

MEASURING URBAN’S PERCEPTION ABOUT INDIA HOSTING CRICKET WORLD CUP 2023

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Abstract: Cricket is an obsession in India as Indians are passionate for it. Next Cricket World Cup 2023 is going to be held in India and will be purely hosted by the country. Cricket fans in the country must be excited for the event. Such a big event bears some benefits and costs for the host country; and provides a big push for its tourism industry. Literature has depicted that residents’ involvement in the event is important that makes it essential to understand their perception first. Hence, this research study meant to track the perception of urban Indians from the city of Delhi towards positive and negative impacts of the event. Influence of positive and negative impacts on people’s support for the event has been tested through multiple linear regression analysis. Based on the study findings practical implications have been discussed.

Keywords: *Cricket, Sports, Event, Tourism, India*

INTRODUCTION

Sport events industry is growing rapidly worldwide, where billions of dollars are spent for mega events, while small scale events also require local support (Giampiccoli et al. 2015; Sofia & Chris, 2015; Kim et al. 2018; Richelieu, 2018). Prime reason for the growth of event tourism sector is development of experience, experience economies and experience societies (Cudny, 2016). Events attract the focus of destination marketer because of number of visitors and their spending (Brida et al. 2013; Higgins-Desbiolles, 2018). Sport events receive abundant media attention based on which event stakeholders hope for destination promotion through event and influx of inbound tourists after event is over (Ulvnes & Solberg, 2016). Sport events complements tourism and enhance place recognition & image and increases tourism (Jiménez-Naranjo et al. 2016). Hosting mega sports event like Olympics leads to economic rejuvenation and promotion of sports related industries (Ahn, 2017). Events are the key attraction of the tourism destination (Bustard et al. 2018), which brings economic, social and environmental benefit (Buultjens & Cairncross, 2015). Progressively; sports, recreation and festival events are used by communities and governments to drive economic growth in their regional areas where these events can be aligned with tourism activities (Rolfe, 2019).

Literature highlighted that residents are important stakeholder for event organization. Their involvement in event management is important as every stakeholder has to work with locals and interact with them directly because they have less chance to meet other stakeholders organizing the same event (Adongo & Kim, 2018). Therefore, event organizers of mega events must develop a crystal clear communication strategy before the event starts; to inform the residents about economic, social and environmental benefits (Guizzardi et al. 2017). Residents of the place should not feel ignored by event organizers. Hence, prior to the event it is important for the organizers to know the perception of residents.

Most of the studies measured residents’ perception after the event. It is important to know what residents think before the event, so that strategies could be made for their involvement in the event and they can get benefits from the event. Therefore, this research aims to capture residents’ opinion about the benefits and costs associated with the hosting of Cricket World Cup 2023, by India. Secondly, the research aims to check the influence of positive and negative impacts of events on the people support for the event. The segment of urban residents was not explored much in the literature, as the previous studies measured the perception of the residents who were directly involved in the event. Urbans from the city are busy in their daily lives, having less time to get involved in the event and think about the event.

Urbans also constitutes the segment of city population, whose opinion has not been explored in relation to sports event and their impacts on host destination. Therefore, this study is capturing the perception of urbanites from the city of Delhi about Cricket World Cup, 2023.

LITERATURE REVIEW

SPORTS EVENTS & RESIDENTS

Abdullah et al. (2016) measured residents’ attitude and involvement towards the mega sports event namely ‘Monsoon Cup’ in Malaysia, which is an international sailing event. They found that residents were excited for the event in initial years; however, they did not find any economic benefit as organizers have not included them in event planning and promotion process, resulting in their low level of engagement in the event. Authors suggested that organizers must timely inform the residents about the event by timely distribution of event brochures and engaging them in event management process. Residents’ level of involvement to the event was based only on economic benefit, which can be due to lack of awareness about other benefits like socio-cultural and environmental benefits. These benefits could have been studied by the researchers and how these benefits influence residents’ involvement to the event. Paying attention to other perceived positive impact of events, Yao and Schwarz (2018) explored the perceived impacts of “World Golf Championship HSBC Champions Tournament” held in Shanghai from the residents’ perspective. Perceived impact identified are personal benefits, social benefits, political benefits, environmental costs, economic benefits and social costs. The event was held in the city for the last 10 years; still it was not found to be influencing the lives of residents due to its low awareness. However, residents held positive perception about the event and they supported hosting of the event in future. Authors concluded by calling for an integration of visitors and residents’ need in order to be a successful international tourism destination. This implies that organizers must take care of residents’ need along with tourists’ need; this seems to be the same concern of residents’ inclusion in event planning & promotion process, raised by Abdullah et al. (2016).

Addressing social benefits, Scholtz (2019) measured community perception about the social impact of the sport event-“the Faure Smith 200 International Endurance Ride”. The factors were identified twice, as the author measured the perception first during the event and second after the event. Social impact factors tracked during the event are tourism growth, event atmosphere, negative impacts and economic impact. The social impact factors identified after the event include tourism growth, economic growth, and town image and residents attitude. It can be observed that there is a difference in residents’ perception about social impact of the event, during the event and after the event. This difference needs further exploration by the researchers. In another study, Liu(2016)identified social impact factors of the mega sports events, which are place image and status, international exchange and cooperation, inconvenience of life, environment pollution and security concern, economic and tourism development and upgradation of public infrastructure based on residents’ perception. Gender was found to be influencing the two factors-“image and status” and “international exchange and cooperation”. Females were found to perceive more impact on both the factors. Excluding “economic and tourism development” and “inconvenience of life” all the four factors were influencing the residents’ attitude to bid and organize for the sports events. Presenting the case study of Birds Ville Race Events (Australia), Buultjens & Cairncross (2015) found that the races significantly contributed to the place economy and provided social benefits by reprising the place’s history, generating the sense of togetherness and engagement among the residents. They also discovered that the races provide good media exposure to the destination, which increases tourist’s intention to visit the Birds Ville. No negative effects of the races on the destination were found in the case.

As environmental benefits of events are concerned, Guizzardi et al. (2017) measured the residents’ perception towards environmental effects of the mega event-“Milan World Expo 2015” and their attitude

towards the event. The study found that residents were not aware about the “Certification for Event Sustainability” and they perceived event in a neutral form in terms of environmental benefits and were more concerned about economic and social benefits.

Further, Chen et al. (2018) explored longitudinal perception (negative or positive) of the residents towards one day event of “Standard Charter Hong Kong Marathon” with various level of involvement. Through exploratory factor analysis, they explored five factors which are economic benefit and recognition, cultural development, cultural diversity, social problems and traffic congestion and pollution. Their findings suggested that the residents who are more involved in event, perceive more positive impact in comparison to those who had less involvement. Negative impact perception was also found to be higher during the event, in contrast to before or after the event. Considering negative effects of the sports event, Kenyon & Bodet (2018) took the case of London Olympics 2012. They identified that perceived negative effects of the event like traffic congestion occurred at certain level during the event. However, locals perceived the event as a successful one. The research studies (Chen et al. 2018; Kenyon & Bodet, 2018) are representing that events do have negative perception among the residents. Jones & Navaro (2018) studied the positive and negative aspects of RMSER Event-“The Rolex Middle Sea Yacht Race” for Maltese economy. They found that the race led to the development of a better destination brand image, revives maritime heritage, brings new demand during offseason, brings credibility to the tourism brand, taps new international markets, spin off blue economy business and generate enquiries for MICE tourism. Infrastructural development, sports development, youth and community development were other benefits from the race event. However gentrification, infrastructural & hospitality services inadequacies, loss of waterfront characteristic, depletion of maritime culture and stakeholder malaise were some negatives of the event. It is visible from the discussion till now that residents are left out by the organizers as well as they have lack of awareness about different impact of events. Residents’ perception of positive and negative impacts of sports event determines their support for an event, as it is discussed in the next section.

RESIDENTS’ SUPPORT FOR SPORTS EVENT

Looking at recent pieces of research to gain insight about the residents’ support for a sports event, it is visible that trust is an important variable determining residents’ support for an event. For instance, Gursoy et al. (2016) measured the impact of trust on residents’ perception and their support for the sports event by taking the case of “FIFA World Cup, 2014”, hosted by Brazil. It was found that a significant relationship exist between event impacts perception and residents’ support for the event. Further, Gursoy and other researchers ascertained that residents’ trust in government significantly influences their support, which is mediated by impact perception. People trust in organizing committee of the event was found to be linked with positive impact perception that influences residents’ support for the event. No significant relationship between trust in organizers and perceived negative impact was reported. Another study by Gursoy et al. (2017) measured residents’ support towards mega sports event (FIFA World Cup, 2014) in Brazilian context. The measures employed to track residents’ support are community attachment, community concerns, ecocentric attitudes and trust in organizing institutions. The effect of four factors was measured on the positive and negative impacts perceived by the residents, which leads to their decision to support the mega event. Trust was found to be significantly influencing the positive and negative perception of residents; community attachment was found to significantly impacting perceived cost; while, community concern was significantly influencing perceived benefit. In a different country setting, Thailand; Boonsiritomachai & Phonthanukitithaworn (2019) carried out a similar study by tracking the residents’ support for sports event tourism development in beach city of Bangsaen, Thailand. They established the links between local community event participation and their perception of socio-cultural, economic and environmental impact. Perceived benefits were found to be significantly influencing residents’ support for sport events tourism development. However, no direct link was established between participation and support, but it was mediated through perceived benefits. The discussion indicates that positive event perception about the benefits for host community decides the residents’ support for a sports event. Oshimi & Harada (2018) carried out a research study measuring

the residents’ perspective about the event-“Tour de France” which was held in Japan from 2014-2016. It was identified that fit between sports event and city is an antecedent for the development of city image among the residents, which leads to development of place attachment among the residents. Fit and place attachment significantly influences behavioural intentions of residents, which is good for an event organizer. Enhancement of place attachment was regarded as social impact for the city. Hence, this study highlighted the role of event organizers to project a fit between event and city, which could develop place attachment among the residents.

METHODOLOGY

Present research study aims to capture urbanites’ perception towards hosting of Cricket World Cup, 2023 by India. Scale items extracted from the literature have been used to measure urbanites’ perception for the event. Variables used in the study are economic benefit, social benefit, cultural benefit, and negative effect on environment, city disturbance and residents’ support for the event. Influence of five independent variables has been checked on the residents’ support for the event. Research objectives & hypothesis have been summarised as under:

1. To measure urban’s perception about positive impacts of India hosting of Cricket World Cup 2023.
2. To measure urban’s perception about negative impacts of India hosting of Cricket World Cup 2023.
3. To check the influence of positive impacts perception on event support.
4. To check the influence of negative impacts perception on event support.

Null hypotheses (with reference to objective 3 & objective 4) have been formulated as under:

H1: Perceived economic benefit doesn’t significantly influence residents support for Cricket World Cup 2023.

H2: Perceived social benefit doesn’t significantly influence residents support for Cricket World Cup 2023.

H3: Perceived cultural benefit doesn’t significantly influences residents support for Cricket World Cup 2023

H4: Perceived negative effect on environment doesn’t significantly influences residents support for Cricket World Cup 2023

H5: Perceived disturbance in city doesn’t significantly influences residents support for Cricket World Cup 2023

RESEARCH DESIGN

This study is particularly focusing to measure the perception of urbanites from the city of Delhi towards the country hosting Cricket World Cup, 2023. Their perception towards positive and negative impact of the event has been traced. The influence of these impacts (positive & negative) has been checked on urbanites support for the event. The research follows descriptive research design as it attempts to study the relationship between perception and support of the people for the event (Beri, 2008 p.63).

INSTRUMENT DEVELOPMENT

Scale items defining six variables used in the present study have been extracted from the literature (Please refer Appendix 1). Language of item statements was modified to suit the present study requirement. Six variables utilized in the study are economic benefit, social benefit, cultural benefit, and negative effect on environment, city disturbance and residents’ support for the event. With the help of scale items a structured questionnaire was prepared and utilized for this study. Five point Likert scale ranging from strongly disagree-1 to strongly agree-5 (Ahn, 2017; Gursoy et al. 2017; Yao & Schwarz, 2018; Scholtz, 2019) was adopted in the questionnaire. Last section of the questionnaire measures

demographic details of the respondents.

SAMPLING PROCEDURE

The sample elements include urban people of Delhi. It was easy to collect the data from the respondents as Delhi is a metropolitan city and most of its parts are urban areas. Hence, through convenience sampling the data was collected from west Delhi's urban areas. As a rule of thumb per independent variable 10 to 20 observations are required to perform multiple regression analysis (Mc Donald, 2014). In the present study five independent variables are there, therefore 150 questionnaires were distributed to the respondents, satisfying the adequacy of sample size. 3 questionnaires were found not usable because of missing data and it was decided to carry out analysis with 147 responses.

DATA ANALYSIS TECHNIQUES

To achieve objective 1 & 2, mean value has been employed. While multiple linear regression analysis have been carried out to meet objective 3 & 4. Assumptions of regression analysis have also been addressed in the study. Cronbach's alpha value has been utilized to measure internal consistency of the questionnaire. SPSS software has been used for data analysis purposes.

RESULTS

Note: Data provided (table 1-table 7) and all the figures have been adopted from SPSS output.

OBJECTIVE 1

Residents' (Urbanites) perception towards positive impacts of hosting Cricket World Cup 2023 has been measured through mean value. Mean value of all the item statements to the corresponding variables has been provided below. Statement has been numbered as S1, S2 and so on as per appendix 1.

Economic Benefit	Mean value	Social Benefit	Mean value	Cultural Benefit	Mean value
S1	4.18	S5	4.07	S10	3.96
S2	4.13	S6	3.93	S11	3.89
S3	4.08	S7	3.95	S12	3.94
S4	4.08	S8	3.98	S13	4.00
		S9	3.98		

Table 1: Mean value of Perceived Benefits from the Event

Perceived economic benefit has four item statements (S1-S4). Mean value for all the statements is above 4, which represent agreement by the respondents on the measurement scale. Similarly, statement 5 under social benefit has mean value of 4.07 representing degree of agreement. Statement 6 to 9 has mean value of 3.9 which is very close to 4, represent respondents agreeing that event will bear social benefit for the host destination. Perceived cultural benefit has three statements with mean value of 3 representing neutral responses of the respondents; however decimal places value pushes the mean close to 4, which shows responses near to agreement to the perceived cultural benefits. The above table shows that benefits of hosting Cricket World Cup 2023 by India are perceived by its residents.

OBJECTIVE 2

Negative Effect on Environment	Mean Value	City Disturbance	Mean Value
S14	3.47	S18	3.78
S15	3.30	S19	3.66
S16	3.00	S20	3.44
S17	3.17	S21	2.93
		S22	3.13

Table 2: Mean value of Perceived Costs from the Event

In this study two negative effects have been considered as costs of hosting mega sports event. First negative impact variable is negative effect on environment, explained by four item statements (S14-S17). All the statements under this variable have mean value of 3 representing neutral response of the respondents. Second negative impact variable-city disturbance also obtained neutral responses from the respondents on four statements (S18, S19, S20, S22) and disagreement on one statement (S21). It can be inferred that respondents do not perceive any negative effect from the event as their responses are neutral on the measurement scale.

OBJECTIVE 3 & 4

QUALIFYING REGRESSION ASSUMPTIONS

Third and fourth objective has been tested through multiple linear regression analysis using SPSS software. Six variables were computed by taking averages of item statements of a particular variable (please see appendix 1). Predictor variables used in the study are economic benefit, social benefit, cultural benefit, negative effect on environment and city disturbance. Residents’ support for the event was taken as dependent variable. Independence of observation was also found as Durbin-Watson test statistics value obtained is 1.526 (table 3); qualifying the assumption of regression analysis. The value of the DW test should lie between 1.5-2.5 (Marshall & Boggis, 2016). Next assumption says that there must be a linear relationship between each independent variable and dependent variable. Visual inspections of scatter plots (fig. 1- fig. 5) clearly express linear relationship among every independent variable and dependent variable. In order to prove homoscedasticity, “data must look like you shot it out of a shotgun—it does not have an obvious pattern, there are points equally distributed above and below zero on the X axis, and to the left and right of zero on the Y axis” (Statistics Solutions, n.d.). Figure 7 is appearing in the same pattern and proves the homoscedasticity of data. To satisfy the condition of no multicollinearity, the VIF’s (Variance Inflation Factor) should be below 10 and ideally below 5. All the VIF value obtained in the study are ideal as they are less than 5, representing no multicollinearity of data. To remove outliers, Mahalanobis distance was calculated and the cases were selected, which were having Mahalanobis distance less than 11.07. The regression model has df 5& confidence level of 95%. Chi-square table value-11.07 was used with 5df and 5% significance level. P_P plot (Figure 6) shows normality of the data as there is no drastic deviation in the data as all the data points are around diagonal line and not very far away from the diagonal line.

