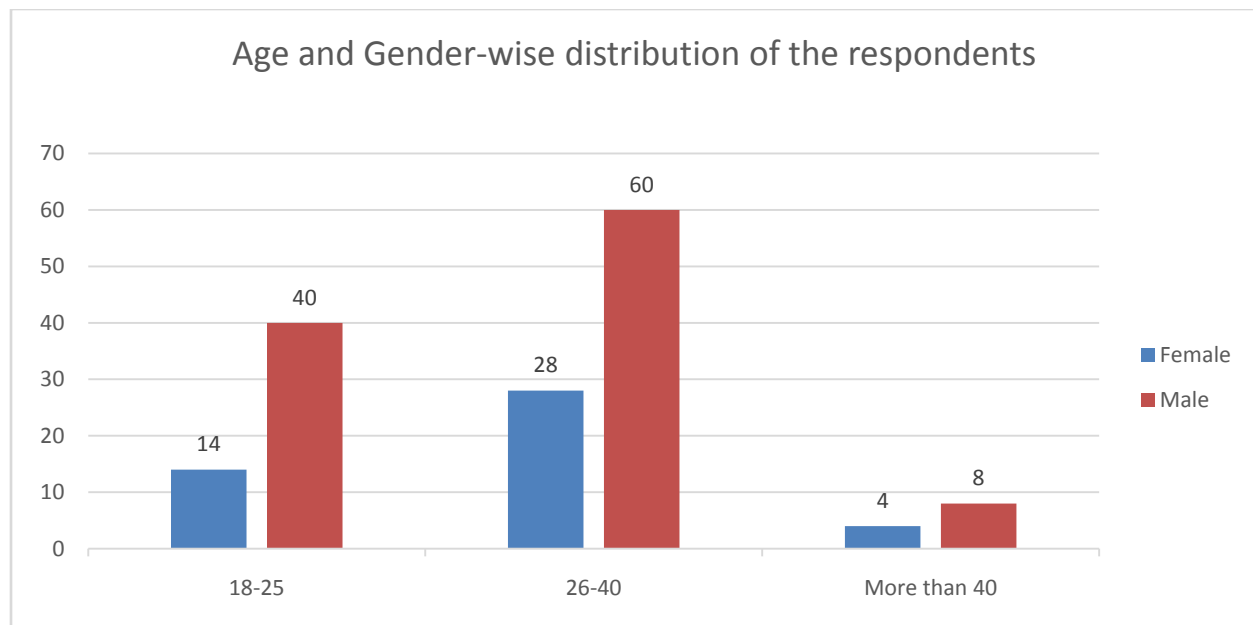
Secondary data is collected from websites, journal articles, books, industry reports, etc.

Primary data is obtained from a survey conducted with consumers in Mumbai Metropolitan Region (MMR) who intend to purchase a car in future or already have one.

The study follows Exploratory and Descriptive Research design with a sample size of 154.

DATA ANALYSIS AND INTERPRETATION

Age	Female	Male
18-25	14	40
26-40	28	60
More than 40	4	8
	46	108



STUDY 1

RESEARCH HYPOTHESIS

H0: There is no significant relationship between the income of the person and the price of the car.

H1: There is significant relationship between the income of the person and the price of the car.

ANOVA: SINGLE FACTOR

SUMMARY

Groups	Count	Sum	Average	Variance
Column 1	62	230	3.709677	0.996298
Column 2	46	188	4.086957	0.970048
Column 3	26	110	4.230769	0.344615
Column 4	20	78	3.9	1.147368

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	6.508897	3	2.169632	2.413532	0.06894	2.66490697
Within Groups	134.8418	150	0.898945			
Total	141.3506	153				

$F < F_{crit}$.

Therefore we accept the null hypothesis.

STUDY 2

RESEARCH HYPOTHESIS

H0: There is no significant association between the cost of fuel and the purchase intention of a person to buy a CNG car.

H1: There is significant association between the cost of fuel and the purchase intention of a person to buy a CNG car.

ANOVA: SINGLE FACTOR SUMMARY

Groups	Count	Sum	Average	Variance
Yes	38	154	4.052632	1.240398
May Be	76	292	3.842105	1.414737
No	40	126	3.15	1.566667

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	18.32857	2	9.164286	6.493698	0.00197	3.055959
Within Groups	213.1	151	1.411258			
Total	231.4286	153				

INTERPRETATION: Since $F > F_{crit.}$, we accept the alternative hypothesis which states that there is some association between the purchase intention of a CNG car and the cost of fuel.

STUDY 3

Do you intend to purchase a CNG car in future? **Current ownership of petrol/diesel car**
Observed Value

	Yes(107)	No (47)	Total	%
Yes	34	4	38	0.246753
May be	40	36	76	0.493506
No	32	8	40	0.25974
Total	106	48	154	
	Expected Value			
	26	12	38	
	52	24	76	
	28	12	40	
	106	48	154	
6.87622E-05	Chi. Value			
2	DoF			
5%	LoS			

5.991 Chi Table Value

RESEARCH HYPOTHESIS

H0: there is no significant association between a person owning a non-CNG car and his/her intention to buy a CNG car.

H1: there is no significant association between a person owning a non-CNG car and his/her intention to buy a CNG car.

RESULT: As the calculated Chi square value is less than the table value at 5 % significance level, we accept the Null Hypothesis.

INTERPRETATION: There is no significant association between a person owning a non-CNG car and his/her intention to buy a CNG car.

STUDY 4

**Do you intend to Gender
purchase a CNG car
in future?**

	Observed Values			
	Male (108)	Female (46)	Total	%
Yes	24	14	38	0.25
May Be	48	28	76	0.49
No	36	4	40	0.26
	108	46	154	
	Expected Values			
	Male (108)	Female (46)	Total	
Yes	27	11	38	
May Be	53	23	76	
No	28	12	40	
	108	46	154	

RESEARCH HYPOTHESIS

H0: There is no significant association between the gender of person and his/her buying intention of a CNG car.

H1: There is significant association between the gender of person and his/her buying intention of a CNG car.

Chi Test Value	0.006144366
DoF	2
LoS	5%
Chi Table Val.	5.99

RESULT: As the calculated Chi square value is less than the table value at 5 % significance level, we accept the Null Hypothesis.

INTERPRETATION: There is not enough evidence that there is a difference amongst males and females towards the buying intention of a CNG car.