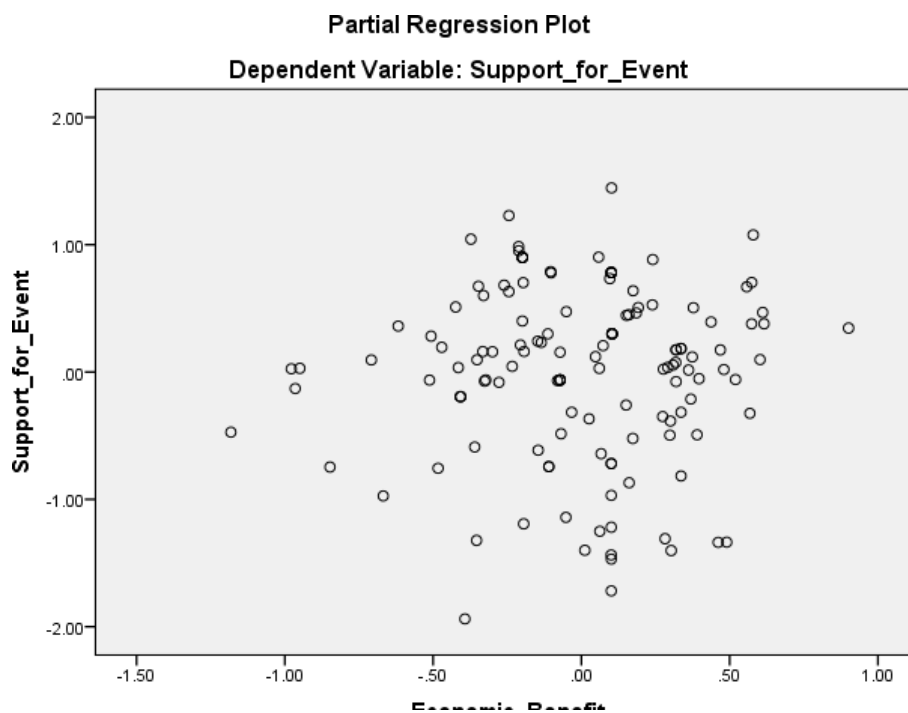


Figure 1: Partial regression plot between economic benefit and residents’ support for event

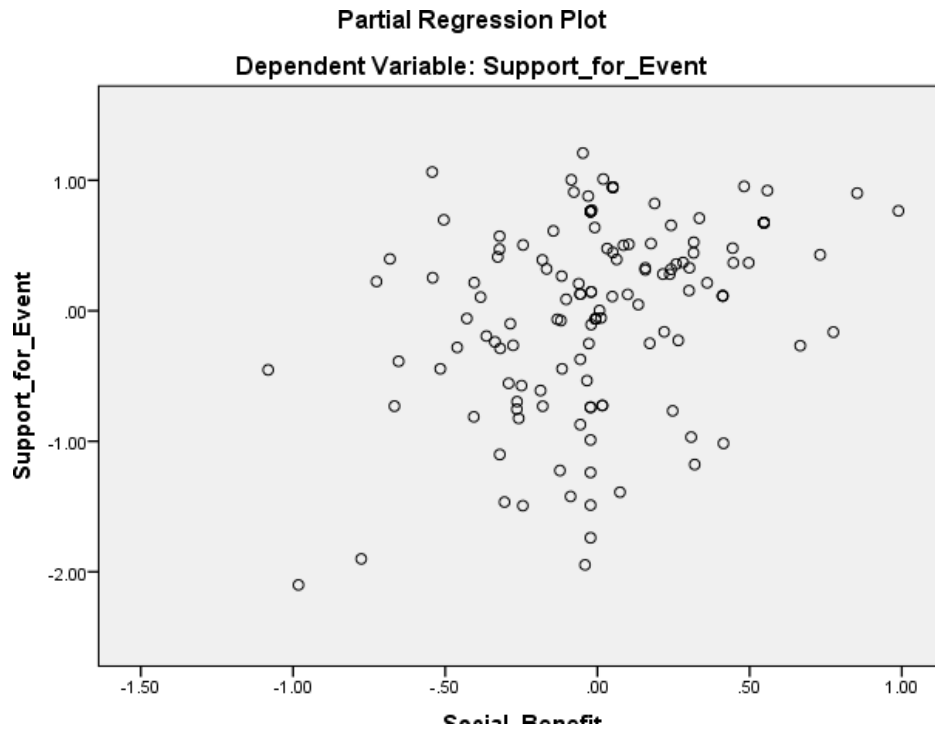


Figure 2: Partial regression plot between social benefit and residents’ support for event

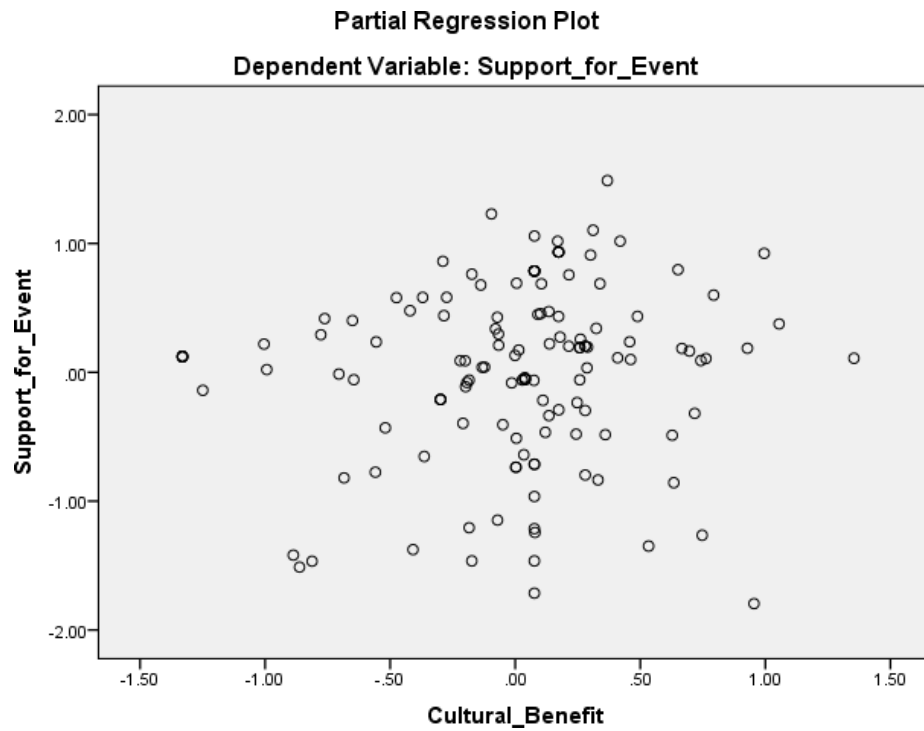


Figure 3: Partial regression plot between cultural benefit and residents’ support for event

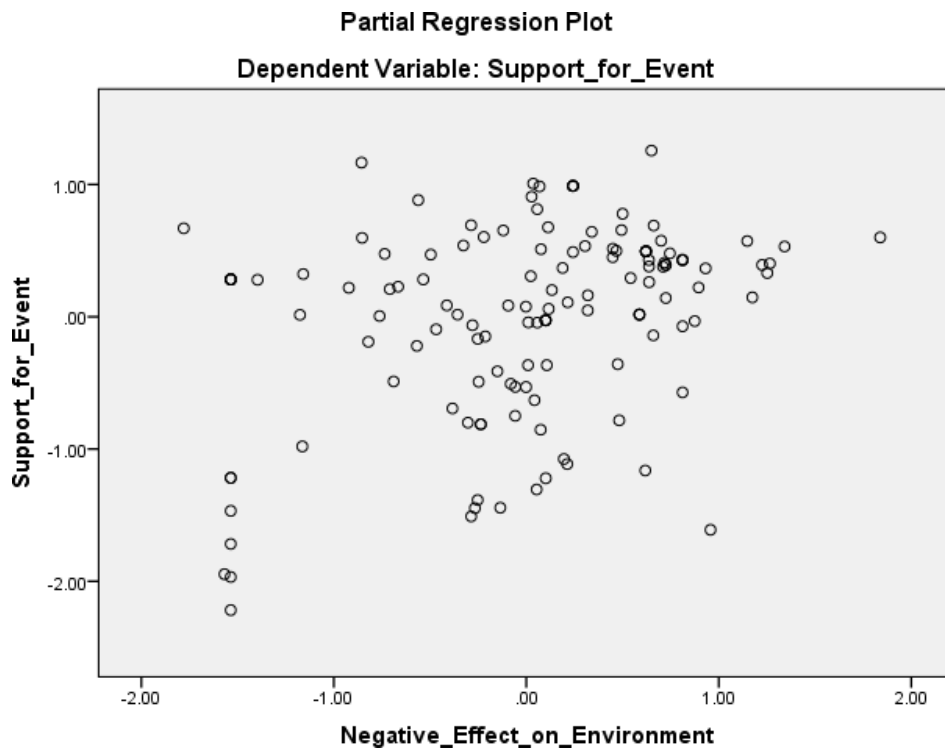


Figure 4: Partial regression plot between negative effect of event on environment and residents’ support for event

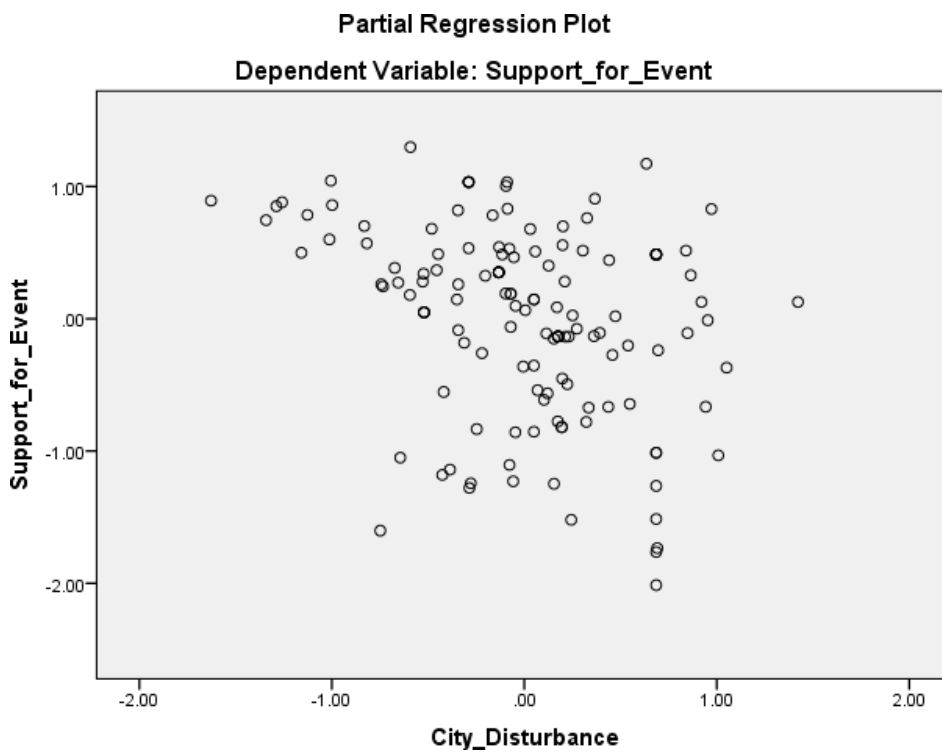


Figure 5: Partial regression plot between city disturbance and residents’ support for event

Normal P-P Plot of Regression Standardized Residual
 Dependent Variable: Support_for_Event

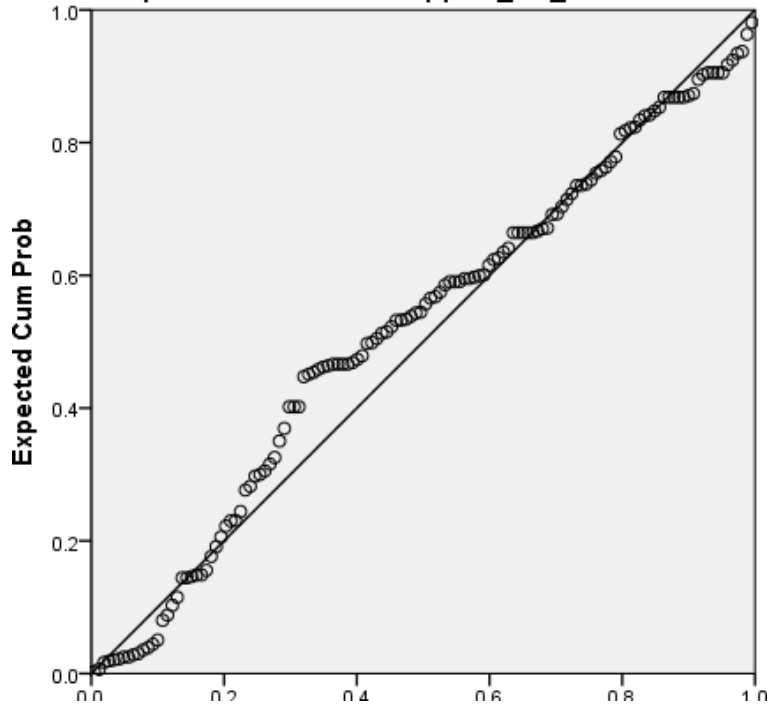


Figure 6: Normal P-P plot Curve for the assumption of Normality

Scatterplot

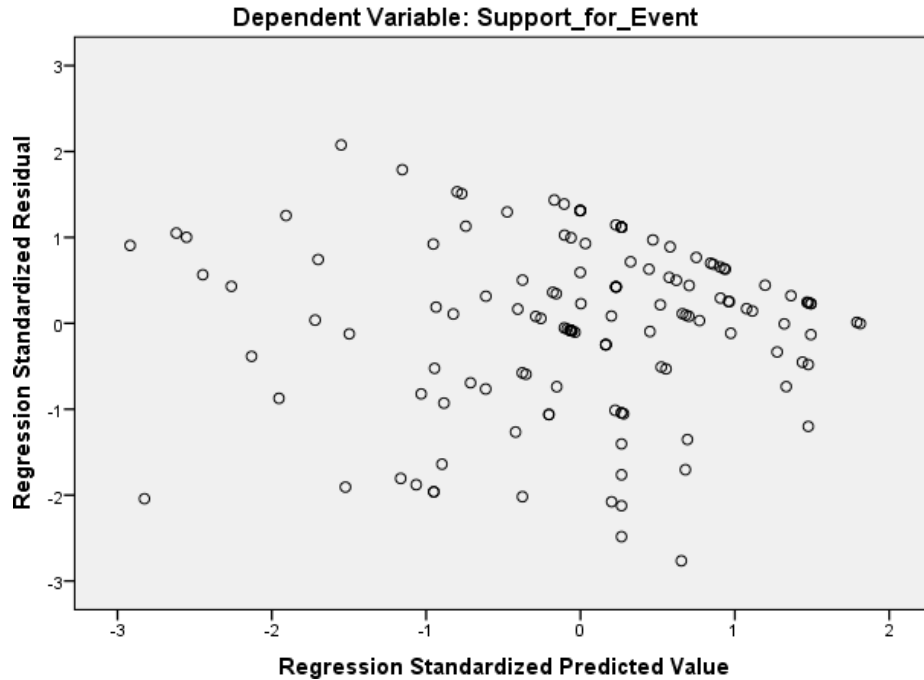


Figure 7: Scatter plot to check homoscedasticity

MODEL INTERPRETATION

Table 3 provides adjusted R square value of 0.329, which reflects the total variation caused in dependent variable by all independent variables. It signifies that 32% of the people support for the event is based on the five predictor variables. Model is found to be significant with sig. value of 0.000 (please see table 4). Table 5 shows that first predictor with beta coefficient 0.051 was found to be insignificant for the model

as it has significance value 0.754, which is too high from the significance level of 0.005. Hence, H1 cannot be rejected. Social benefit has beta coefficient of 0.695 with sig. value 0.000, which proves the significance of the variables for the model; resulting in rejection of H2. Cultural benefits was also found insignificant for the model as it has sig. value 0.276>0.005, resulting in non-rejection of H3. The beta coefficient for the variable is 0.129. Negative impact on environment was found significant with sig. value 0.000 and beta coefficient of 0.322, as a result H4 was rejected. This predictor was utilized in the model as negative impact of hosting the mega sports event, however the model suggests that the variable has positive significant influence on the dependent variable, which is appalling and needs further investigation. The last predictor variable city disturbance has negative significant influence on the dependent variable with sig. value of 0.000 based on which H5 was rejected. The beta coefficient for the city disturbance is -0.423. Thus, regression equation for the developed model can be written as under: Residents’ support for the event= 0.962+0.051 (Economic Benefit)+0.695(Social Benefit)+0.129 (Cultural Benefit)+0.322(Negative Effect on Environment)+ (-0.423)(City Disturbance)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.595 ^a	.353	.329	.69395	.353	14.216	5	130	.000	1.526

Table 3: Model Summary

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	34.231	5	6.846	14.216	.000^b
Residual	62.603	130	.482		
Total	96.834	135			

Table 4: ANOVA Table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.962	.498		1.932	.056	-	-
Economic Benefit	.051	.163	.036	.314	.754	.379	2.640
Social Benefit	.695	.170	.585	4.082	.000	.243	4.123
Cultural Benefit	.129	.118	.118	1.094	.276	.427	2.341
Negative Effect on Environment	.322	.079	.453	4.082	.000	.404	2.477
City Disturbance	-.423	.107	-.456	-3.952	.000	.374	2.676

Note for Table 3,4&5: a stands for predictor variables and b stand for dependent variable

Table 5: Coefficient Table

Cronbach’s Alpha	N of items
.881	26

Table 6: Cronbach Alpha Value

Cronbach Alpha value usually lies between 0 to 1. Coefficient closer to 1.0 shows greater consultancy of the items in the scale (Gliem & Gliem, 2003). Cronbach alpha value of 0.881 shows greater internal consistency of the questionnaire. Demographic details of the respondent have been provided under in terms of percentage for readers reference purpose.

Age (%)	Gender (%)	Education (%)	Occupation (%)
21-25 years-15	Male-46.3	School Level-23.8	Self-employed-15.6
26-30 years-30.6	Female-53.7	Graduate-57.1	Government Service-29.9
31-35 years-32.7		Post Graduate-18.4	Private Job -24.5
36-40 years-6.8		Doctorate-0.7	Student-4.1
41-45 years-4.8		Post Doctorate-0	Housewives-19
46-50 years-4.8		-	Anyother-6.8
Above 50 years-5.4	-	-	-

Table 7: Demographic Details of Respondents

DISCUSSION & CONCLUSION

This research aimed to measure the perception of urbanites towards hosting of Cricket World Cup, 2023 by India. Residents from urban areas of Delhi constituted the study sample. Three variables were constituted as perceived positive impact of hosting sports event which are economic benefit, social benefit and cultural benefit. It has been ascertained that people perceive the benefits which might occur to India via event hosting. Surprisingly, only social benefit was found to be significantly influencing residents’ support for the event. Perceived economic and cultural benefit was not found as significant predictor of people support for the event, which needs further investigation. Two negative impact factors negative effect on environment and city disturbance had neutral responses from the respondents. It can be inferred that respondents do not perceive any negative effect from event hosting; as S21 has a mean value on disagreement scale. Perceived negative effect on environment was having a positive significant influence on the dependent variable. This finding is strange as how perceived negative effect from event hosting can influence locals support for the event and it needs a definite research in future to check the same relationship in same and different research setting. City disturbance have same result as expected as it was negatively significant for the locals support for the event. This relationship shows that event will create chaos and disturbance in the city because of which people are not supporting the event hosting at their place. The results are little bit different as expected, this might be due to urban population as they are not directly involved in the event and are busy in their daily lives. Longitudinal research study can be undertaken to keep a track of urbanites perception towards the event.

Present study is providing the insights of urban population about event hosting which would be helpful for the organizer at the time of event as well as before the event. Cricket matches would be held in Delhi definitely and organizers will need participation and involvement from the locals for event management. They will get support from locals, if locals perceive more benefits rather than costs from the event. In present scenario, efforts can be done to change the perception of people about economic benefits and cultural benefits to develop their positive attitude in support of event hosting. This study has certain limitation which might be the reason for some astonishing results. First, large sample from the population might yield different results. Second, study based on rural segment who are direct beneficiaries from the event might discover new findings. Another limitation from which this study suffers is that it’s too early to gauge the perception of urbanites, there must be a longitudinal study over a span of four years until the event arrives so that change in perception can be easily identified and suitable event communication strategies can be channelized for locals involvement in event planning and management process.

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APPENDIX

Appendix 1: Scale items base references

Economic Benefit

1. Hosting of Cricket World Cup 2023 will create more jobs in country
(Yao & Schwarz, 2018; Chen et al. 2018)

2. It will attract more investment
(Yao & Schwarz, 2018; Chen et al. 2018)

3. It will improve the development of local businesses
(Yao & Schwarz, 2018)

4. Event will provide opportunity to generate tax revenue
(Boonsiritomachai & Phonthanakitithaworn, 2019)

Social Benefit

5. Event will enhance the community spirit of hospitality, unity and harmony
(Yao & Schwarz, 2018)

6. It will enrich the sport and entertainment resource for India
(Yao & Schwarz, 2018)

7. It will be promoting the development and better maintenance of public facilities
(Yao & Schwarz, 2018)

8. Event will lead to improvement in the quality of local business services
(Yao & Schwarz, 2018)

9. It will improve community appearance

(Chen et al. 2018)

Cultural Benefit

10. It will increase local interest in Indian culture

(Chen et al. 2018)

11. World Cup will create positive impact on the cultural identity of India

(Chen et al. 2018)

12. It will improve cultural diversity in India

(Chen et al. 2018)

13. It will enhance cultural exchange between residents and tourists

(Chen et al. 2018)

Negative Effect on Environment

14. Event will lead to traffic congestion

(Chen et al. 2018)

15. During the event air pollution will increase in the city

(Chen et al. 2018)

16. Event will bring a negative impact on local natural environment

(Yao & Schwarz, 2018)

17. Event increases amount of solid waste

(Chen et al. 2018)

City Disturbance

18. Event will bring inconvenience to the daily life

(Yao & Schwarz, 2018)

19. Events lead to wastage of money of taxpayers

(Yao & Schwarz, 2018)

20. Crime increases in the city during the event

(Scholtz, 2019)

21. Event will bring a negative impact on local security

(Yao & Schwarz, 2018)

22. Event increases littering and disorganization in the city

(Chen et al. 2018)

Support for the event

23. It improves my pride as a resident of India

(Yao & Schwarz, 2018)

24. I am glad that we are hosting the Cricket World Cup 2023

(Gursoy et al. 2016; Gursoy et al. 2017)

25. I support India hosting the Cricket World Cup 2023

(Gursoy et al. 2016; Gursoy et al. 2017)

26. The idea of hosting the Cricket World Cup 2023 gives me national pride

(Gursoy et al. 2016)

Performance Evaluation of RRBS in India

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Abstract: This research paper worked on measuring performance of regional rural banks of India. Regional Rural Banks are the banking organizations being operated in different states of India. They have been created to serve the rural areas with banking and financial services. This research aim is that to analyze the financial performance of RRBs before amalgamations and after amalgamations. This study is gathered from secondary sources that are from the published annual reports of RBI for the financial year ended 2007 to 2019. Finally analyzed financial performance of RRBs at post and pre amalgamation scenario measuring based on the spread ratio, burden ratio and profitability ratio. The spread ratio has shown significance performance in terms of pre- amalgamation period and post-amalgamation period. As spread ratio comprises of Interest income earned and interest income expensed divided by total assets. The other financial indicators such as no. of RRBs, branches, district coverage, deposits and advances have shown growth but it is not significant growth.

Keywords- *Regional Rural Banks, Spread Ratio, Burden Ratio, Profitability Ratio*

INTRODUCTION

Regional Rural Banks are the banking organizations being operated in different states of India. They have been created to serve the rural areas with banking and financial services. However, RRB's may have branches set up for urban operations and their area of operation may include urban areas too. Regional Rural Banks were established under the provisions of an Ordinance passed on 26 September 1975 and the RRB Act.1976 to provide sufficient banking and credit facility for agriculture and other rural sectors. These were set up on the recommendations of The Narasimham Working Group during the tenure of Indira Gandhi's government with a view to include rural areas into economic mainstream since that time about 70% of the Indian Population was of Rural Orientation.

Priority Sector Lending is an important role given by the Reserve Bank of India (RBI) to the banks for providing a specified portion of the bank lending to few specific sectors like agriculture or small-scale industries. This is essentially meant for an all- round development of the economy as opposed to focusing only on the financial sector.

LITERATURE REVIEW

Robson William B. P., Bergevin Philippe (2012): This study argues that Canada’s federal government, which began issuing real-return bonds (RRBs) in 1991, should issue more RRBs of more types than it currently plans to do. Issuing more RRBs would not only better satisfy existing demand from investors; it has the potential to spur the development of other price-indexed instruments. Experience elsewhere suggests that more federal RRBs could encourage other entities to issue price-indexed debt, and would let intermediaries provide such products as inflation-linked annuities, thus providing more Canadian savers with protection against intentional or accidental inflation.

Jasvir S. Sura (2008): The study shows that the overall position of RRBs in India is not quite encouraging. The poor credit- deposit ratio is still making dent on the improvable functioning of RRBs. Since the RRB is supposed to be a bank for poor people, its presence in all the states of country

especially in underdeveloped States can make things better. The government should spread the branches of RRBs at grass root level to provide such banking service to the needy rural people. Moreover, it is the responsibility of the bank management and the sponsored bank to take corrective measures to raise the credit-deposit ratio of the bank that would make RRBs relevant in the rural India.

The Committee on Financial Systems, (1991) (Narasimham Committee): The study has shown stress on the poor financial health of the RRBs to the exclusion of every other performance indicator. 172 of the 196 RRBs were recorded unprofitable with an aggregate loan recovery performance of 40.8 percent. (June 1993). The low equity base of these banks (paid up capital of Rs. 25 lakhs) did not cover for the loan losses of most RRBs. In the case of a few RRBs, there had also been an erosion of public deposits, besides capital. In order to impart viability to the operations of RRBs, the Narasimham Committee suggested that the RRBs should be permitted to engage in all types of banking business and should not be forced to restrict their operations to the target groups, a proposal which was readily accepted. This recommendation marked a major turning point in the functioning of RRBs.

NABARD (1986) published “A study on RRBs viability” which was conducted by **Agriculture Finance Corporation in 1986** on behalf of NABARD: The study revealed that viability of RRBs was essentially dependent upon the fund management strategy, margin between resources mobility and their deployment and on the control exercised on current and future costs with advances. The proportion of the establishment costs to total cost and expansion of branches were the critical factors, which affected their viability. The study further concluded that RRBs incurred losses due to defects in their systems as such, there was need to rectify these and make them viable. The main suggestions of the study included improvement in the infrastructure facilities and opening of branches by commercial banks in such areas where RRBs were already in function.

Kanika Krishna and Nancy Sahni (2012) published “Financial performance evaluation of RRB’S in India” The main objective was to study the growth-pattern and financial performance of Regional Rural Banks in India. The study conducted was descriptive in nature and data was collected from published annual reports of RBI and NABARD for the period 2006-2012. The study has witnessed positive impact on the financial performance of RRB’s due to amalgamation and various other factors.

RESEARCH OBJECTIVES

- To evaluate the performance of RRBs in term of spread, burden, profitability, priority, and non-priority sector over the study period.
- To analyze the performance of RRBs before amalgamations and after amalgamations.

RESEARCH METHODOLOGY

This research study used descriptive researches design. The study has been taken up for the period 2006-2019. This study is gathered from secondary sources that are from the published annual reports of RBI for the financial year ended 2007 to 2019. The aim of the study is to analysis the financial performance Evaluation of Regional Rural banks in India so to achieve this various tools used as as ratios, Growth percentage, line and bar chart and paired t-test with help of statistical tools package Excel. Also constructed hypothesis for the accomplish study objectives.

HYPOTHESIS FOR PAIRED T-TEST

Certain differences have been found during the pre-amalgamation period and post-amalgamation period in the spread, burden, and profitability ratios of RRBs. In order to see whether the differences between

them are significant or not following hypothesis has been taken:

HS0: There is no significant difference in performance between pre-amalgamation period and post-amalgamation period in spread ratio.

HS1: There is significant difference in performance between pre-amalgamation period and post-amalgamation period in spread ratio.

HB0: There is no significant difference in performance between pre-amalgamation period and post-amalgamation period in burden ratio.

HB1: There is significant difference in performance between pre-amalgamation period and post-amalgamation period in burden ratio.

HP0: There is no significant difference in performance between Pre-Amalgamation period and Post-Amalgamation period in Profitability ratio.

HP1: There is significant difference in performance between pre-amalgamation period and post-amalgamation period in Profitability ratio.

DATA ANALYSIS AND INTERPRETATION

SPREAD RATIO OF RRBS

Years	Interest Earned / Total Assets	Growth%	Interest Expended / Total Assets	Growth%	Spread / Total Assets	Growth
Pre-Amalgamation						
2005-06	9.30	-	6.05	-	3.25	-
2006-07	9.31	0.11	5.98	-1.08	3.33	2.46
2007-08	9.14	-1.83	5.86	-2.01	3.28	-1.50
2008-09	8.63	-5.58	5.5	-6.14	3.13	-4.57
2009-10	7.89	-8.57	4.79	-12.91	3.1	-0.96
2010-11	7.29	-7.60	4.06	-15.24	3.23	4.19
2011-12	6.82	-6.45	3.64	-10.34	3.18	-1.55
Post-Amalgamation						
2012-13	6.73	-1.32	3.51	-3.57	3.22	1.26
2013-14	6.98	3.71	3.8	8.26	3.18	-1.24
2014-15	7.02	0.57	4.05	6.58	2.97	-6.60
2015-16	7.03	0.14	4.01	-0.99	3.02	2.02
2016-17	7.07	0.57	4	-0.25	3.07	1.65
2017-18	7.79	10.24	4.62	15.46	3.18	3.58
2018-19	7.11	-8.82	4.28	-7.36	2.83	-11.00

Table-1

Sources: Authors Compilation

From the above table of Interest earned and interest expense of spread ratio we can see that the period before amalgamation of RRBs was worse rather earning income they were expending more like in the year 2006 the ratio was 9.30 of interest earning and it reaches up to 6.30 in the year 2012-13 where interest expense ratio also falls but it relatively slow than interest earned.

But the whole picture change when amalgamation period starts the interest earned ratio started to grow the highest growth achieve was in the year of 2018 where the ratio was 7.79 and in 2019 it was 7.13, whereas interest expense does not change much after amalgamation it constantly in between 4 to 5 ratio.

BURDEN RATIO OF RRBS

Year	Non-Interest Income / Total Assets	Growth%	Non-Interest Expenses / Total Assets	Growth%	Burden / Total Assets	Growth%
Pre-Amalgamation						
2005-06	0.50	-	2.49	-	1.99	-
2006-07	0.48	-4.26	2.35	-5.64	1.87	-5.99
2007-08	0.65	35.42	2.57	9.36	1.92	2.67
2008-09	0.69	6.15	2.67	3.89	1.98	3.13
2009-10	0.99	43.48	2.6	-2.62	1.61	-18.69
2010-11	0.59	-40.40	2.53	-2.69	1.94	20.50
2011-12	0.48	-18.64	2.63	3.95	2.15	10.82
Post-Amalgamation						
2012-13	0.51	6.25	2.56	-2.66	2.05	-4.65
2013-14	0.53	3.92	2.23	-12.89	1.7	-17.07
2014-15	0.54	1.89	2.1	-5.83	1.56	-8.24
2015-16	0.48	-11.11	1.93	-8.10	1.45	-7.05
2016-17	0.46	-4.17	2.28	18.13	1.82	25.52
2017-18	0.45	-1.39	2.27	-0.52	1.81	-0.31
2018-19	0.44	-4.08	1.96	-13.67	1.52	-16.07

Table-2: Burden Ratio of RRBS

Sources: Authors Compilation

From the above chart of burden ratio that is the earning and expenses of non-interest income and expenses, the non-interest income of RRBS during the period of 2006-2012 was merely same it's near about 0.5 to 1 ratio where the highest growth was achieved in the year 2008-09 it reached up to 0.99 and the story continues after amalgamation also where there is no significant impact of amalgamation on non-interest income earned.

If we talk about the non-interest expenses the chart says something else that to non-interest income earned, the non-interest expenses was 2.49 in the year 2006 and it was constantly increasing and it reached to 2.67 in 2009 the highest ratio during the study period it was the period of before amalgamation and after amalgamation the non-interest expenses falls down significantly it was fall up to 1.93 in the year 2016 and started rise again but in last year it was 1.96 so there is an impact of amalgamation.

PROFITABILITY RATIO

Years	Operating Profit / Total Assets	Growth %	Net Profit / Total Assets	Growth%
Pre-Amalgamation				
2005-06	1.27	-	1.01	-
2006-07	1.47	15.75	1.21	19.80
2007-08	1.36	-7.48	1.07	-11.57
2008-09	1.1	-19.12	0.8	-25.23
2009-10	1.5	36.36	1.1	37.50
2010-11	1.3	-13.33	1	-9.09
2011-12	0.89	-31.54	0.57	-43.00
Post-Amalgamation				
2012-13	1.16	30.34	0.56	-1.75
2013-14	1.74	50.00	1.11	98.21
2014-15	1.80	3.45	0.9	-18.92
2015-16	1.70	-5.56	1.1	22.22
2016-17	1.30	-23.53	0.9	-18.18
2017-18	1.40	7.69	0.8	-11.11
2018-19	1.40	0.00	0.8	0.00

Table-3 – Profitability Ratio

Sources: Authors Compilation

From the above chart, we can say that the profitability ratio, which includes operating profit and net

profit there, is lot of difficulties in an operating profit ratio of RRBs during a study period. In the year 2006 it was 1.27 and it rises to 1.46 in the next year and it falls down in next 2 years and in the year 2010 it marks its highest growth of 1.50 ratios while in 2012 its lowest ratio was seen with 0.89 ratios and after amalgamation it was started with a growth and in 2015 the growth reached to 1.80 and after it the operating profit ratio falls down till 2019.