DATA FINDINGS

92% (141 out of 154) of the respondents stated that type of fuel used for the car is an important parameter while considering the purchase of a car.

67% (103 out of 154) of the respondents stated that fluctuations in fuel cost decides the type of fuel-based car for purchase.

95% (147 out of 154) of the respondents stated that eco-friendliness of the car is important while considering car purchase.

92% (141 out of 154) of the respondents stated that safety aspects of the fuel type used in the car is important for purchase consideration.

84% (129 out of 154) of the respondents stated that number of fueling stations (availability) based on fuel type is important for considering car purchase.

80% (123 out of 154) of the respondents stated that proximity of fueling stations is important for considering car purchase

90% (139 out of 154) of the respondents agreed that CNG fueling stations have long queues and waiting time.

92% (141 out of 154) of the respondents stated that good pick up of engine matters while considering purchase of car type.

80% (123 out of 154) of the respondents agreed that maintenance cost of CNG cars is lesser than that of petrol of diesel cars.

92% (141 out of 154) of the respondents stated that running life of a car is considered while deciding purchase.

93% (143 out of 154) of the respondents stated that trust plays a major role while considering purchase of a CNG car and deciding whether to buy company fitted or retrofitted type.

83% (128 out of 154) respondents stated that they would trust company fitted CNG cars more than retrofitted (separate CNG kits) cars while considering purchase.

RECOMMENDATIONS AND CONCLUSION

The decision to purchase a CNG car involves many important parameters which is considered by the consumer, pre-purchase. Some of the most important parameters are, viz., cost of fuel, eco-friendliness of the car, safety aspects of the car with respect to the fuel type used, good engine pick-up, and running life of the car. Similarly, the lesser important parameters are, viz., fluctuations of fuel price based on type of fuel, maintenance cost post-purchase, proximity to and number of fueling stations. Respondents emphasized that trust is major factor while considering purchase and they would strongly prefer buying company fitted CNG cars over retrofitted cars. The purchase intentions were found to be similar across the genders. Marketing of CNG cars, keeping in mind the above parameters, will be helpful for car manufacturers if this segment of the market is to be effectively targeted for overall business success. The CNG car segment, though appearing attractive and promising from a sustainable business building point-of-view, also needs to address the concerns of engine pick-up, running life of the car and safety aspects. Similarly, companies could focus on positioning CNG cars as fuel-efficient in more pronounced manners through various promotional media channels. They could do this by highlighting the fuel-efficient aspect vis-à-vis traditional fuel cars, and promoting the eco-friendly cause.

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A DESCRIPTIVE STUDY ON SAVING AND INVESTMENT BEHAVIOUR OF INVESTORS: EVIDENCE FROM UTTARAKHAND

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ABSTRACT

In heavily-indebted developing countries like India, revival in private investment is a necessary component of economic growth. Over the past decade, it has been experienced growth regarding the increasing awareness of investors' behavior through research. India being a geographically, culturally and economically diverse country, many differences in savings across the regions and overtime periods can be explained by economic and demographic factors, but there still remains a role to be played for behavioural research. The present study is an analysis of behaviour of investors of Uttarakhand state with respect to their demographic diversities. This study is also an endeavor in the area of Behavioural Finance to understand the intricacies of aggression in investment by different clusters of investors. The study finds although in Uttarakhand the women are relatively more involved in earning for the family, the male are more aggressive than female in their investment. Women choose safer investment and men choose aggressive investment. It is seen that business and retired categories respondents are more aggressive investor than service categories respondents. Cluster analysis reveals that majority of the respondents in the sample are of aggressive investors.

KEYWORDS: Cluster Analysis, Behavioural Research, Saving and Investment Behaviour Etc.

INTRODUCTION

Behavioural finance has been gaining momentum since last two decade specifically because investors rarely behave according to the assumptions made in traditional financial and economic theory. Investment is one of the foremost concerns of every individual investor as their small savings of today are to meet the expenses of tomorrow. Today the financial services sector has become highly diversified offering the investor with a wide range of investment avenues. With proper investment strategies and financial planning investor can increase personal wealth which will contribute to higher economic growth.

Economic growth is among the most vital factors affecting the quality of life that people lead in a country. Three variables that measure the growth of an economy are Income, Savings and Investment. Money saved is of no use if it is not invested in some productive assets or capital goods. After investment in productive areas, it enhances the national product or per capita income and raises the standards of living of the investor. Savings and investments by individuals are important both for personal financial well-being and for economic growth.

Many research works have been carried out to find out the variables which could affect the savings rate of the households. The variables identified by the previous researchers are economic variables, psychological variables, social variables and behavioural variables. To put it in simple term the saving is the product of ability to save and willingness to save. The present study is an analysis of behaviour of investors of Uttarakhand state with respect to their demographic diversities. This study is also an endeavor in the area of Behavioural Finance to understand the intricacies of aggression in investment by different clusters of investors.

REVIEW OF RELATED LITERATURE

Investment is one of the important macroeconomic variables. Its fluctuations are subjected to the amount of volatility of output and income and most economists link high rates of investment to long run economic growth. Many researchers in their work have attempted to investigate the theoretical and empirical relationship between investment and saving. Theoretically, classical and neoclassical economists explain that the interest of the capital market is determined according to investment and saving. In line with this, Goldsmith (1969), McKinnon (1973), and Gurley and Shaw (1955), states that economic development creates demand for particular types of financial arrangements, and the financial system responds automatically to these demands. According to these researchers the financial system of a country mobilizes saving and improves the allocation of saving to investment.

According to Bencivenga and Smith (1991), the financial system allows altering the composition of saving in a way that is favourable to capital accumulation. Influential economists such as Robinson (1952) and Kuznets (1955), Caprio and Howard (1984), Roubini (1988), Summers (1988), for instance, have suggested that policy reactions are the explanation for observed saving-investment correlations. In their analysis, country size is an important determinant of saving-investment correlations.

Accordingly, policies that promoted saving would impact favorably on growth. The traditional view is that the level of domestic saving determines the domestic investment. Indeed, the level of saving determines the interest rate and thus the cost of investment, which in turn influences the demand for new capital. In this sense, low investment rate is related to low saving rate. The positive relationship between domestic saving and domestic investment is often viewed as evidence of imperfect international capital flows and various country-specific institutional and non-institutional rigidities. The widespread view that the saving-investment coefficient is simply associated with the degree of capital mobility has been heavily criticized. Alternative interpretations are commonly found in the literature. The first is the long-run current account targeting which is likely to produce a high saving-investment coefficient and, most notably, the inter-temporal budget constraint which implies that saving and investment are co-integrated with a unit coefficient regardless of the degree of capital mobility. The second approach to interpret the saving-investment coefficient is related to the country size.