If we interpret about the net profit ratio than both the operating profit and net profit are neck to neck in the first 3 years of study. While the net profit is rapidly falls in the next years. In addition, there is not much impact of amalgamation on the net profit as the taxes were increasing and the performance of RRBs was also not up to the mark that's. Thus, profitability ratios are not in the favor of RRBs performance.

LENDING IN PRIORITY AND NON-PRIORITY SECTOR

(Figures in Cr.)

Years	Priority Sector	Non-Priority Sector	Years	Priority Sector	Non-Priority Sector
Pre-Amalgamation			Post-Amalgamation		
2005-06	5460	5896	2006-07	39695	8799
2006-07	6226.88	6881.96	2007-08	49650	10101
2007-08	4594	5977	2008-09	57528	11502
2008-09	10261	11897	2009-10	68660	14902
2009-10	11722	14393	2010-11	82643	17655
2010-11	16710	16161	2011-12	97400	23100
2011-12	32453	7259	2012-13	114300	25300

Table-4: Lending In Priority and Non-Priority Sector

Sources: Authors Compilation

From the above chart of time period of Pre-Amalgamation the lending of money in the two sectors that is Priority and Non- priority sector, we can see that in the starting years the lending money was head to head where as in the 2008 to 2010 the non- priority sector lending more than that of priority. While in the last year of pre-amalgamation period, the lending in priority sector is 4 times to that of non-priority sector.

From the above chart, we can say that after the Amalgamation the priority sector is working as per its name.as in each year the lending money was increasing in priority sector where as the lending money in non-priority sector was very low relatively to priority sector. The lending money in non-priority sector was also constantly increasing.

FINANCIAL PERFORMANCE OF RRBS

Year	Total Income	Total Expense	Operating Profit / Loss	Net Profit / Loss	Total Assets	Operating Profit Ratio	Net Profit Ratio
Pre-Amalgamation							
2005-06	4158.18	3728.21	536.96	429.27	42425	1.27	1.01
2006-07	4756.31	4167.27	715.43	589.04	48569	1.47	1.21
2007-08	5564.19	4956.31	774.08	607.88	56804	1.36	1.07
2008-09	5931	5407	714	524	63614	1.1	0.8
2009-10	6244	5475	1055	769	70278	1.5	1.1
2010-11	6137	5387	1009	750	77866	1.3	1
2011-12	5599	5089	787	510	88652	0.89	0.57
Post-Amalgamation							
2012-13	7653	7057	1232	596	105768	1.16	0.56
2013-14	9195	7766	2154	1374	123541	1.74	1.11
2014-15	11251	9882	2627	1369	145824	1.8	0.9
2015-16	13835	11951	2913	1884	184093	1.7	1.1
2016-17	16220	14232	2703	1988	215359	1.3	0.9
2017-18	20100	18100	3300	2000	242500	1.4	0.8
2018-19	20800	18600	3600	2200	275800	1.4	0.8

Table-5: Financial Performance of RRBS

Sources: Authors Compilation

The primary objective of any business is to generate profit where as the main source of earning is to earn income so from the above chart we can say that the total income and total expenses of RRBs in the starting years of the study were very close as the earning and income are the same. However, after the amalgamation the scenario has not change much though there was an improvement in terms of earning total income in the last 3 years of study period that is from 2016 to 2019.

PERFORMANCE INDICATOR OF RRBS

Year	Number of RRBs	Number of District	Number of Branches	Deposits	Advances
Pre-Amalgamation					
2005-06	196	457	14301	31306	12663
2006-07	196	484	14311	38277.78	15815.8
2007-08	196	511	14390	44539.15	18629.55
2008-09	196	516	14433	50098	22158
2009-10	196	518	14445	56350	26113.86
2010-11	196	523	14484	62143	32870.03
2011-12	96	525	14494	71328.83	39712.57
Post-Amalgamation					
2012-13	96	534	14520	832143.55	48492.59
2013-14	91	594	14761	99093.46	58984.27
2014-15	86	616	15181	120189.9	67802.92
2015-16	82	618	15480	145034.95	82819.1
2016-17	82	620	15938	174041.94	101039.3
2017-18	82	618	16914	187351.37	120550.66
2018-19	64	635	17856	211458	2345200

Table-6: Performance Indicator of RRBS

Sources: Authors Compilation

From the above chart, we can say that the deposits and advances were in the right path as the deposits were constantly increases so because of this the bank has to give more interest to the account holders, as the deposits are high advances were also increasing positively. So, that the bank was able to earn interest from the lending money. Thus, it was a win-win situation for RRBs.

The period after amalgamation shows a very negative trend that in 2012 the deposits are very high and the advances were very low and after 2012 the deposits and advances were moving in a negative trend as both the deposits and advances were decreasing in the years of 2013 to 2019 so deposits are low then it will result in low in advances and thus there is no scope of earning income on lending money as advances were low. As compared to pre-amalgamation period, yes, the amount of deposits and advances has been increased but after 2012, it started to fall.

PAIRED T-TEST

Particulars	Paired Differences			95% Confidence Interval of Difference		t-value	P-value
	Mean	SD	SE	Lower	upper		
Interest Income earned	-1.236	1.252	0.473	-2.394	-0.078	-2.61	0.04
Interest Expense	-1.086	1.275	0.482	-2.266	0.093	-2.25	0.065
Spread	-0.1478	0.1322	0.05	-0.2701	-0.0256	-2.96	0.025
Non-Interest Income earned	-0.1388	0.1941	0.0734	-0.3183	0.0408	-1.89	0.107
Non-Interest Expense	-0.359	0.29	0.11	-0.627	-0.09	-3.27	0.017
Burden	-0.221	0.305	0.115	-0.503	0.061	-1.92	0.103
Operating Profit	0.203	0.31	0.117	-0.057	0.517	1.96	0.098
Net Profit	-0.0843	0.2629	0.0994	-0.3274	0.1588	-0.85	0.429

Table-7: Paired T-Test

Sources: Authors Compilation

In the combination of interest earned and interest, expense that is spread ratio its p-value is 0.025 which is smaller than 0.05 which means null hypothesis is rejected. Alternative hypothesis is accepted so, there

is significant difference between pre- amalgamation period and post-amalgamation period in terms of spread ratio.

The burden ratio means the non-interest income earned and non-interest expense the p-value is 0.103, which means the null hypothesis is accepted and therefore there is no significant difference between pre-amalgamation and post-amalgamation period.

The result shows that the p-value of operating profit is 0.098 which is greater than 0.05 and thus H_0 is accepted means there is no significance difference between pre- amalgamation and post-amalgamation period of operating ratio. The net profit of RRBs of pre and post amalgamation period also gives the strong evidence (p-value 0.429) that there is no significant difference between pre and post amalgamation period of net profit.

RESULT AND CONCLUSION

In this research, study finally analyzed financial performance of RRBs at post and pre amalgamation scenario measuring based on the spread ratio, burden ratio and profitability ratio. The spread ratio has shown significance performance in terms of pre-amalgamation period and post-amalgamation period. As spread ratio comprises of Interest income earned and interest income expensed divided by total assets. The lending in priority sector and increased in deposits has been clearly seen in the above chart and as a result spread ratio has shown significance growth. The p-value of spread ratio is 0.025, which is smaller than 0.05, which lead us to reject the null hypothesis.

The other two ratios have not shown any significance difference, as the p-values of burden ratio and profitability ratio are 0.103 and 0.429 respectively, which lead us to accept the null hypothesis. The reason behind for this is that too much emphasis on priority sector which badly affect on lending in non-priority sector as interest rates are higher in non-priority sector to that of priority sector. The other financial indicators such as no. of RRBs, branches, district coverage, deposits and advances have shown growth but it is not significant growth.

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Predicting Stock Returns of Infosys

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Abstract: Forecasting of stock returns is and will always be a vitally important financial notion confronted by investors. Their exist fluctuations in stock returns and investors are always keen to show their interest as they want to take the advantage of potential returns from the organization by way of investing in stocks. Hence, it becomes a matter of concern for investors to predict future stock returns so that they can attain their objective of wealth maximization. This reason creates an urge to explore forecasting of stock returns empirically. This research paper employed ARIMA methodology, developed by Box and Jenkins in 1970, which rely on the previous values of the variable itself. In the paper, this methodology is applied on the stock returns of one of the top IT companies listed on NSE i.e. Infosys Ltd. Data of daily return was collected from 1 April 2008 till 31st March 2018. Results concluded that ARIMA model had strong capability of forecasting in short run.

Keywords: ARIMA, Stock Returns, Forecasting.

INTRODUCTION

Forecasting stock returns is always been a topic for discussion in contemporary financial literature. Investors try hard to contemplate possible future returns of a company’s given common stock. The question arises how to identify a probable closest return of a given stock. Traditionally, researchers have made an effort to forecast the stock returns by studying the factors which affects given firm’s value or profitability. In the present research paper, an effort has been made to envisage our variable by way of the lagged values of the variable itself. Based on the popular notion of letting the data speak for itself (Gould,1981). Therefore, ARIMA (Auto Regressive Integrated Moving Average) technique has been applied to forecast the stock returns on the basis of its previous values and error term.

There have been many studies conducted on different sectors that have applied ARIMA model for prediction of various time series variables which might include stock prices as well. However, fewer studies have been conducted on IT sector to envisage stock returns of IT company using ARIMA model. More specifically, no study, as per review of literature, has been done using the daily stock returns of IT Company. The present work initiates to fill this gap by taking daily stock returns of one IT sector company in India i.e. Infosys.

Infosys Ltd was incorporated in 1981 as Infosys Consultants Pvt Ltd by Mr. N.R Narayana Murthy in Bangalore, Karnataka. It is India’s second largest and world’s 596th largest public IT Company based on revenue. Initially, seven engineers established Infosys in Pune, Maharashtra with an investment of \$250 million in 1981. In April 1992, company changed its name to Infosys Technologies Private Limited. Thereafter, again in June 1992 after becoming a public limited company named itself as Infosys Technologies Limited. Lastly, in June 2012 it renamed as Infosys Limited (Information Systems). In the beginning year’s company’s revenue reached to US\$ 100 million which increased to US\$ 1 billion in 2004 and US\$ 10 billion in 2017-18. The Company was the first Indian company to be listed on the NASDAQ in the year 1999. On Bombay stock exchange its shares were listed for the first time in February 1993 with trading opening at 145 per share.

REVIEW OF LITERATURE

Afeef, M & et.al (2018) employed ARIMA methodology to forecast stock prices of a Pakistan based company namely Oil & Gas Development Company Limited (OGDCL). The researcher considered daily adjusted closing stock prices of OGDCL for almost 15 years starting from 2004 till 2018 with 3632

observations. Results depicted that for the purpose of prediction in short-run, ARIMA modeling has great potential. Consequently, it was suggested for investors to consider the findings of the study to supplement their aptitude of forecasting. **Gay (2016)** made an effort to investigate the relationship of macroeconomic variables on stock returns of BRIC countries that include Brazil, Russia, India and China. He made use of the Box-Jenkins method to serve the purpose. The factors taken into account were the exchange rates and the oil prices. No statistically significant association was found to be there between the given macroeconomic factors and stock returns for any of the BRIC economies. Moreover, no significant link was identified of stock return with its lagged values for any of the four countries. **Gupta, S & Kashyap, S. (2015)** did endeavour to generate prediction of exchange of Indian currency vis-à-vis USD, GBP, YEN and EURO. They applied Box-Jenkins methodology (ARIMA) on the collected data of twelve months starting from April 2014 to March 2015. In addition, they applied ADF test to verify the stationarity of data and the results were attained at first difference in the data. The best terms of AR and MA were selected after exercising various models and finally best-fit model was selected on the basis of minimum SBC, AIC, sum of squared errors and Q statistics to predict the respective currencies. The forecasted results can provide insights to policymakers, forex dealers, government, corporate etc. to design policies along with generation of prediction in the desired time period. **Hamjah (2014)** also used ARIMA for prediction of rice production in Bangladesh. He compared the actual data of rice production with the predicted values and concluded that model had a very short run prediction capability. **Mondal, P & et.al. (2014)** studied 56 stocks from seven different sectors listed on NSE. Researchers collected data of 23 months for the empirical study. Further, AIC was used to select the best ARIMA model. Results indicated that ARIMA provides best accurate results as above 85% of predictions using ARIMA model for all sectors were accurate. Moving to specific sectors, forecasting of FMCG sector was more accurate as compared to the predictions for Banking and Automobile sectors. **Devi, B & et.al. (2013)** selected top four companies out of which Nifty Midcap 50 was selected on the basis of having maximum midcap value for analysis. The historical data of selected companies for past five years was collected and trained by applying ARIMA model with different parameters. Further, the accuracy of predicted results was checked using criteria like AIC and BIC. Lastly, analysis of trained model was conducted to find the market behaviour and trend for future forecast.

OBJECTIVES

- To forecast the stock returns of Infosys company.
- To analyze the variation in actual and forecasted stock returns of Infosys.
- To check the applicability of ARIMA model in predicting stock returns of Infosys.

ARIMA MODEL

ARIMA model is explained in Box-Jenkins methodology. This methodology is used to identify a potential model out of general class of models. In addition, it uses both the techniques of autoregressive (AR) and moving average (MR) for forecasting as well as tries to search best combination of two techniques. This model was initially introduced by two statisticians namely George P Box and Gwilym Jenkins in their book “Time Series Analysis: Forecasting and Control” (Box & Jenkins, 1970). That’s why it is also known as Box-Jenkins methodology. In order to get better results from the model, it is suggested by researchers to work on at least 100 observations or more.

ARIMA models are generally expressed like “ARIMA(p,d,q)”, here the three terms are defined as follows:

- “AR” in ARIMA is called **Autoregressive term** in the model.
- “I” in ARIMA is called the **Integrated** feature of a time series.”I” also takes care of differencing to make a time series stationary.

- “MA” in ARIMA represents **Moving Average** term in the model. It assumes that a time series is a function of its errors.

The creators of the model, Box and Jenkins, have focused on the principle of parsimony which emphasize on keeping the model as simple and concise as possible. For the prediction of time series, both the model developers proposed a four tier model. The four steps of ARIMA model are:

- 1) Model Identification
- 2) Parameter estimation
- 3) Diagnostic Checking
- 4) Forecasting

RESEARCH METHODOLOGY

While using time series econometric framework, it is advisable to extricate information related to a variable which can be gathered from the variable itself (Asteriou & Hall, 2007). The general equation of an ARMA model (Asteriou & Hall, 2007) is as follows:

$$Y_t = \varphi_1 Y_{t-1} + \varphi_2 Y_{t-2} + \dots + \varphi_p Y_{t-p} + \varepsilon_t + \theta_1 \varepsilon_{t-1} + \theta_2 \varepsilon_{t-2} + \dots + \theta_q \varepsilon_{t-q}$$

Here, Y_t is the predicted value of the variable, $Y_{t-1}, Y_{t-2}, \dots, Y_{t-p}$ are the lagged values of the autoregressive term(AR), ε_t is the error term, $\varepsilon_{t-1}, \varepsilon_{t-2}, \dots, \varepsilon_{t-q}$ are the lagged values of the moving average(MA) or error terms, φ and θ are the coefficients of the regressors.

Applying ARMA process on non stationary data will definitely provide no results. Therefore, the most appropriate and efficient ARIMA model was applied on daily stock returns of TCS collected from 1 April 2008 till 31st March 2018 in order to forecast more accurate results of stock returns.

DESCRIPTIVE STATISTICS

	INFOSYS
Mean	0.0467
Maximum	15.5149
Minimum	-23.9012
Std. Dev.	1.9107

Table-1: Descriptive Statistics

Further, the mean value of **Infosys** stock returns appeared to be .0467 which exhibit that on the investment of shareholder, company is yielding market returns of around .04% which is quite less in comparison of TCS stock returns. The variation in stock returns of Infosys lies with minimum of -23.9013 and maximum of 15.5149. The minimum and maximum figures of Infosys stock returns indicate the shareholder’s lost and gain percentage on each share. The standard deviation of 1.9107 reflects very less variation in returns.

Trend Analysis of TCS Stock Prices



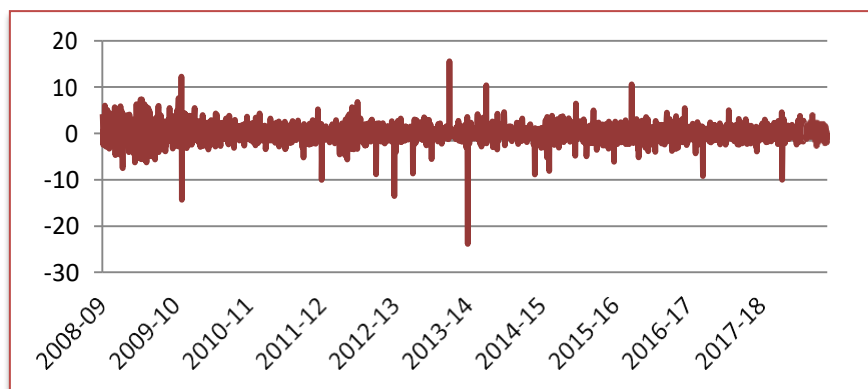
Graph-1: Trend Analysis of TCS Stock Prices

Above figure depicts the time series graph for the stock prices of Infosys. As per the chart, the stock price started at Rs 185 level, and then it reaches to a high of Rs 236.64 at 15th May’08. In the next 6 months, there was a decline in stock prices to Rs 174 level. After that in the next 2 years, stock rises to Rs 418 in December’10 and from here it went into consolidation till August’13. After this, bulls started running again and mark an all-time high of 623.75 on 23rd May’16. There is an increasing trend in stock with some amount of consolidation.