Shanmugasundaram and Balakrishnan (2011), they conducted research to analyse the factors influencing the behaviour of investors in capital market. They concluded that demographic factors influence the investors' investment decisions.

Das Kanti Sanjay (2012) studied the middleclass household's investment behavior and found that the trends of investment by households are not similar in nature and they vary between several financial instruments. The study reveals that amongst other avenues the bank deposits remain the most popular instrument of investment followed by insurance and small saving scheme with maximum number of respondents investing in fixed income bearing option.

Chaturvedi Meenakshi & Khare Shruti (2012) studied the Saving Pattern and Investment Preferences of Individual Household in India found out that most investors preferred Bank Deposit as the first choice of investment and next to bank deposits small saving schemes constitutes the second choice of investment.

Geetha N, & Ramesh M. (2012) studied the Relevance of Demographic Factors in Investment Decision and reveals that there is significant relationship between the demographic factors such as gender, age, education, occupation, annual income and annual savings with the sources of awareness obtained by the investors.

Panda Dr. B.N. & Panda J.K (2013) made an analytical study on perception of risk and return for individual investment which aims to put on some knowledge about key factors that influence investment behavior and ways these factors impact investment risk tolerance and decision making process in this analysis it was presented that higher returns are expected on Mutual Fund followed by Postal deposits and Insurance Schemes than other types of investment.

It is said that people save for future contingencies and would like to see their savings grow. In order to fulfill the objective people look forward for different investment avenues. 'A behavioral finance perspective or school, which is made from psychological and financial integration, believes that psychology plays an important role in financial decision. Since cognitive errors and distortions impact investments' theories, therefore, they will also influence financial options.' (Kumaran Sunitha 2013)

'Investors do not act wisely in taking decisions relating to investment. They have certain weaknesses like cognitive and emotional which take a predominating role in taking investment decision of individuals. They have behavioral biases in the event of taking investment decision.' (Harikant Dr. D & Pragathi B)

Prof. Sonali Patil & Dr. Kalpana in their research work on Individual Investment Behavior revealed that individual investors buying behavior is influenced by various factors such as social, economic, psychological and demographic. Individual investor's investments are backed by benefits and money. Individual investor still prefers to invest in financial products which give risk free returns. The study also confirmed that Indian investors even if they are of high income, well educated, salaried, and independent are conservative investors who prefer to play safe in the market. Financial regulators have to organize seminars, programs and sessions for creating awareness in individual investors as well as to boost confidence level among them.

Suman Chakraborty & Sabat Kumar Digal A Study of Saving and Investment Behaviour of Individual Households – An Empirical Evidence from Orissa carried out survey of 200 respondents in state of Orissa (India), to analyse the investment pattern, saving objective and preferences of individual investor's for various investment options available in India. The result

shows that, objective to saving is significantly influenced by demographic factors such as age, occupation and the income level of investors. The study exhibits the saving habit of retail investors across the different income levels. Savings is a habit specially embodied into women. It was found that female investors tend to save more in a disciplined way than the male investors.

D.S. Chaubey · Manish Gurung Ritika Aggarwal in their research work on title “ An Empirical Study Of Various Factors Influencing Investors In Favour Of Different Financial Instruments” identified the various factors and their interrelationship with investors’ preference in favour of various financial instruments. In a survey of 256 investor of uttarakhand state they found the important factors influencing investors in favour of investing in particular financial instrument . The important factors emerged as qualitative features of fund, innovativeness and expertise, past record of funds, customer query handling, after sales services, fund’s reputation, capital appreciation through proper analysis, tax benefits, process effectiveness, and simple application procedure.

Chaubey, Aggrawal & Gurung in their work on analysis of motives influencing investors in favour of different financial instruments: an empirical study analyzed the determinants of the individual investor motives towards various financial instrument and factors affecting their investment decisions. An empirical study is conducted to analyse the investment motives and behaviour and decision making style of individual investors. The different factors’ inter-relationships were evaluated after which conclusion and suggestions were drawn. Some future scope of study is also suggested for the improvement in financial products and services marketing Keywords: Investor behaviour, Overconfidence, Involvement, Risk preference, Investment, Investors preference, Fund Reputation, Capital Appreciation, Tax Benefits, Process Effectiveness, etc.

Chaubey & Dimri (2008) in their research work on “ investment pattern: psychographic study of investors of garhwal region of uttarakhand “carried out analysis investment perception and their behaviour for designing effective investment policies. Analysis indicates the shifting trend of investor from post office and other government investment scheme to investment in bank, insurance and mutual fund schemes.

D.S. Chaubey& Shikha (2008) in their work on Psychographic profiling of Investors: A study of investment pattern by the Investors of Udham Singh Nagar District of Utrtrakhand found that investors choice of their investment scheme is associated with their age , gender categories, marital status, occupation and income but it is not associated with their level of education, family size and annual saving.

It is seemingly necessary for the market makers to understand the behavior of such investors in selecting an investment option. On going through the above review of literature it is found that there are number of factors which affect the investment decisions of an individual and the scope for the research in this area is wide and not conclusive.

OBJECTIVES AND RESEARCH METHODOLOGY

The present research work has been taken up with the following objectives.

- To study and analyse the saving and investment motives and trend of the investors.
- To segment the investors based on their saving and investment motives.

HYPOTHESIS

It was hypothesized that Factors Influencing investors in their investment decision are not associated with their demographic characteristics.

METHODOLOGY

The present study is descriptive in nature and is based on primary as well as secondary data. To measure the intensity of parameters fixed on the basis of literature review and motives identified by various researcher and academicians. The primary data have been collected using structured questionnaire designed covering various parameter laid down. Questionnaire was administered to 300 respondents selected conveniently from Dehradun using snowball sampling method and eventually data from 193 respondents were received. For the purpose of final analysis 163 questionnaires were used after rejecting some of the defective responses. The content validity of the questionnaire was obtained by panel of experts from the fields of statistics, psychology, management, commerce and investment consultancy. The responses to these parameters were gathered, coded, tabulated and analyzed. Chronback alpha test was carried out and found to be 0.539 which indicates that data is reliable for further test. KMO value was checked using SPSS software to assure data sufficiency. The value was found to be 0.569 that indicates that data is sufficient to go for factor analysis. To test the hypothesis, Mean, standard Deviation, ANOVA and cluster analysis was applied. . Table 1 indicates the profile of respondents.

Categories		Frequency	Percentage
Age	Upto 30 Years	44	26.7
	30-40 years	49	29.7
	40-50 Years	47	28.5
	More than 50 Years	25	15.2
Gender	Male	115	69.7
	Female	50	30.3
Marital Status	Married	144	87.3
	Unmarried	21	12.7
Family Size	upto 2 member	52	31.5
	3-4 members	38	23.0
	5-6 members	22	13.3
	More than 6 members	53	32.1
Education	Up to matriculation	4	2.4
	Intermediate	11	6.7
	Graduation	86	52.1
	Post Graduate and Other	59	35.8
	Professionals and others	5	3.0
Annual Income	Upto Rs. 150000/-	61	37.0
	Rs.150000/- to Rs. 300000/-	74	44.8
	Rs.300000/- to Rs. 400000/-	25	15.2
	More than Rs.400000/-	5	3.0
Occupation	Salaried	120	72.7
	Businessman	36	21.8
	Retired	9	5.5

Individual saving and investment are closely associated with the demographic characteristics of the respondents. Studies have tried to examine the relationship between demographic factors and investment decision. Male investors spend more time and money to analysis securities, depend less on brokers, and trade more than do female investors (Lewellen, Lease, and Schlarbaum, 1977). In addition, the difference in trading frequencies between male and female investors is more pronounce for married investors. By trading more, male investors earn returns less than those of female investors. Young investors (less than 30 years old) tend to be more risk tolerant (Evans, 2004). Demographic profile of respondents presented in the above table indicates that sample is dominated by the respondents up to the age of 40 years. It is seen that more than two third (69.7%) respondents are male and majority of them are married. Survey indicates that more than half of the respondents are having family size up to 4 members. Also, the Graduate and post graduate respondents account for 87 % in the sample. Sample indicates that almost half (44.8%) earn up to Rs.300,000 per annum. Sample is dominated by service class respondents.

AMOUNT OF ANNUAL SAVING

	Frequency	Percent	Valid Percent	Cumulative Percent
Upto Rs.10000 PA	55	33.3	33.3	33.3
Rs. 10000 to 50000 PA	76	46.1	46.1	79.4
Rs 50000 to Rs100000 PA	26	15.8	15.8	95.2
Valid Rs. 100000 to Rs.200000PA	7	4.2	4.2	99.4
More than Rs200000PA	1	.6	.6	100.0
Total	165	100.0	100.0	

In general, investment is the single most factors for the development of an economy but it is savings which provides the basis for investment. Savings appears to be crucial variable indicating the capacity or willingness of an investor for channeling a part of the resources to capital formation. The above table reveals the saving pattern. It is seen that almost one third (33.33% respondents having their annual saving up to Rs10000PA. 46.1% respondents indicated their annual saving up to Rs.50,000 PA. 15.8% respondents indicated their annual saving up to Rs.100000 PA. And a very few indicated their annual saving to be more than Rs.100000 PA. this signifies that sample is the combination of average income group of respondents.

SAVING AND INVESTMENT TREND

Sl No	Investment Pattern	Percent of saving invested for more than 5 Years	Percent of saving invested for 3 to 5 Years	Percent of saving invested for 1 to 3 Years	Percent of saving invested for less than 1 Years
A	Up to 10 %	19.4	25.5	33.3	13.3
B	10 to 25%	23.6	10.9	4.8	6.1
C	25 to 50%	9.1	6.1	3.0	3.6
D	50 to 75 %	6.7	Nil	3.0	2.4
E	75% to 100%	7.3	Nil	Nil	1.8
	% Response	66.1	42.4	42.2	27.3

	NO response	33.9	57.6	55.8	72.7
		100	100	100	100

Regular saving is an important component of any financial plan, and it consists of three parts: establishing a cushion for unexpected expenses, saving an emergency fund to cover monthly expenses for six months, and regular deposits into long-term investments. The cushion protects our other savings in case of an unexpected expenditure comes in between, the emergency fund protects our long-term savings when there's an interruption in our income, and our long-term savings will help pay expenses later in life when our income will be reduced. We see in the above table no 3 the analysis indicates that 19.4% respondents invest their saving amount up to 10 % for more than 5 years, 23.6% invest their saving amount up to 10-25% for more than 5 years. 9.68% respondent indicated that they invest 25-50% of their saving amount for more than 5 years. 6.7% respondents indicated that they invest 50-75% of their saving amount for more than 5 years and remaining 7.3% indicated that they invest 75-100% of their saving amount for more than 5 years. Similarly it was found that 25.5% respondents invest up to 10% their saving amount for 3-5 years 10.9% invest from 10-25% of their saving and so on. Analysis indicates a mixed saving and investment pattern depending up on situation.

INVESTOR OUTLOOK AND THEIR INVESTMENT MOTIVES

The economic theorists are of the opinion that investors think and behave “rationally” in their investment behaviour and decision making. Generally investors are presumed to use all available information to form “rational expectations” in investment decision making. However marketing factor influence investor and their behaviour towards investment is driven by greed and fear, investors speculate stocks between unrealistic highs and lows. They are misled by extremes of emotion, subjective thinking and the herd mentality. Based on these factors investors were classified into five categories like investor having Low Risk propensity, one who possesses Prudential Outlook, A balance investor, Aggressive Investor and Adventurous Investor. Low risk propensity investors are those investors who are cautious and conservative in their investment. The statements like I am cautious and dislike risk in investment, I use to prefer guarantees and predictable returns, I do not feel happy with investments in stocks and shares, I accept this is likely to mean a lower level of growth to my investment fund, I do not want to lose any money, Security is the most important factor for me indicates Low Risk propensity. Similarly the variable like I am prudent in my outlook, I prefer to invest in a guaranteed return investment option indicate Prudential Outlook of investor. The variable such as I regard myself as a balanced investor, The potential for higher returns that may be achieved by investing in world stock markets is more attractive to me than the lower growth potential that more secure funds could offer, I am prepared to accept some fluctuation in the value of my fund, I understand that I could lose money, but I am seeking a balance between safety and investment growth, I am prepared to accept a higher than average degree of risk with my investment fund in the hope of achieving above average longer term returns is considered as aggressive investor. Similarly, I am willing for this investment to be invested more speculatively and understand that the performance of such funds may be volatile, particularly over the shorter term and The variable like I regard myself as an adventurous investor are considered as Balance investor. I am prepared to consider all of my investment as being speculative and am prepared to accept a high degree of risk, for the potential of achieving the above average longer term returns, I understand the performance of such investments may be extremely volatile. No amount of losses would make me change the asset allocation of my investment portfolio – regardless of performance,