UNIT ROOT TEST

So, it can be observed that time series of Infosys is non stationary. If the series is not stationary then it becomes essential to conduct some transformation steps. For this purpose, initially the stock prices of Infosys were converted into log normal stock returns and after that the test of Augmented- Dickey Fuller was applied on the series.

The results of ADF test which has been employed on the log normal stock return series of Infosys depicts the ADF value as -38.65942 and probability value as 0.00 which is less than .05. This ensures the stationarity of series at first differencing. Along with this, the value of Durbin-Watson stat i.e. 2 ensures that there exist no autocorrelation in the series.



Graph-3: Infosys Stationarity Series

Above figure depicts that the daily returns of Infosys between 1 April 2008 till 31 March 2018 except one major downfall, do not reveal any particular pattern means they tend to fluctuate randomly around zero. This leads to the conclusion that returns are largely independent of each other.

MODEL IDENTIFICATION

After achieving the results of stationarity in the series through log normal stock returns values, researcher stepped further and introduced Box-Jenkins methodology. The initial step in the process is to identify an appropriate model. In order to locate the best fitting ARIMA model for the stock returns of Infosys, a function “auto.arima” has been applied in R Studio. After applying the function best model has been estimated which identified the number of AR and MA terms on which returns of Infosys depends. Finally, the ARIMA model (3,0,1) came out to be as the best fit model for prediction of Infosys stock returns. In the estimated model, the value of AR comes out to be 3 which explains that stock returns of Infosys can be forecasted by considering stock returns of previous three days whereas I stands as 0 which shows stationarity of log normal returns series at differencing. Moreover, the value of MA comes out to be 1 which represents that stock returns of Infosys are affected by error term of previous one day.

MODEL ESTIMATION

Using R studio, following are the estimated parameters on the basis of model identified:

The coefficients depict the AR and MR terms of the ARIMA model whereas S.E shows the standard error. The mathematical equation of ARIMA model is

$$Y_t = 0.0464 - 0.7486 Y_{t-1} - 0.0921 Y_{t-2} - 0.1100 Y_{t-3} + 0.0343 + 0.7536 \epsilon_{t-1}$$

Here the p-value of each coefficient has been examined in order to determine whether or not the parameters are significantly significant. As a result, it has been discovered that p-values of coefficients ar1, ar2, ar3, ma1 are found to be significant as its value comes out to be less than 5% significance level.

RESIDUALS DIAGNOSTIC

For a best forecasting model it is mandatory to diagnose the leftover residuals generated from the model. If these are left unchecked then, it may lead to the problem of autocorrelation. Therefore, the assumption of presence of autocorrelation among the residuals has been diagnosed by preparing correlograms of both autocorrelation as well as partial autocorrelation.

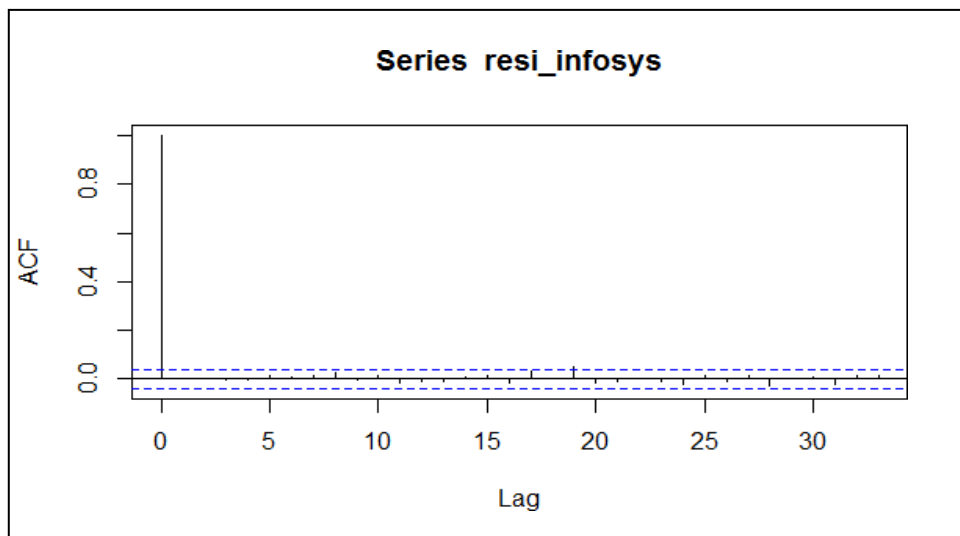


Figure-1: Plot of ACF

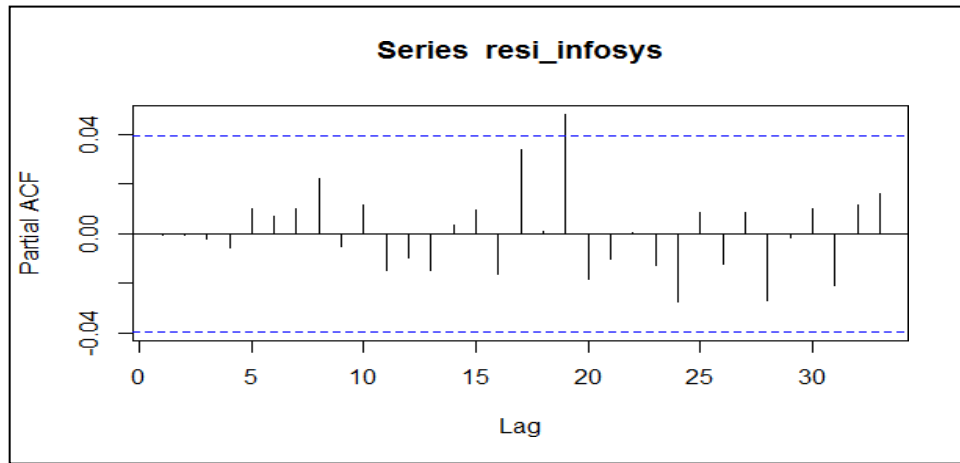


Figure-2: Plot of PACF

An analysis of above figure of ACF turned out that the error terms were not serially correlated as most of the spikes are not statistically significant. Moreover, from the plot of PACF, it can be determined that at lag 19 the spikes are statistically significant. This suggests that Infosys returns are correlated at lag 19 whereas remaining all lags are between the lines which suggests that there exists no autocorrelation in the error terms.

NORMALITY TEST

The second assumption of normality of residuals was satisfied by using Jarque-Bera test. This test is named after Carlos Jarque and Anil K. Bera. If it is far from zero, than it signals that the data do not have a normal distribution. The following is the assumption to check the normality of residuals.

- Ho : Series is normally distributed
- H1 : Series is not normally distributed

X- Squared	Df	p-value
29773	2	<2.2e-16

Table-2: Results of Jarque-Bera Test

Source: Output from R Studio

The p-value of Jarque-Bera test came out to be <2.2e-16 which is less than .05 which leads to not acceptance of null hypothesis and thus concludes that data is not normally distributed.

FORECASTING

Finally, when researcher have identified a successful ARIMA model (3, 0, 1), then forecasting of next 7 days log normal returns of Infosys has been done. The daily stock returns are compared with the returns generated by the best fit ARIMA (3,0,1) model which are shown in table below along with the calculated value of S.E.

Date	Actual Returns %	Forecast Returns %	SE%
2 April 2018	0.272899505	1.584918273	-1.31202
3 April 2018	0.224802076	0.953939177	-0.72914
4 April 2018	-1.368904456	0.725906964	-2.09481
5 April 2018	1.801278896	0.607885576	1.193393
6 April 2018	-1.380666526	0.532529249	-1.9132
9 April 2018	-1.637346534	0.479014842	-2.11636
10 April 2018	0.287625135	0.438492672	-0.15087

Source: Output from R Studio

Table-3: Forecasted Returns of Infosys

Above table represents actual stock returns and forecasted stock returns of Infosys along with its standard error. The results depicts that only on 5 April 2018, the value was under forecasted by 1.19%,

except this day remaining all the returns from 2nd April 2018 till 10th April 2018 have been over forecasted . The range of over forecasted values lies 0.15% to 2.11% which confirms that model is precise or best fit for prediction.

FINDINGS & CONCLUSION

The findings of the study from the above analysis states that ARIMA model (3,0,1) is the best fitted model to forecast the log normal stock returns of Infosys. The results represented that only on 5 April 2018, the value was under forecasted by 1.19%, except this day remaining all the returns from 2nd April 2018 till 10th April 2018 have been over forecasted. The range of over forecasted values lies between 0.15% to 2.11% which confirms that model is precise or best fit for prediction.

From the above findings it can be concluded that ARIMA model has sufficient potential to predict future values in short run. The implication of the study is that it is expected to be worthy for prospective investors by guiding them to invest or disinvest in a particular stock at correct time.

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Effect of FDI on Economic Growth - With Special Reference to India

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Abstract: FDI has been consistently increasing after the New Economic Reforms in 1991. Economic growth refers to the increasing percentage of goods and services produced in the economy. Therefore GDP and Consumer Price Index are the two main macro indicators which show the change in economic growth. This research paper tries to establish a cause and effect relationship between Economic Growth and FDI. The data has been gathered from the various secondary sources. Regression analysis has been used to find out the relationship between the variables. The major findings of the research clearly indicate that economic growth has a positive moderate relationship with the shift in FDI.

Keywords – Foreign Direct Investment, Economic Growth, Gross Domestic Product

INTRODUCTION

Foreign Direct Investment: Foreign direct investment is an investment when a distant company/ person tries to establish the business in another country and the amount invested in such a project is called FDI. India is one of the sought-after investing economies and has manifested itself as one of the growing economies in the world. It has been ranked among the top 10 attractive destinations for inbound investments. After the introduction of the New Economic Policy (1991) the rules for foreign investment have been constantly made investor friendly.

There has been a plethora of initiatives taken up by the government to open a number of novel sectors for investment, mounted the sectoral limit of the current available sectors and simplifying other conditions of the FDI policy. FDI policy reforms are meant to provide ease of doing business, generate employment and accelerate the pace of foreign investment in the country.

Economic growth: Economic growth can be referred to when there is creation of the goods and services in an economy. A positive change in the production of capital goods; labor force, technology and human capital can all contribute to economic growth. It is indeed an important indicator of a healthy economy. Economic growth shares a direct and positive relationship with both FDIs and the real effective exchange rate, while there exists an inverse long-run relationship with government expenditure. (Masipa, 2018)

Economic growth is usually measured in terms of aggregated market value of additional goods and services produced using estimates such as GDP. To study the impact of FDI on economic growth, Gross Domestic Product has only been taken as the index of Economic Growth.

Gross Domestic Product: GDP is the monetary value of all the finished goods and services produced within a country's border within a specific period of time. GDP includes all private and public consumption, government outlays, investments, additions to private inventories, paid-in construction costs and the foreign balance of trade (exports are added, imports are subtracted). GDP provides a direct indication of the health and growth of the economy, businesses can use GDP as a guide to their business strategy. Investors also watch GDP since it provides a framework for investment decision-making. In India, contributions to GDP are mainly divided into 3 broad sectors – agriculture and allied services, industry and service sector. Foreign direct investment has a positive relation with gross domestic product in short and long run in Pakistan (Ahmad et. Al, 2012)

OBJECTIVES OF STUDY

- i) To study the trend analysis in FDI since 2007.
- ii) To study the impact of FDI on economic growth with reference to GDP since 2007

RESEARCH METHODOLOGY

1. Methodology used for Data Collection

The data is collected with the help of secondary sources for the period of 2007-17. The data have been collected from various sources i.e. websites, journals, published books. It is a time series data and the relevant data is collected for the period of 2007-2017. To test the hypothesis, linear regression analysis was conducted using FDI equity inflow as the dependent variable, GDP as independent variable.

2. Hypothesis

The following hypothesis is formulated for the study

H₁: There is significant impact of FDI on GDP

LITERATURE REVIEW

Cheong WTLM, Junjun H. (2018) estimated the effect of foreign direct investment (FDI) on economic growth of nine (9) West Africa countries during the period of 1995 to 2015, using panel data approach. As a outcome, the FDI is statistically significant and has a positive effect on economic growth in West Africa countries. Additionally, FDI needs support and directive from the government to have better productive activities in order to avoid its negative effect on GDP of West African countries.

Hiep Ngoc Luu, Vu Quang Trinh and Nam Hoai Vuin their working paper Does Foreign Direct Investment Accelerate Vietnamese Economic Growth? – A Simultaneous Equations Approach (2016) examined the impact of foreign direct investment (FDI) on economic growth in Vietnam over the five-year post-crisis period of 2010-2014. In addition, it also provides a comparative analysis with the pre-crisis period to yield greater insight into how the FDI-growth nexus evolved over time and under different economic conditions. They have used two simple ordinary-least-square (OLS) models, where FDI and economic growth are the dependent variables and are regressed on a number of other factors that seemingly influence FDI and growth. With an awareness of the possible endogeneity bias, we re-estimate our model using the simultaneous equation approach, employing the two-step system generalized method of moment (GMM) estimator. We complement our study by re-estimating the model on the pre-crisis sample during the period 1999-2006. Then, we re-run our regressions on the full-sample setting and take into account the possible effect of the 2007/2008 crisis by incorporating the crisis dummy variables (D2007 and D2008) to shed more light on the impact of the crisis on FDI and economic growth. Overall, we find some evidence of the simultaneous relationship: increased inward FDI promotes economic growth, while at the same time; greater growth could help the country to attract additional FDI capital. However, he found that there is bi-directional relationship only existed in the post-crisis period, and not in the pre-crisis time.

Kapoor (2015) researched on “Impact of FDI & FII on Indian Stock Markets” and concluded that the flow of FDI had no significant impact on stock market but FII in India determines the trend of Indian stock market. There was a negative correlation between FDI & Sensex and FDI & Nifty. But there was a strong positive correlation between FII & Sensex and FII & Nifty.

Kulshrestha (2014), studied impact of FII on Indian Stock Market was conducted and observed that investments by FIIs and the movements of BSE Sensex and CNX Nifty were quite closely correlated. According to findings and results, foreign institutional investors (FIIs) had significant impact on the movement of Indian capital market.

Saqi, Masnoon and Rafique(2013). In his research studied the relationship between FDI and Economic

Growth of Pakistan the data used for this study was from the period of 1981 till 2010. Besides FDI, four other variables including Debt, Trade, Inflation and Domestic Investment have been included in the study, to regress upon GDP of this country. The methodology to test the impact of these variables on Pakistan’s economy has been limited to the least squares method. The co-integration of the variables has been ascertained through application of Augmented Dickey Fuller Test and is found to hold in the long run. They found out that Pakistan’s economic performance is negatively affected by foreign investment while its domestic investment has benefitted its economy. Moreover, the nation’s debt, trade and inflation have found to have negative impact on its GDP.

Vo, Xuan Vinh & Batten, Jonathan. (2009) used a panel data modelling technique to find out the link between Foreign Direct Investment (FDI) and economic growth and also if the relationship changes under different educational, institutional and economic conditions. He stated that FDI has a stronger positive impact on economic growth in countries with a higher level of education attainment, openness to international trade and stock market development, and a lower rate of population growth and lower level of risk. Thus, countries undertaking reform of cross-border capital restrictions and controls and initiating other policy aimed at encouraging FDI need to ensure that broader social policy objectives- such as education and institutional reform-are also undertaken to leverage the benefits from FDI.

DATA PRESENTATION & ANALYSIS

FDI ANNUAL EQUITY INFLOWS

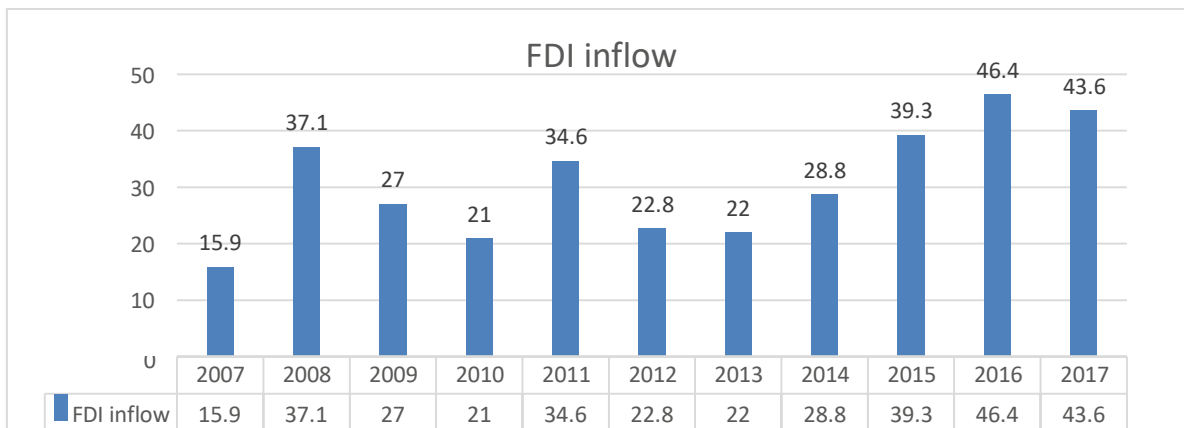


Figure 1- FDI Annual Equity Inflows

The above graph shows that FDI inflow in 2007 was \$15.9 billion and increased to \$37.1 billion in 2008. The next two years it went on decreasing and it increased to \$34.6 billion in the year 2011. In the year 2012 and 2013 FDI equity inflow decreased. After the Make in India, programme was initiated the FDI equity inflow increased till the year 2016. In 2017 FDI equity inflow decreased.