Fluctuations in the value of your portfolio may lead to better long-term values, for the responses to the question “which of the following statements best describes your attitude towards these short-term ups and downs, minimising the risk of my investments losing value is essential, I am prepared to accept lower long term growth associated with conservative investments, I am prepared to accept a degree of short term reductions in value of my investment in return for improved prospects of long term growth potential. However, I still prefer the majority of my investments to be relatively free of higher rates of fluctuation Seeking higher, long-term returns is important to me, I am prepared to accept substantial drops in value that may result in investing in less conservative investments, My main objective is to maximise long-term investment growth and I am willing to accept large, and sometimes dramatic, short term drops in value to achieve this, No amount of losses would make me change the asset allocation of my investment portfolio regardless of performance, were taken to adventurous category investor. Investor were asked to rate these motives on a scale of 1 to 5. The mean across the gender category was calculated using SPSS software and is presented in the table below

Gender Category	Low Risk propensity	Prudential Outlook	balance investor	Aggressive Investor	Adventurous Investor
Male	3.0319	2.8696	2.6043	3.1261	2.9709
Female	3.3267	3.2000	2.5850	3.1500	3.0120
Total	3.1212	2.9697	2.5985	3.1333	2.9833

It is seen from the above table that mean rating of Aggressive Investor has scored highest mean of 3.1333 among the various motives of investor. However Low Risk propensity (3.3267) has found to be highest among the female investors. The Aggressive nature of investment by Investor has scored highest mean among male category respondents. This indicates that males are more aggressive investor than female

ONE WAY ANOVA OF ALL THE MEANS ACROSS GENDER CATEGORY OF RESPONDENTS

		Sum of Squares	df	Mean Square	F	Sig.
Low Risk propensity	Between Groups	3.028	1	3.028	4.972	.027
	Within Groups	99.270	163	.609		
	Total	102.298	164			
Prudent Outlook	Between Groups	3.805	1	3.805	7.592	.007
	Within Groups	81.697	163	.501		
	Total	85.502	164			
Balance investor	Between Groups	.013	1	.013	.032	.857
	Within Groups	65.449	163	.402		
	Total	65.462	164			
Aggressive Investor	Between Groups	.020	1	.020	.024	.877
	Within Groups	134.547	163	.825		

	Total	134.567	164			
	Between					
Adventurous	Groups	.059	1	.059	.808	.370
Investor	Within Groups	11.891	163	.073		
	Total	11.950	164			

One way ANOVA was carried out to test the hypothesis that, the mean of different categories respondents does not differ significantly across the gender categories of respondents; the table showing calculated value of F is lesser than the tabulated value of F (2.37) at ($p < 0.05$) level of significance in the case of Balance investor, Aggressive Investor and Adventurous Investor. Thus null hypothesis is accepted indicating that there is no significant difference in the mean across the different gender categories of the respondent. However significant difference exists in case of risk propensity and prudent in outlook.

REPORT

MEAN

Occupation	Low Risk propensity	Prudential Outlook	Balance investor	Aggressive Investor	Adventurous Investor
Salaried	3.2278	3.0690	2.6042	3.0333	3.0275
Businessman	2.7361	2.7302	2.5972	3.4028	2.8792
Retired	3.2407	2.6032	2.5278	3.3889	2.8111
Total	3.1212	2.9697	2.5985	3.1333	2.9833

It is seen from the above table that mean rating of Aggressive Investor has scored highest mean of 3.1333 among the various motives of investor. However Low Risk propensity (3.2278) has found to be highest among the service class investors. The Aggressive nature of investment by investors has scored highest mean among business and retired class respondents. This indicates that business and retired class investors are more aggressive investor than service class investor.

ONE WAY ANOVA OF ALL THE MEANS ACROSS GENDER CATEGORY OF RESPONDENTS

		Sum of Squares	df	Mean Square	F	Sig.
Low Risk Propensity	Between Groups	6.830	2	3.415	5.795	.004
	Within Groups	95.468	162	.589		
	Total	102.298	164			
Prudential Outlook	Between Groups	4.459	2	2.230	4.457	.013
	Within Groups	81.042	162	.500		
	Total	85.502	164			
Balance investor	Between Groups	.049	2	.024	.061	.941
	Within Groups	65.413	162	.404		
	Total	65.462	164			
Aggressive Investor	Between Groups	4.401	2	2.201	2.739	.068

Adventurous Investor	Within Groups	130.165	162	.803	6.531	.002
	Total	134.567	164			
	Between Groups	.892	2	.446		
	Within Groups	11.059	162	.068		
	Total	11.950	164			

One way ANOVA was carried out to test the hypothesis that, the mean of different categories respondents does not differ significantly across the occupation of respondents; the table showing calculated value of F is lesser than the tabulated value of F (2.37) at ($p < 0.05$) level of significance in the case of Balance investor. Thus null hypothesis is accepted indicating that there is no significant difference in the mean across the different occupation categories of the respondent. However significant differences exist in case of Low Risk Propensity, Prudential Outlook, Aggressive Investor and Adventurous Investor.

CLUSTER ANALYSIS

In the present research work, after identifying the factors of psychological contract, clustering is carried out with the aim to classify the respondents in each group.