SHARE OF TOP COUNTRIES – FDI EQUITY INFLOW

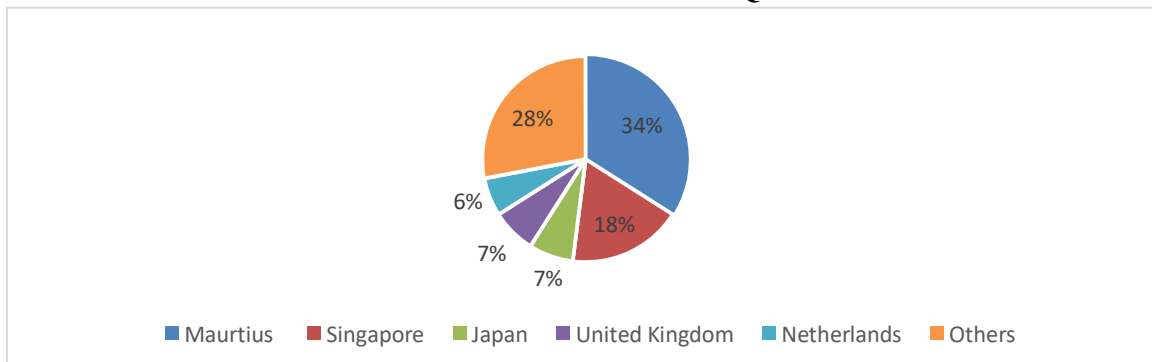


Figure: 2 Share of top countries

The above pie chart shows that High volumes of FDI came via Mauritius and Singapore is the second largest contributor of FDI after Mauritius. Japan and United Kingdom contribute 7%. Netherland contribute 6% of FDI in India.

SECTOR WISE DISTRIBUTION OF FDI EQUITY INFLOW

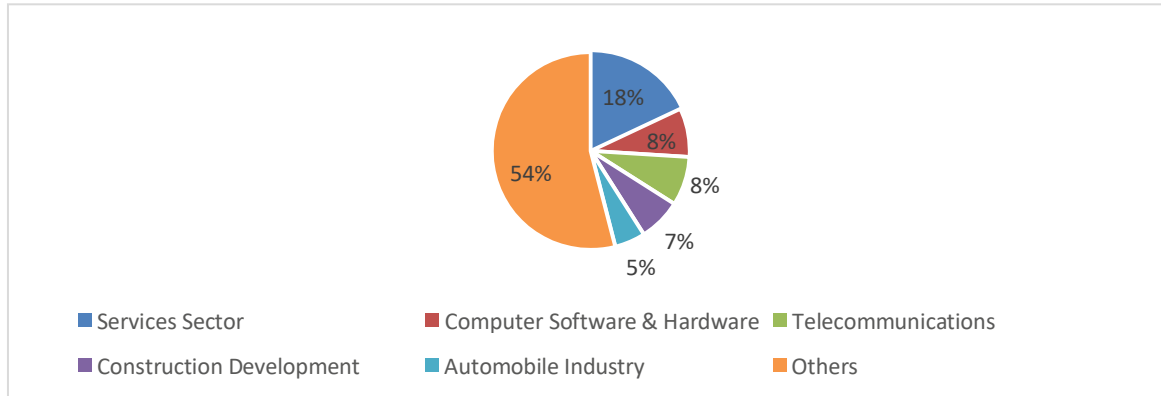


Figure: 3 Sector Wise Distributions

The above result shows that sector wise distribution of FDI equity Inflow in India has taken place maximum in the service sector and followed by many others such as Computer hardware and software, Telecommunication, Construction development and many others.

HYPOTHESIS TESTING

H₁: There is a significant impact of FDI on GDP

IMPACT OF FDI ON GDP

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.503	.253	.170	.14094	2.478

b. Dependent Variable: GDP

Table 1: Model Summary

In the above table R shows the correlation between the dependent and the independent variable. The value of R is .503 which shows that there is a positive moderate correlation between FDI and GDP. R square denotes the variation in dependent variable due to independent variable. The value of R square is 25.3 which signify that there is 25% impact of FDI on GDP. Further we also calculate the Durbin Watson which is use to check the multi collinearity among the variables. If the value is between 1.5-2.5 then there is no multi collinearity. In the above table the value is 2.478. Thus, the table shows that

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.183	1.357	2.346	.044	1.000	1.000
	FDI	-.383	.219	-1.748	.114		

there does not exist multi collinearity between the variables.

Table 2: Coefficients

In the above table the coefficient value has to be determined the value of constant this table indicates the summarize equation of the linear equation. As significance value is .114 which is larger than 0.05 so

there is no significance relation between them. If the value is equal to 0.05 then there will be a significant value between the two relations. Based upon the coefficient output obtained the value of VIF is 1.000 meaning the VIF value obtained 1 to 10 from that the conclusion is there is multi collinearity symptoms.

FINDINGS OF THE STUDY

The research paper mainly aims at finding the relationship between FDI and Economic growth. There is a moderate positive correlation between the independent variable (Gross domestic product) and dependent variable (Foreign direct investment), which indicates that there are more factors which impact the flow of FDI in the Indian Economy. Thus there can be a huge further scope of finding the other determinants of FDI.

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Embracing Of Corporate Social Responsibility by Nifty100 Companies

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Abstract: The Companies Act 2013 has mandated for companies to expend 2% of the profits for discharging their social responsibility. The aim of the study is to analyze the pattern in the CSR spending of the corporate in the period of non-mandatory spending and mandatory spending and on the basis of results assess whether the insertion of Sec-135 in the Act has brought desirable change or not. The sample consists of companies included in NIFTY 100 from 2011-2018. The analysis is based on the number of companies expending on CSR, details of CSR disbursement and the CSR expenditure as a percentage of reported net profit for each year in the period of study and on overall basis. The analysis revealed that the companies were spending least on the environment and pollution control in both the periods. The results also showed that the proportion of funds expended on CSR has risen from the period of non mandatory spending to mandatory spending. The proportion of funds allocated to CSR is an indicator of the company’s engagement with society. Hence, it can be inferred that enactment of Sec-135 has made the corporations more responsible towards the society.

Keywords -- *Corporate Social Responsibility, NIFTY 100, Companies Act 2013, Non mandatory CSR, Mandatory CSR*

INTRODUCTION

Companies are progressively recognizing CSR due to growing insistence by the stakeholders for improving CSR exhibitions and issuing related reports. The term CSR was formally defined by Bowen in 1950; he suggested that CSR is the commitment of company to pursue such strategies and line of activities which are desirable as far as values of the society are concerned. The concept of CSR was however reformulated later, in 1960; David expressed it in terms of improved financial performance, and specified how it can bring monetary advantages to the company in the long run. Over the time it was widely acknowledged that the organizations should seek financial objectives within the more extensive system of social standards and interest (Verma & Kumar, 2014). The initial stages reflected the conviction that the person’s drive for greatest benefit and the statute of the competitive marketplace collaborate to make the biggest total wealth for the country and contributes in the maximum good of public at large. The period of 1980’s was the time of extensively reported moral outrages that brought the public consideration regarding administrative and corporate bad behavior (Mukherjee, 2017). In 1990’s CSR was seen as the fundamental part of corporate exercises. The idea of triple bottom line extended CSR to integrate the goals of people, planet and profit. This led to a new interpretation of CSR as sustainable corporate practice and complete sustainable development. The term corporate social responsibility has been characterized by numerous researchers in many from multiple points of view. According to Carroll (1979), corporate social responsibility demands that the performance of the business is economically profitable, law-obedient, ethically and socially encouraging. McWilliam & Seigel (2000) defined corporate social responsibility as the actions that promote social welfare over the concern of the company and beyond the requirement of law. Centre for Corporate Research and Training (2003) defined corporate social responsibility as the way of conducting business in such a way that surpasses the ethical, legal and commercial suppositions of the society.

In India, several companies like Tata Group, Infosys and Wipro are active in CSR either by themselves or through foundations established for the purpose of discharging social responsibilities. CSR has largely been non mandatory activity in India. In the wake of unpleasant involvement of Indian corporations in CSR and to aid the corporations in embracing responsible practices, in 2009 the Ministry

of Corporate Affairs put in place "CSR Voluntary Guidelines" which directs the attention of the corporations towards some vital areas that will help them in attaining long term sustainability. In March 2010, CSR guidelines were issued by the Department of Public Enterprises of the Ministry of Heavy Industries and Public Enterprises. As per the guidelines the CSR practices every company was required to develop a CSR action plan based on project accountability approach. Moreover for the public sector organizations it was mandatory to expend certain percentage of their profits in discharging CSR. The manifest of compulsory spending on corporate social responsibility was encompassed in the Companies Act in 2011. After years of consideration and discussions the law of mandatory expenditure on corporate social responsibility (CSR) became operative from April 1, 2014. The Companies Act, 2013 mandates all the listed companies (public) and private companies with annual turnover exceeding INR 1000 Crores, net worth exceeding INR 500 Crores or whose profit exceeds INR 5 Crores in any financial period to disburse 2 per-cent of the average profit of immediately preceding previous three years on corporate social responsibility. This is implemented on "comply or explain" manner as per which the non-compliant companies would have to provide a reasonable justification of their inability to spend on CSR.

At present the debate about CSR is with regard to the idea of guidelines regarding the compulsory expenditure. The idea of compulsory CSR rests on the belief that the government must ensure welfare of all. The government must introduce the essential guidelines which would guarantee that the profits earned by the businesses, as a part of the society, are used to boost the interest of public at large (Rahim, 2013). In contrary to this the centre of the non mandatory spending is the conviction that the laws for dealing with the business exercise must not intrude with the inner systems of the organization, as this will hamper the advancement of the company and will prevent them for achieving success (Friedman, 1970). CSR is not about philanthropy, it is an attempt of the business to act in morally and socially dependable and ecologically responsible way. Thus, it can include such exercises which can't be assessed in financial terms. However following the study of Verma & Kumar (2014) the present study adopted a money oriented approach for measuring CSR.

STATEMENT OF PROBLEM AND OBJECTIVE

CSR is an exhaustive term with the focal point of sustainable corporate practices. Thus, the CSR practices of the companies should not be looked into only on the basis of money expended on such activities but it is hard to discharge CSR without expending money. In the period of non mandatory CSR the annual reports of the companies did not explicitly mention the expenditure incurred by the company on different CSR activities, the main areas in which funds were spend are social and community expenditure, donations and environment and pollution control expenditure. The point of inquiry is the proportion and pattern in the CSR disbursements of the listed companies in India in the period of non mandatory CSR and mandatory CSR regardless of the adoption of limited perspective of CSR.

The question that whether the rationale behind making CSR mandatory by introducing Sec-135 in the Companies act, 2013 has been achieved or not can be justified by examining the pattern of CSR disbursements of corporate sector before and after the implementation of Sec-135. The present study examines the CSR disbursements of the corporate sector in the period of non mandatory CSR and mandatory CSR as follows

- Total number of companies that have expended on CSR in the period of non-mandatory CSR and mandatory CSR
- Absolute expenditure incurred by the companies on CSR in the period of non-mandatory CSR and mandatory CSR
- Expenditure incurred on CSR as a percentage of reported net profit in the period of non-mandatory CSR and mandatory CSR

REVIEW OF LITERATURE

Eilbirt & Parket (1973) explored the extent to which 96 U.S. companies included in the 1971 Forbes annual directory were actually concerned about their social responsibilities. The results of the survey revealed 90% of the companies had made social activities a part of their formal organization structure. Most of the companies were investing in the field of education, ecology and minority hiring. Teoh & Thong (1984) analyzed the commitment of chief executive officers of 100 Malaysian companies towards corporate social responsibility. The social involvement of the company was assessed in four areas namely, human resource, products, community and environment. The results showed that greater attention was devoted towards on the job safety of the employees followed by products offered to the customers, employment of handicapped and senior citizens, promotion of culture, education and literary work and lastly environment protection. Centre for Corporate Research and Training (2003) reviewed the CSR initiatives of 30 companies that were included in S&P CNX NIFTY, during the financial year 2003. The study showed that the seven areas in which CSR initiatives of the corporations were directed, namely, education & training, healthcare, environment, religious, welfare of under privileged, rural development, natural and other calamities Most of the companies had no standard limit for expenditure on CSR and actual expenditure varied from time to time. Narwal (2007) studied the CSR activities of thirty three banks. The study revealed active involvement of banks in promoting literacy, cultural heritage, providing concessional education loan, promoting income generation schemes in rural areas, organizing medical check-ups and blood donation camps, creating awareness about environment protection and providing value added services to the customers. Gautam & Singh (2010) explained the status CSR practices in India. The author examined the annual reports of 500 companies for the financial year 2007-2008. The author mapped the CSR revelations of the selected company to the social aspects of the global reporting initiatives. Most of the company’s were reporting about the charitable contributions, reconstruction of schools in rural areas and mid day meals facility. The reach of the CSR practices of the company’s was also unsatisfactory. Sharma & Mani (2013) studied the level of CSR practices in 30 Indian commercial banks in the financial year 2009-2010 to 2011-2012. The results showed perceptible increase in the average CSR score in each successive year which indicated rise in level of CSR activities undertaken by the banks. However there were some banks that failed to comply with the regulatory requirement. Das & Ram (2014) analyzed the trend in the level of CSR participation of Steel authority of India ltd, Coal India ltd and Oil & Natural Gas Corporation ltd in the financial period 2002-2003 to 2011-2012. The results of trend analysis showed that the level of CSR participation was highest in case of Coal India ltd followed by Steel Authority of India ltd followed by Oil & Natural Gas Corporation ltd. After the financial year 2009-2010 the level of CSR participation of the sampled companies increased at increasing rate. Bansal & Rai (2014) studied the pattern in the CSR disbursements of 200 companies. The pertinent information was gathered from the annual reports of the sampled organization for the financial year 2012-2013. The study revealed change in the spending pattern of the selected companies after the implementation of the new act. The CSR expenditure of the companies was earlier restricted for community development now expanded to environment protection, promoting education and improving health in all the industries. Mukherjee & Bird (2016) analyzed changes in the CSR expenditure of 223 Indian companies after mandatory CSR law. The results showed that training and development and health and safety of employees were the prominent areas towards which the CSR spending of the companies were directed. The introduction of law has increased the sensitivity of the companies towards issues such as sexual harassment, representation of women and minorities on the board of directors of the company and environment protection. Kumar & Dhanda (2017) studied the CSR disbursement pattern of BSE SENSEX 30 companies in the financial year 2014-2015 and 2015-2016. The results showed that the enactment of law have surged CSR expenditure of the companies, however lack of any clear CSR policy was attributed as the main reason of failure to expend 2% on CSR. The areas that capture the interest of the company’s were reducing socio-economic disparity, promoting education, providing safe drinking water, sanitation, women emancipation, improving health and livelihood and disaster relief. Kavitha (2018) explained the trends in the nature of CSR activities of the companies of manufacturing sector in India from the financial period 2000-2001 to

2014-2015. The results showed that prior to the implementation of the Sec-135 the CSR expenditure was limited to donations. The companies in the manufacturing sector were expending in the area of health and development of the community. The post legislation period saw significant changes in the nature of CSR activities performed by the companies. The areas that captured the attention of the companies were empowerment of women, evolution of the rural areas, environment protection, contributions to Swacch Bharat Kosh, healthiness and education. The level of donations witnessed marked decrease in the financial years after the implementation of the CSR law.

Most of the existing studies are centered on the CSR revelations and kind of CSR activities. The present study endeavors to examine the CSR practices of the listed Indian companies from the financial aspect.

DATA & METHODOLOGY

Sample: The sample includes 101 companies included in NIFTY 100 as on 31st March, 2018. These 101 companies belong to fifteen industries and have large market capitalization. The period of study is from financial year 2010-2011 to financial year 2017-2018.

Data: The relevant data about the CSR spending of the sampled companies is taken from proress database of CMIE and the data on reported net profit is collected from the Capitaline database. So as to keep the analysis meaningful any change in the composition of NIFTY 100 in the period of the study have not been considered. For the period of non mandatory CSR proress classified CSR into social and community expenditure, donations and environment & pollution control related expenditure. Again to facilitate a meaningful analysis the study uses these three areas to proxy CSR in the mandatory CSR period.

Limitations: The study focuses only on the financial aspect of CSR. The quality and the nature of CSR activity of the sampled companies have been ignored. A company expending large amount on CSR need not necessarily be actively engaged with all the stakeholders. Moreover the sample is limited to only one hundred one companies.

RESULTS & DISCUSSION

Distribution of CSR Expenditure - The present study analyses the CSR disclosures made by the companies under social and community expenditure, donations and environment and pollution control related expenditure in the period of mandatory and non mandatory CSR.

YEAR	DONATIONS	SOCIAL AND COMMUNITY EXPENDITURE	ENVIRONMENT AND POLLUTION CONTROL RELATED EXPENDITURE
2011	45	9	6
2012	48	9	7
2013	43	23	7
2014	43	75	7
2015	35	82	7
2016	33	84	8
2017	32	84	8
2018	32	81	8

Table 1: Number of Companies Expending in Different Areas

The table shows that in the period of non mandatory CSR most of the companies have made donations. The annual reports of the company did not provide any information about the nature of donations.. However, ABB India ltd., ACC Ltd., Aditya Birla Capital Ltd., Ashok Leyland Ltd. Bajaj Finance Ltd. Bajaj Finserv Ltd., Bank Of Baroda, Bharat Electronics Ltd., Bharat Petroleum Corpn. Ltd., Biocon Ltd., Britannia Industries Ltd., Colgate-Palmolive (India) Ltd., Eicher Motors Ltd., General Insurance Corpn. Of India, H D F C Bank Ltd., H D F C Life Insurance Co. Ltd., Hindustan Unilever Ltd., Housing Development Finance Corpn. Ltd., I C I C I Bank Ltd., I C I C I Lombard General Insurance Co. Ltd., I C I C I Prudential Life Insurance Co. Ltd., I T C Ltd., Indusind Bank Ltd., Kotak Mahindra

Bank Ltd., L I C Housing Finance Ltd., M R F Ltd., Maruti Suzuki India Ltd., New India Assurance Co. Ltd., Oil & Natural Gas Corp. Ltd., Oil India Ltd., Oracle Financial Services Software Ltd., Power Grid Corp. Of India Ltd., Procter & Gamble Hygiene & Health Care Ltd., S B I Life Insurance Co. Ltd., Shree Cement Ltd., State Bank Of India, Steel Authority Of India Ltd., Tata Motors Ltd., Titan Company Ltd., United Spirits Ltd., Wipro Ltd. and Yes Bank Ltd. have not expended on donations in any of the year in the non mandatory CSR period. The number of companies making donations decreased in the mandatory CSR period.

The highest number of companies that have expended on social and community expenditure in the non mandatory CSR period is 75. However more than 80 per-cent of the companies were spending on social and community expenditure in the period of mandatory CSR. Bharat Heavy Electrical Ltd., Coal India Ltd., GAIL Ltd., Indian Oil Corporation Ltd., NHPC Ltd., NMDC Ltd, NTPC Ltd., Power Grid Corporation of India Ltd. have been consistently incurring expenditure on social and community expenditure in the period of the study. Environment and pollution control expenditure have gained least attention of the companies in the period of study. Aurobindo Pharma Ltd., NHPC Ltd., NMDC Ltd. Power Grid Corporation of India Ltd. and UPL Ltd have been actively engaged in expending on environment and pollution control throughout the period of the study but rest of the companies have not paid any attention to adopt measures to curb pollution despite the fact that Income tax act provides full deduction for the cost of environment and pollution control equipment in the year of purchase itself.

AMOUNT OF CSR EXPENDITURE

(In Millions)

YEAR	DONATIONS	SOCIAL AND COMMUNITY EXPENDITURE	ENVIRONMENT AND POLLUTION CONTROL RELATED EXPENDITURE
2011	7136.1	3780.1	590.6
2012	6372.8	4835.5	1122.9
2013	10237.8	11846.3	1522.3
2014	12437.9	48285.1	1367.9
2015	11493.9	61087.2	1654.6
2016	10963.5	60473.8	2139
2017	11702.1	63193	2320.1
2018	11137.5	62338.1	2320.1

Table 2: Monetary CSR Expenditure

The amount expended on donations showed no observable trend during the period of the study. Highest donations were recorded in the financial year 2013-2014. The average amount of donations made by NIFTY 100 companies was INR 9046.15 millions in the non mandatory CSR period this rose to INR 11324.25 millions in the mandatory CSR period. Overall maximum donations in was made by Reliance Industries ltd.(INR 19710 million in the non mandatory CSR period and INR 29100 million in the mandatory CSR period) followed by NTPC Ltd. (INR 0.725 million in the non mandatory CSR period and INR 3197.7 million in the mandatory CSR period). The amount expended on social and community expenditure is highest in the financial year 2017-2018 (INR 62338.1 million) followed by the financial year 2014-2015 (INR 61087.2). The overall highest expenditure under this head was incurred by Reliance Industries Ltd. (INR 7610 million in the non mandatory CSR period and INR 28010 million in the mandatory CSR period). In pollution control related and environment expenditure NTPC ltd have incurred highest expenditure (INR 798 million in non mandatory CSR period and INR 1688.5 million in mandatory CSR periods).

YEAR	% OF REPORTED NET PROFITS
2011	0.48
2012	0.51
2013	0.87
2014	2.10
2015	2.36
2016	2.41
2017	2.17
2018	2.09

Table 3: CSR Disbursements as percentage of Reported Net Profit

The percentage is calculated by total CSR expenditure of all the companies included in NIFTY 100 expressed as a percentage of total reported net profit of all the companies included in NIFTY 100. The results showed that CSR disbursements as the percentage of reported net profit was lower than the benchmark of 2 percent in the period of non mandatory CSR period except in the financial year 2013-2014 and more than the standard limit of 2 percent in the mandatory CSR period.

CONCLUSION

The study focuses on the pattern of CSR disbursement of NIFTY 100 companies. The results showed that in both the periods least attention was given to the head of environment and pollution control related expenditure. The CSR disbursement as the percentage of reported net profit was lower than 2 percent in the non mandatory CSR period and more than 2 per-cent in mandatory CSR period. It can therefore be concluded that enactment of Sec-135 of the Companies act, 2013 mandating at least 2 percent expenditure on CSR is justified. The studies can be carried to investigate the impact of corporate social responsibilities of the companies on its financial performance.

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Mystery Shopping: A Performance Evaluation Technique for Customer-Retailer Experience

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Abstract: This paper will discuss the phenomenon of Mystery shopping in the field of customer-retailer experience. By utilizing the writing about Mystery Shopping definitions and confinements of this instrument will be exhibited. Total Solution Group has helped me in conducting this research by providing me time and resources related to my study based on an ayurvedic brand: KAMA AYURVEDA. TSG provides mystery shopping service as a tool to its clients to help them in evaluating and improving customer service. Nowadays, it is not sufficient anymore to have excellence in services, processes and relationships. Now is the time to create excellence in customer experiences, as the only way to create a competitive advantage in the market. The goals of this paper are (1) Understanding how mystery shopping ensures business excellence. (2) Role of mystery shopping in the Ayurvedic industry (3) To understand the factors which will help in offering superior shopping experience to customers (4) To measure customer experience & satisfaction on various parameters. The study includes the parameters on which the employees have been evaluated and suggested measures to improve upon the service quality and customer experience. The development and implementation of a mystery shopper programme are closely linked to human resource management and employee involvement as it can be used as a useful and effective tool to evaluate employees at the workplace. The research findings identify how mystery shopping is used and the methods used to maximize the reliability of the technique. Therefore, this research states that mystery shopping can be a useful tool in addition to the more often-used survey methods.

Keywords: *Mystery Shopping, Customer Satisfaction, Customer Experience, Service Quality, Human Resource Management.*

INTRODUCTION

Total Solutions Incorporated

Total Business Solutions is a consultancy firm based on the concept of Mystery shopping. This company provides assistance to various major brands in ensuring quality service and customer delight. The firm helps its clients in conducting mystery audits and providing them with a vision of their brand and its outlets through the eye of a customer. It helps in highlighting the loopholes present in the services offered by a particular brand and thereby helps the brand in resolving the same.

What is Mystery Audit?

Mystery audit is the set of certain processes that enables the organization to monitor its performance anonymously and confidentially

What is Mystery Shopping?

Mystery shopping or a mystery consumer or secret shopper is an instrument used externally by market research companies, watchdog organizations, or internally by companies themselves to measure the quality of service, or customer experience, or to gather specific information about products and services. The mystery consumer's specific identity is generally not known by the employees.

Ayurvedic Industry

As the world is speedily inclining towards pure and organic stuff, the most ancient science of medicine and healthcare, Ayurveda is reliving with its glory. The future of Ayurveda is looking fabulous as more and more players are entering the market with innovative products, quality packaging, and strategic marketing activities.

About the Focused Company- KAMA Ayurveda:

- Kama Ayurveda was started in 2002 in India, to promote the message of benefits of Ayurveda, universally. Today, Kama Ayurveda’s high quality, beautifully packaged products are sold globally and used by some of the world’s leading hotels and. Kama Ayurveda creates a completely natural remedy.

LITERATURE REVIEW

P Allison, D Severt, D Dickson (2010)- This study addressed the need for more research regarding mystery shopping evaluations by conducting a grounded theory analysis of the motivations of mystery shoppers, integrating quantitative survey data into the results. The results identified 14 dimensions of mystery shopper motivations and a model was presented showing these motivators as variables that are influential in the motivation to perform mystery shops.

Candice Benjes-Small and Elizabeth Kocevar-Weidinger (2011) The research showed that interpersonal communication between library staff and patrons. The interpersonal communication between the two was just as important to the patron as whether a question was answered correctly. In this exercise, shoppers posed as patrons and asked a library staff member a few questions. Immediately following the encounter, the shoppers reported on the service provided.

C Tarantola, P Vicard, I Ntzoufras (2012)- The author analyzed data from mystery shopping surveys via Bayesian Networks in order to examine and evaluate the quality of service offered by the loan departments of Greek Banks. It was inferred that customer satisfaction is directly related to the services provided by the staff and it proved to be useful in deciding the strategies of the company.

Rachel J. C. Chen and Clayton W. Barrows (2015) - Mystery shopping has been used to objectively measure whether employees follow the visions of a company’s quality service standards. It then creates a feedback process that allows companies to train their employees to consistently deliver quality services and achieve service excellence.

MsPriyanka Singh, MrGauravVerma (2014) This paper enhanced previous concepts of customer image and perception by introducing the concept referred to as Customer Intelligence management and its tool as mystery shopping/audit. The goals of this paper were (1) to discuss the enhanced conceptual and operational benefits of mystery shopping in respect of brand positioning. (2) To discuss the requirement of shop auditor to measure customer intelligence 3) Components constructed to train the shop auditors.

RESEARCH METHODOLOGY

RESEARCH OBJECTIVES OF THE STUDY

- Understanding how mystery shopping ensures business excellence.
- Role of mystery shopping in the Ayurvedic industry.
- To understand the factors that will help in offering superior shopping experience to customers
- To measure customer experience & satisfaction on various parameters such as-
Store Ambience: Hygiene and Cleanliness, Store Window Display, In-Store Experience
Staff Assessment: Greetings & Grooming Standards, Body Language + Attitude, Selling Skills
Product Knowledge & Demonstration
Selling Skills

RESEARCH DESIGN: Descriptive research design was adopted for carrying out this research.

SAMPLE OF THE STUDY

- 1 **Sample Population:** The sample population is the retail stores of Kama Ayurveda.
- 2 **Sample Size:** Total number of respondents was 22 all over India in which the Mystery Audit exercise was conducted as assigned by the client to the company(TSG)

TOOLS OF DATA COLLECTION

- **Mystery Shopping/Mystery Audit:**

Mystery Shopping is the art of evaluating customer services discreetly and professionally. Whenever there is an interaction between a customer and sales staff, there is an opportunity for Mystery Shopping. The reason it is called Mystery Shopping is because our auditors are required to carry out evaluations in a discreet manner.

Mystery audit is an audit that offers an opportunity to the organisation to access and monitor the quality of services provided from point of view of a customer. Mystery audit is a tool and technique used by the owner (client) to check the services offered by its organisation to its customer.

- **TSI Portal:** Total Solution Group works on 2 portals i.e. Shop Matrix and Sassy. The current research will be based on Sassy Portal on which the shoppers upload data instructed by the organisation. **Sassy Portal**(<https://www.mysteryauditindia.in/index.norm.php>)
- **Shopper's Report:** TSG has developed an application that is installed on the auditor's mobile device. The application has the entire checklist where the auditor can fill in the report immediately after the audit as well as upload the media proofs.
- **Sources of data**
 - 1 Data used in the study is Secondary in nature. The Data was taken from TSI portal; **Sassy**.
 - 2 Data relating to the concept of Mystery shopping was collected from various websites mentioned in the bibliography and books for service marketing.
 - 3 Data pertaining to the importance of the service of mystery shopping is provided by Total Solutions Group.
 - 4 The audits related data was collected from the previous reports (Questionnaire) and data sheet is provided by the company.

RESULT AND DISCUSSION

- There are several parameters and sub parameters on which the overall score depends of a store.
- The data here interpreted is taken by the work done by 22 shoppers from different locations all over the country.
- The questionnaire consists of open ended and closed ended questions both to ensure the correctness and reliability of the data.
- Each question consists of several marks which contribute in the overall score in the report. Few questions are scoreless, just to check and get the full information.

1. Parameter- Store Ambience

- Hygiene & Cleanliness
- Store Window Display
- In Store Experience

Store Name	Store Ambience	Hygiene and Cleanliness	Store window display	In store experience
OBEROI MALL - MUMBAI	100	100	100	100
SEAWOODS	93	100	100	83
DLF GALLERIA - GURGAON	100	100	100	100
DYVASANDRA VILL. KRISHNA RAJ PURAM – BANGLORE	93	100	100	83
QUEST MALL- KOLKATTA	85	100	100	67
Phoenix market city mall – Kurla	100	100	100	100

PACIFIC MALL - TAGORE GARDEN	100	100	100	100
Ambience Mall , VasantKunj	93	100	100	83
DLF PROMENADE MALL-VASANT KUNJ	100	100	100	100
Esplanade One Mall - Bhuvneshwar	100	100	100	100
VR CHENNAI	100	100	100	100
Express Avenue Mall	100	100	100	100
Lulu Shopping Mall - Kochi	100	100	100	100
Panjagutta – Hyderabad	100	100	100	100
Jaipur Store	100	100	100	100
Phoenix Market City –Whitefield	93	88	100	100
KHAN MARKET- New Delhi	93	100	100	83
GK-1 - New Delhi	93	100	100	83
MG ROAD MALL-BANGLORE	100	100	100	100
Inorbit Mall Malad	100	100	100	100
SELECT CITY WALK –SAKET	92	100	100	80
SECTOR -18 – NOIDA	93	100	100	83
Total	96.73%	99.45%	100%	92.95%

Table 1.

INTERPRETATION:-Quest Mall Kolkata scored **85%** which is the lowest score in store Ambience. Maximum stores scored **100%** in store ambience. Overall score is **96.73%** for this quarter.

- Overall Hygiene and Cleanliness score 99.45%
- Overall Store Window Display score 100%
- Overall In Store Experience score 92.95%

2. Parameter- STAFF ASSESSMENT

- Grooming
- Body Language + Attitude

Store_name	Staff Assessment	Grooming	Body language + attitude
Oberoi mall - mumbai	94	90	100
Seawoods	94	88	100
Dlf galleria - gurgaon	100	100	100
Dyvasandra vill.krishna raj puram - banglore	87	75	100
Quest mall- kolkatta	94	89	100
Phoenix market city mall – kurla	100	100	100
Pacific mall - tagore garden	94	90	100
Ambience mall , vasantkunj	87	75	100
Dlf promenade mall-vasant kunj	100	100	100
Esplanade one mall - bhuvneshwar	67	75	60
Vr chennai	85	100	70

Express avenue mall	78	75	80
Lulu shopping mall - kochi	90	80	100
Panjagutta - hyderabad	73	75	71
Jaipur store	100	100	100
Phoenix market city –whitefield	40	63	14
Khan market- new delhi	80	75	86
Gk-1 - new delhi	82	90	71
Mg road mall-banglore	73	88	57
Inorbit mall malad	94	90	100
Select city walk -sakat	65	86	50
Sector -18 – noida	76	80	71
Total	84.23%	85.64%	83.18%

Table 2.

INTERPRETATION:-Phoenix Market City -Whitefield scored **40%** which is the lowest score in Staff Assessment and even less than 50%. Many stores scored **100%** in Staff Assessment. Overall score is **84.23%** for this quarter.