FINAL CLUSTER CENTERS

	Cluster				
	1	2	3	4	5
Low Risk Propensity	2.93	4.10	2.88	3.44	1.88
Prudential Outlook	2.85	4.02	2.85	2.92	2.17
Balance Investor	2.12	2.86	2.94	2.51	2.58
Aggressive Investor	2.09	2.52	2.79	4.02	3.74
Adventurous Investor	2.99	3.11	2.89	3.04	2.84

NUMBER OF CASES IN EACH CLUSTER

Cluster	1	29.000
	2	27.000
	3	35.000
	4	51.000
	5	23.000
Valid		165.000
Missing		.000

A cluster analysis was run on 5 categories of respondents shorted out of 28 variables each responding to different motive and characteristics of their investment pattern. A K -mean cluster analysis method produced five clusters, between which the variables were significantly different in the mean. From the table above, it could be seen that cluster 1 has 29 respondents. For them Adventurous Investor is the prime motive (2.99) followed by low risk propensity (2.93). The other are Prudential Outlook (2.85) are important as well. In cluster 2 there are 27 respondents. Their prime motives are Low Risk Propensity (4.10) Prudential Outlook and Adventurous Investor (3.11). In cluster 3 their 35 respondents, for them the prime motive is Balance Investor (2.94) Adventurous Investor(2.89) and Low Risk Propensity (2.85) In cluster 4, there are 51

respondent who are aggressive(4.02) followed by low risk propensity(3.44) Adventurous Investor(3.04) . Fifth cluster is 23 respondents which are dominated by aggressiveness and followed by adventurousness.

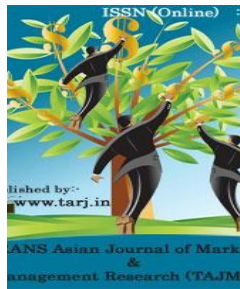
CONCLUSIONS

The world economy is experiencing changes in both saving and investment behavior that are having implications for the configuration of current account imbalances and the level of real interest rates. In a short survey, it can be concluded that majority of the respondents of all the age, gender and occupational categories are more inclined towards long term investment of their saving. Another important finding of the study is that the male are more aggressive than female in their investment. Women choose safer investment and men choose aggressive investment. It is seen that business and retired categories respondents are more aggressive investor than service categories respondents. Cluster analysis reveals that majority of the respondents in the sample are of aggressive investor. Understanding the requirements and characteristics of various segments, the marketers of investment products can tailor different instruments exclusively for different segments to fit their needs. This will help them to tide over the competition effectively and efficiently which might arise out of globalization.

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HUMAN RESOURCE SCORECARD, NEW WAY OF DEVELOPING ORGANIZATION

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ABSTRACT

This paper focuses on developing the concept of personal scorecard as an integral part of organizational scorecard, and show that it is an edge over the concepts of traditional improvement, change management, and strategy development when it comes to evaluate performance of human resources in an organization. The labour theory of value suggests that value of any commodity is equivalent to the labour involved in the production of the commodity. Thus, traditionally price determination of a commodity depended on the use of labour in a particular production process. However, with the industrial revolution, and increasing significance of capital and technology in the production process, this theory seems to be forgotten. Consequently, hardly any effort is made to recognize the contribution of these human resources in a production process. Innovations and long-term growth in all organizations are inevitably due to the skills of the human resources. Moreover, it is widely recognized that skillful human resources are extremely scarce, and they require additional care when it comes to maintaining their high levels of productivity. This calls for personalized reward mechanism based on the performance of the individual employees within an organization. Following human psychology, this kind of a mechanism will give immense satisfaction to the employees and encourages them to perform better in future. In practice, however, though human resources form an integral part of any organization, traditional business management concepts rarely take into account the specific personal ambitions of employees. Normally all such concepts are superficial and they suggest only cosmetic changes. Hence there is a need for a new concept where personal and organizational performances as well as learning mutually reinforce each other on sustainable basis. The present work introduces a new concept of business management through holistic approach as developed by Dr. Herbert Rampersad. Known as the Total Performance Scorecard (TPS), it stresses the significance of and the need to develop an organizational structure and philosophy that combine the goal and aspirations of the individuals with those of the organization. It is a melting process, which results in a corporate culture that is

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both individually and organizationally driven. The starting point in this holistic concept is the 'individual'. The concept works on philosophy that if employees within the organization are not able to achieve their own objectives, they cannot work efficiently for the organization. Thus the process of improvement should start from the bottom line within an organization.

In this sense, the concept of TPS is superior to the concept of Balanced Scorecard (BSC). The concept of BSC is based on strategy formulation and implementation in the top-down manner. However, the top level management may not always be in a position to understand the performance drivers of the bottom level employees. In this context, if the top level designs the organizational strategy without considering the personal ambition of the employees, the strategy fails in attaining desired goals. The alternative can be found in designing a performance scorecard for every individual employee or a limited group of employees in an organization and incorporating it in the strategy design and target setting exercise of the organization as a whole. This implies recognition of a linkage between individual performance and organizational performance. This is bound to have a two-way impact: one; the top level management understands the employee behavior and their performance drivers better and two; bottom level employees understand how their own actions get translated into the growth and development of the organization in the long-term. However, laying more emphasis on personal scorecard in organization scorecard does not mean neglecting the other perspectives of the organizational performance. In fact, personal scorecard is developed as an integrated part of the organizational performance evaluation system that encompasses all the four perspectives included in the balanced scorecard mechanism, namely, financial, customer interface, internal business processes and knowledge and learning. It is recognized that the individual performance of an employee contributes to any one or more of these perspectives for which the organizational strategy operates and performance can be evaluated. In the globalized world of twenty first century, where business processes are reviewed continuously based on performance measures and feedback. Human resource teams are built with a stress on continuous evaluation, understanding of the past mistakes, willingness to learn and rapid implementation of new techniques for improvement. Efficient leaders in such teams lead from the front, and are always willing to share their expertise so that team members can improve. Undoubtedly, in such organizations, which focus on knowledge skills, the concept of personal scorecard as an integrated part of total performance scorecard has gained considerable importance, especially because it ensures integrated and healthy growth of both the individuals and the organization.

KEYWORDS: *Total Performance Scorecard, Performance Evaluation, Balanced Scorecard, Personal Scorecard*

I. INTRODUCTION:

The modern history of post-industrial management could be said to begin with the work of W. Edward Deming in the 1950s. Deming urged managers to recognize the value of their employees as untapped source of knowledge and ideas for improving quality in the organization. He emphasized that all business processes should be part of a measurement system with feedback loops. However till the 1990s, blue-collar workers and office-oriented production were not yet significant economic drivers. Instead, industrial mass production still acted as a major economic driver in an organization. Intangibles in the form of knowledge base and innovative ideas at the employee level remained untapped to a large extent.

A strong need to develop a holistic approach to identify the integration between individual aspirations and organizational objective has been felt during the last few decades. One solution is designing a total performance scorecard for an organization. Such a scorecard incorporates two aspects – personal scorecard, which measures individual aspirations and organizational scorecard, which measures organizational performance against a predefined set of objectives.

This paper attempts to study the efficacy of such an approach. The paper is divided into six sections. Section II tries to distinguish between balanced scorecard and total performance scorecard, and also brings out the superiority of the latter. Section III elaborates the significance of total performance scorecard in comparison with traditional performance measurement systems. Section IV focuses on the need to construct an individual balanced scorecard, while section V focuses on construction of the organizational balanced scorecard. Section VI concludes.

II. BEYOND BALANCED SCORECARD:

The concept of balanced scorecard (BSC) was evolved by Robert Kaplan and David Norton in 1992. They presented BSC as a framework for integrating measures derived from the strategy adopted by an organization. The real power of the BSC is visible when it is transformed from measurement system to management system. Identification of strategic themes and objectives and determination of measures to attain short-term and long term objectives is at the center in construction of a scorecard according to them.

Once the organizational scorecard is prepared, it is to be used, as an effective method of alignment and departmental process. Individual scorecard should be aligned to organizational scorecard. This will translate individual strategy to daily management of the organization.

Dr. Herbert K. Rampersad presented a new holistic concept of improvement and change in strategic management called Total Performance Scorecard (TPS) in 2001. He has tried to expand the power of balanced scorecard further. TPS encompasses a philosophy and set of rules that form the basis both for continuous process improvement and the personal improvement of individual employees.

Kaplan & Norton's BSC starts with formulating strategy and goal determination at top level and further it is to be communicated to all segments of the organization vertically. Strategy implementation process also starts from top to bottom, while TPS is an inspiring and integrated management concept that regards personal ambition as the starting point. Dr. Rampersad believes that organizational improvement and change can be achieved if people change and improve inwardly and such personal involvement stimulates individual and team learning, creativity and self-guidance. If personal ambition is the starting point, people will cooperate with more commitment, loyalty and devotion, which in turn inspire motivation, enjoyment, passion, inspiration and enthusiasm.

Thus the concept of TPS focuses on areas where respected management gurus Robert Kaplan and David Norton left off. This concept is useful for all those who want to improve, develop and want to change themselves successfully, in their work within the organization. Since individuals combine to make up an organization, individual improvement is bound to result in the improvement of organizational performance.

III TRADITIONAL & NEW SYSTEM, POINT OF DIFFERENCES :

The TPS is defined as a systematic process of continuous, gradual and routine improvement in learning and development that is focused on sustainable growth of personal and organizational performance. This holistic concept is based on three elements:

- 1) Improving
- 2) Learning
- 3) Change

They are closely interrelated and must be kept in balance for sustainable growth of the individual and the organization in the short-term and long-term.

TPS differs in essential ways from traditional improvement, change management and strategy development concepts (Chang and Morgan, 2000; Harrington, 1995; Kaplan and Norton, 1996, 2000; and Oakland, 1995). These concepts have talked about change but failed to explain how such change can be brought in organization. TPS concept explains that real change and organizational improvement are achieved only if people change and improve from within. Such personal involvement is an integral part of total performance scorecard. This concept aims at bringing maximum commitment and devotion of all involved in the work process on assumption that if the personal ambition of an employee is engaged, then employee will think about the shared ambition of the organization in accordance with personal ambition.

This concept works only when it is based on strategy development process. In which the personal and organizational mission and vision, critical success factors, objectives, performance measures, learning processes and planning complement one another. They contribute together towards the realization of continuous improvement within the entire organization and development of human potential.

Like balanced scorecard developed by Norton and Kaplan, the TPS is based on six principles:

- 1) Consistency between personal and organizational objectives
- 2) Ethical and fact-based behaviour
- 3) Focus on durable improvement, development and learning
- 4) Process orientation
- 5) Passion and enjoyment
- 6) Focus on customer satisfaction

IV. SIGNIFICANCE OF THE PERSONAL BALANCED SCORECARD:

In the Total Performance Scorecard concept, development of individual, job-related and organizational competencies is the focal point. The Personal Balanced Scorecard (PBSC) relates to the individual, and the Organizational Balanced Scorecard (OBSC) relates to job-related and organizational competency development. The PBSC functions as a personal improvement and self-coaching instrument for individuals, and focuses on their personal well-being and success in the society. Of particular importance here are the personal lives, skills, and social behavior of individuals.

For several reasons, the formulation of the PBSC is the initial and most important step in the process of improvement, development and learning. It also allows you to improve your behavior and create your own future. After all, as an individual becomes more conscious of one's own self, one's own inner processes, and motives, the individual becomes more creative and productive. Formulating personal ambition involves a search for one's own identity, which in turn becomes the key to action for an individual. Moreover, having a clear personal objective gives meaning and direction to one's life. By formulating a Personal Balanced Scorecard and reflecting on it, you will get to know yourself better as well as gain more control over your own life.

The second reason that the PBSC approach is so important is that finding a proper balance between an individual's personal ambition and behavior results in inner peace, lesser energy expenditure and the ability to be guided by the inner voice. When an individual achieves this inner authority, he can also have a positive effect on the feelings of loyalty, motivation and dedication of those around himself. According to Kouzes and Posner (1999) the credibility of leaders depends on the following:

- Trustworthy leaders practice what they preach.
- They keep their word.
- Their actions match their words.

The third reason for the PBSC is that if there is an effective balance between the interests of individual employees and those of the organization, employees will work with greater commitment towards the development and implementation of the OBSC. The development of the collective and personal ambition takes place simultaneously. When different individuals, associated with the same organization answer the question of what they want for the organization and where they want to go together, they also ask what they want for themselves and which win-win situation accommodates personal and organizational interests simultaneously.

The fourth reason for using the PBSC as the first step in the strategy development process is this: it is the right thing to do. Don't waste any more time with strategy development and organizational improvement and change according to traditional, cosmetic approaches. Working with the Personal Balanced Scorecard is an essential condition for sustainable improvement and change.

According to Peter Senge (1990) when an organization uses the personal ambitions of its employees as a starting point, it becomes an instrument of self-realization instead of being simply a machine to which the employees are enslaved. According to him, managers usually assume that encouraging employees to develop and express their personal ambition will only lead to organizational anarchy and confusion. Experience shows, however, that these assumptions are totally ill founded. Most employees are more than willing to align their personal ambition to that of their organization. Stephen Covey (1993) also argues for an "*inside out*" approach. He explains that the core of an employee's identity must be his starting point. In order to improve one's relations with others, one must begin with oneself (see also Ulrich and Lake, 1990). This means that one must succeed in one's personal life before one can achieve something in the world, and that one must be loyal to oneself before one makes promises to others.

V. CONSTRUCTION OF TPS:

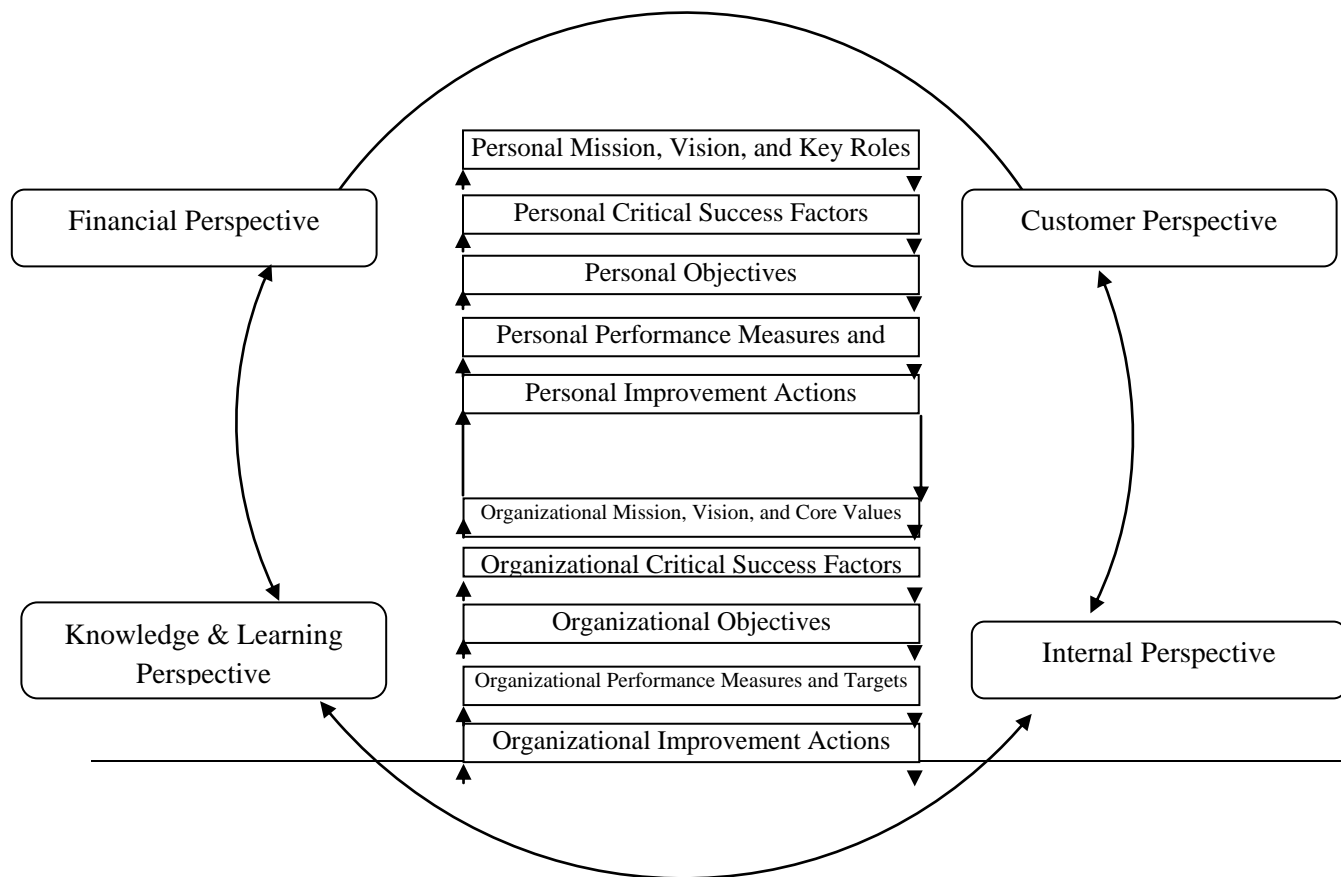
The Organizational Balanced Scorecard (OBSC) is a top-down management instrument that is used for making an organization's strategic vision operational at all levels (Kaplan and Norton, 1996, 2000). The OBSC is a participatory approach that provides a framework for the systematic development of the organizational vision. It makes this vision measurable and translates it systematically into actions. The elements of the OBSC are divided along various perspectives.

There are various result areas that are central to the OBSC (corporate scorecard) as well as to the business unit scorecard, the team scorecard, and the individual performance plan. Depending on the organizational typology, different essential areas may be identified that are unique to the organization and from which results need to be obtained, such as finances, customers, internal processes, knowledge and learning, service quality, market share and so on.

Four perspectives are used most frequently (Kaplan and Norton, 1996):

- 1) Financial: Financial soundness. How do shareholders see the company? What does it mean to our shareholders?
- 2) Customers (external): Customer satisfaction. How do customers see the company? What does it mean to our customers?
- 3) Internal processes: Process control. How can the primary business processes be controlled in order to create value for customers? In which processes does the organization need to excel in order to continuously satisfy the customers?
- 4) Knowledge and learning: Skills and attitudes of the employees and the organizational learning ability. How can the organization continue to be successful in the future? How can learning and communication be utilized to improve employees' performance and realize the organizational vision?

Chart 1: The Elements Of The Personal And Organizational Balanced Scorecard Personal Balanced Scorecard Organisational Balanced Scorecard



Source: Rampersad, 2002.

The chart given on page 13 clearly explains various perspectives and their inter-relations with one another.

VI. CONCLUSION:

TPS differs in essential ways from traditional improvement, change management, and strategy development concepts. This approach fits very well within learning organizations, which learn continuously because knowledge quickly becomes obsolete. Learning organizations consist of people whose personal ambitions are in line with the organizational mission and vision and, as a result, have a positive approach towards improvement and change. These organizations consist of people who learn individually and as a team. In teams composed of balanced learning mechanisms, employees continually learn from their own mistakes, share knowledge with one another, trust one another, and communicate openly with one another. Learning organizations also have leaders who coach, help, inspire, motivate, and stimulate. Business processes are reviewed continuously based on performance measures and feedback. Such an approach can certainly bring about a sustainable improvement in the organizational performance along with an improvement in the performance of individual employees.

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