- Overall grooming score 85.64%
- Overall Body Language and attitude score 83.18%

3. Parameter- SELLING SKILLS

STORE_NAME	SELLING SKILLS
OBEROI MALL – MUMBAI	78
SEAWOODS	86
DLF GALLERIA – GURGAON	86
DYVASANDRA VILL.KRISHNA RAJ PURAM – BANGLORE	70
QUEST MALL- KOLKATTA	87
PHOENIX MARKET CITY MALL – KURLA	91
PACIFIC MALL - TAGORE GARDEN	74
AMBIENCE MALL , VASANTKUNJ	83
DLF PROMENADE MALL-VASANT KUNJ	71
ESPLANADE ONE MALL - BHUVNESHVAR	74
VR CHENNAI	92
EXPRESS AVENUE MALL	58
LULU SHOPPING MALL – KOCHI	86
PANJAGUTTA – HYDERABAD	52
JAIPUR STORE	83
PHOENIX MARKET CITY –WHITEFIELD	46
KHAN MARKET- NEW DELHI	55
GK-1 - NEW DELHI	77
MG ROAD MALL-BANGLORE	91
INORBIT MALL MALAD	78
SELECT CITY WALK –SAKET	56
SECTOR -18 – NOIDA	50
TOTAL	73.82%

Table 3.

INTERPRETATION:-Phoenix Market City -Whitefield scored **46%** which is the lowest score in Selling Skills and even less than 50%. Not even a single store scored **100%** in Selling Skills. Overall score is **73.82%** for this quarter.

4. Parameter- PRODUCT KNOWLEDGE & DEMONSTRATION

Store_Name	Product Knowledge & Demonstration
OBEROI MALL - MUMBAI	75
SEAWOODS	75
DLF GALLERIA - GURGAON	88
DYVASANDRA VILL.KRISHNA RAJ PURAM – BANGLORE	63
QUEST MALL- KOLKATTA	88
Phoenix market city mall – Kurla	75
PACIFIC MALL - TAGORE GARDEN	75
Ambience Mall , VasantKunj	75
DLF PROMENADE MALL-VASANT KUNJ	75
Esplanade One Mall - Bhuvneshwar	50
VR CHENNAI	63
Express Avenue Mall	38
Lulu Shopping Mall - Kochi	75
Panjagutta - Hyderabad	38
Jaipur Store	75
Phoenix Market City –Whitefield	13
KHAN MARKET- New Delhi	75
GK-1 - New Delhi	50
MG ROAD MALL-BANGLORE	75
Inorbit Mall Malad	88
SELECT CITY WALK –SAKET	38
SECTOR -18 - NOIDA	38
Total	63.86%

Table 4.

INTERPRETATION:-Phoenix Market City -Whitefield scored **13%** which is the lowest score in Product Knowledge & Demonstration and even less than 50%. Not even a single store scored **100%** in Product Knowledge & Demonstration. Overall score is **63.86%** for this quarter.

5. Parameter- OVERALL EXPERIENCE

A scale of 1 to 10 is used to decide the overall experience of an auditor.

Store_name	Store ambience	Staff assessment	Selling skills	Product knowledge	Evaluation score
OBEROI MALL – MUMBAI	100	94	78	75	86
SEAWOODS	93	94	86	75	88

DLF GALLERIA – GURGAON	100	100	86	88	93
DYVASANDRA VILL.KRISHNA RAJ PURAM - BANGLORE	93	87	70	63	77
QUEST MALL- KOLKATTA	85	94	87	88	87
Phoenix market city mall – Kurla	100	100	91	75	93
PACIFIC MALL - TAGORE GARDEN	100	94	74	75	85
Ambience Mall , VasantKunj	93	87	83	75	85
DLF PROMENADE MALL-VASANT KUNJ	100	100	71	75	84
Esplanade One Mall - Bhuvneshwar	100	67	74	50	74
VR CHENNAI	100	85	92	63	87
Express Avenue Mall	100	78	58	38	71
Lulu Shopping Mall – Kochi	100	90	86	75	88
Panjagutta – Hyderabad	100	73	52	38	66
Jaipur Store	100	100	83	75	89
Phoenix Market City –Whitefield	93	40	46	13	51
KHAN MARKET- New Delhi	93	80	55	75	73
GK-1 - New Delhi	93	82	77	50	77
MG ROAD MALL-BANGLORE	100	73	91	75	86
Inorbit Mall Malad	100	94	78	88	88
SELECT CITY WALK –SAKET	92	65	56	38	63
SECTOR -18 - NOIDA	93	76	50	38	65
TOTAL	96.72%	84.23%	73.81%	63.86%	79.82%

Table 5.

INTERPRETATION

- Section wise score can be interpreted through this table
- Overall score for store environment-79.81%, staff assessment-96.72%, selling skills- 73.81%, product knowledge- 63.86%.
- Average score for all the store assigned to TSG is 79.82%
- Above data is also showing the figures which are less than 60% store wise and parameter wise.

FINDINGS

- The findings of the store environment shows the clear picture of the hygiene and cleanliness of the store
- The Mystery Shopper responses and research found that staff are committed, professional, pleasant and the supply of information generally good.
- Throughout the actual Mystery Shopping exercise, on most occasions, the manner and helpfulness of the staff was polite, courteous and professional. On some occasions a more

informed, attentive and less rushed approach would have helped improve the customer experience.

- Improvement in the relationship between your employees and customers, enhanced approaches by employees of which customers have immediate benefits.
- Clients have to work hard to satisfy its customer and enhance its sales by improving the performance of the employees.
- Most of the auditors are assigned with the audits on monthly basis.
- Majority of the people are satisfied with the service provided by the stores of Kama Ayurveda
- Phoenix Market City –Whitefield was the only store which scored only 51% overall. The client needs to manage the store and improve the performance of it
- The overall score was more than 75% which is quite good but less than the previous month and the client needs to work extra hard to achieve their service quality goals.

SUGGESTIONS

- Shoppers must be made aware about the status of reimbursement process.
- The employees must show the demonstration while informing about the features of the products to ensure satisfaction.
- All the staff should be informed and trained before starting any new campaign or offer to ensure proper information to be shared to the customers.
- Staff training should prepare staff for what to do if they cannot deal with an enquiry or answer a question.
- All the samples should be made available to the customers to enhance its sales and customer base.
- Consideration be given to a Customer Services Policy and Standards developed in full consultation with customers. These should reflect the recommendations outlined in this report. It should be noted that the participation process in determining standards may also identify other standards important to the customer.
- Mystery shopping exercise should be adopted by the companies to ensure the service quality and customer satisfaction of the customer.

CONCLUSION

High levels of satisfaction were experienced by the Mystery Shoppers. Staffs were polite and efficient. However consistency is required in the information provided to the customer regarding exchange of product, features, benefits etc.

A good level of satisfaction was experienced by the clients. However the consistency is required in following the guidance provided by the Total Solutions Group.

Almost all the mystery shoppers believe that the way TSI employees handle their shoppers is appropriate. According to most of the respondents, TSI employees adhere to professional standards of conduct. They find the employees courteous and have appropriate knowledge. They say that the staffs are able to handle their grievances effectively.

The Mystery Shopper responses and research found that staff are committed, professional, pleasant and the supply of information generally good. However, the Council should consider clearer presentation of staff name badges, privacy options if required and consistent high levels of service across all staff members.

Now a day’s many companies are using mystery shopping to improve their products and services as well as reputation of the company

Mystery Shopping companies like, Total Solutions Incorporation, are gaining importance with the time and come up with a unique concept which will help bigger brands to keep a check on their stores across India and can have control as well. Mystery Shopping is helping in enhancing the satisfaction level of the customers as well as the sellers.

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Competency Studies with Unique Referrals to Support Market

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Abstract: The modern companies rely intensely on the recruiting to achieve aggressive benefits in the market. These days they realize the significance of determining and developing vital capabilities in their employees which would suit their specific industry. The existing analysis is designed at examining proficiency need and services information sector. 200 workers from various service sectors namely, insurance policy, financial, healthcare center and resort industry took part in the analysis. The members belonged to different age groups, educational stages and ordered stages. A self ready ranking device such as of 26 items from different websites of capabilities was used to gather information. The information was exposed to quantitative analysis and appropriate mathematical tools were used for presentation. The outcomes emphasize exciting facts about proficiency requirements and services information sector. Information, preparing, troubleshooting, concern establishing and effective time control were the main capabilities needed in the service sector. The outcomes also display that there is noticeable difference in capabilities needed by different sub areas.

Keywords: *Competency, Globalization, Main Proficiency, Service Sector, Side-Line Proficiency.*

INTRODUCTION

Competence is a standardization need for an individual to properly execute a particular job. It includes a combination expertise, capabilities and actions utilized to enhance efficiency. More generally, proficiency is the state or quality of being effectively or well qualified, having the capability to execute a particular part. An individual offers proficiency provided that the capabilities, capabilities, and information that represent that proficiency are a part of them, allowing the individual to execute effective activity within a certain office environment. Competence is shown in activity in a scenario in a perspective that might be different so when you have to act. In emergency situations, qualified individuals will respond to the scenario following actions they have previously discovered to be successful. Hopefully to good effect. To be qualified you need to be able to understand the scenario in the perspective and to have a collection of possible activities to take and have trained in the possible activities in the collection, if this is relevant. Regardless of training, proficiency develops through encounter and the extent of an individual to learn and adjust. However, there has been much conversation among instructors about the issue of explanations. The concept of proficiency has different explanations, and remains as one of the most dissipate conditions in the control growth sector, and the business and work-related literary works (Collin. 1989)

Dreyfus and Dreyfus have presented a terminology of the stages of proficiency in proficiency growth. The stages are:

- Novice: Rule based actions, strongly restricted and inflexible
- Experienced Beginner: Features factors of the situation
- Practitioner : Performing knowingly from lengthy lasting objectives and plans
- Knowledge practitioner: recognizes the scenario as a whole and functions from individual conviction
- Expert: Has a user-friendly knowing of the scenario and zooms in on the central factors.
- Virtuoso: Has a higher degree of proficiency, developments the factors and has an easy and creative way of doing things
- Maestro: Changes the history in a field by creating and presenting extreme enhancements.

In a particular company of group you need to have the Expert Competence of the career or industry. The

professional proficiency is equal to the Occupational capabilities described below. They are usually the competences you have to demonstrate in an interview for a job. However nowadays there are a set of Typical Competence which is needed if you want to keep the job or get a promotion. For all companies and areas there is a set of main projects that qualified individuals have to advertise all time.

The four general proficiency are:

- **Meaning Competence:** Identifying with the purpose of the company or group and acting from the recommended upcoming depending on the of the company or community
- **Relation Competence:** Developing and caring connections to the stakeholders of the main projects.
- **Learning Competence:** Developing and looking for situations that create it possible to research with the set of solutions that create it possible to fix the main projects and indicate on the encounter.
- **Change Competence:** Performing in new ways when it will enhance the reasons of the company or group and create the recommended upcoming come to life.

The Occupational Competence activity was started by Bob McClelland in the Sixties with a view to moving away from conventional efforts to explain proficiency in conditions expertise, capabilities and actions and to concentrate instead on the particular self-image, principles, characteristics, and purpose tendencies (i.e. relatively sustained features of people) that are discovered to continually differentiate excellent from typical efficiency in a given job or part. It should be mentioned that different proficiency estimate excellent efficiency in different positions, and that there is a small variety of competences that estimate excellent efficiency in any given job or part. Thus, a feature that is a “competence” for one job might not estimate excellent efficiency in a different part.

Since the early 70’s leading companies have been using capabilities to help hire, select and manage their excellent artists after Dr Bob McClelland, Stanford Business School Lecturer of Mindset discovered that conventional tests such as educational skills and information tests, did not estimate success in the job. More recent analysis by individuals such as Daniel Goleman in Emotional Intellect and John Boyatzis, in The Competent Manager, have strengthened and highlighted the significance of capabilities as important predictors of excellent efficiency. Today’s cultures place challenging requirements on individuals, who are encountered with Complexness in many parts of their lifestyles. What do these requirements indicate for key capabilities that individuals need to acquire? Interpreting such capabilities can enhance tests of how well ready teenagers and adults are for life is difficulties, as well as recognize overarching objectives for education and learning systems and long term studying. Proficiency is more than just capabilities and information. It includes the capability to meet complicated requirements, by illustrating on and mobilizing psychosocial resources (including capabilities and attitudes) in a particular perspective. For example, the capability to connect successfully is a proficiency that may attract on your knowing of terminology, realistic IT capabilities and actions towards those with whom he or she interacting. Individuals need a variety of capabilities to be able to face the complicated difficulties of the present globe, but it would be of restricted realistic value to produce very lengthy details of everything’s that they may need to be able to do in various situations at some point in their lifestyles.

INDIVIDUAL AND GLOBAL CHALLENGES

Individuals need to attract on key capabilities that allows them to adapt to a globe recognized modify, complexity and interdependence. These capabilities need to be appropriate for a globe where:

- Technology is changing fast and consistently, and studying to deal with it requires not just one-off expertise of procedures but also flexibility.
- Societies are becoming more different and compartmentalized, with social Relationships therefore demanding more contact with those who are different from you.

- Globalization is creating new forms of interdependence, and activities are topic both to impacts (such as economic competition) and repercussions (such as pollution) that stretch well beyond your local and nationwide group.

Service sector is one the most growing sector in the era of new economy. Naturally with the entry of a variety of nationwide and international players, the companies in this sector have experienced an immediate need to pay attention to their recruiting and their capabilities to have an aggressive benefit.

Competencies	Insurance Secto	Banking Sect	Hospital Secto	Hotel Secto	Total
Cognitive Skill	346	343	224	565	1478
Knowledge	104	183	66	105	458
Psychomotor Skill	427	388	402	402	1619
Technical Understanding	468	306	352	286	1412
Problem Solving	209	263	292	166	930
Time Management	190	163	210	220	783
Priority Setting	311	326	228	277	1142
Planning	138	180	208	172	698
Creativity	266	338	382	329	1315
Ethics	360	349	258	314	1281
Resource Allocating	423	457	590	481	1951
Fiscal Responsibilities	508	490	622	473	2093
Clinical Reasoning	577	514	296	480	1897
Reflective Practice	562	521	576	496	2155
Learning	358	381	294	418	1451
Change Management	518	499	556	479	2052
Communication	270	246	310	341	1166
Customer Service	322	304	368	311	1305
Conflict Management	516	537	552	506	2111
Delegating	514	477	584	588	2163
Facilitation	551	497	534	571	2189
Collaboration	558	599	550	596	2264
Directing	534	506	432	542	2014
Articulating	611	627	586	585	2409
Understanding Diversity	484	563	576	302	1925
Time Skills	412	460	440	495	1807

Table-1: Total Scores of Subjects In All Four Sectors

Against the given background it was discovered suitable to carry out proficiency analysis with referrals to service sector.

METHODOLOGY

SAMPLE: 200 workers from service sector took part in the existing analysis. The example was arbitrarily selected from four different sub areas namely insurance policy, financial, healthcare center and resort areas (50 workers from each). The age of members varied from 20 to 70. The training and learning stage varied from graduating to doctoral. The members were from different ordered stage.

TOOL: A self ready ranking scale was used to gather information. The device consists of 26 capabilities from three major websites namely technological, critical thinking and social. The members were supposed to position the capabilities from 1 to 26 to be able of choice.

PROCEDURE: Each individual was contacted independently in their specific workplaces. After initial relationship development the purpose of visit was communicated and the device was passed over. After finishing task the individual was thanked.

DATA ANALYSIS: The obtained information was exposed to quantitative analysis. The reaction of

members was added for each sizing and complete ranking was measured. Low ranking would indicate high choice.

RESULT: The analysis of information brought out exciting outcome relevant to the purpose of the analysis. The outcomes are portrayed in platforms and mentioned below

Competencies	Scores
Knowledge	104
Planning	138
Time Management	190
Problem Solving	209
Ethics	260
Creativity	266
Communication	270
Priority Setting	311

Table-2: Core Capabilities of Insurance Policy Sector

Competencies	Scores
Time Management	163
Planning	180
Knowledge	183
Communication	246
Problem Solving	263
Customer Service	304
Technical Understanding	306
Priority Setting	324

Table-3 Core Capabilities of Financial Sector

Competencies	Scores
Knowledge	66
Planning	208
Time Management	210
Cognitive Skill	224
Priority Setting	228
Ethics	258
Problem Solving	292
Learning	294

Table-4: Core Capabilities of Hospital Sector

Competencies	Scores
Knowledge	105
Problem Solving	166
Planning	172
Time Management	220
Priority Setting	277

Technical Understanding	286
Understanding Diversity	302
Customer Service	311

Table-5: Core Capabilities of Hotel Sector

COMPETENCIES
Knowledge
Planning
Problem Solving
Priority Setting
Time Management

Table-6: Core Capabilities of Support Sector

Insurance Sector	Banking Sector	Hospital Sector	Hotel Sector
Ethics	Communication	Cognitive Skill	Technical Understanding
Creativity	Customer Services	Ethics	Understanding Diversity
Communication	Technical Understanding	Learning	Customer Service

Table -7: Peripheral Competencies

DISCUSSION

The purpose of analysis is to recognize the main capabilities and services information sector. The analysis was performed on the 120 workers of service sector. The example was arbitrarily attracted from four different units and services information sector namely, insurance policy, financial, healthcare center and resort areas (30 workers from each). The age varieties of workers were 20 to 70 years.

Tables-1 indicates the complete a lot of reactions given by workers on each item/competency.

Table-2 indicates the top right capabilities of insurance policy sector, namely, knowledge, preparing, effective time control, troubleshooting, principles, creativeness, interaction, concern establishing.

Table-3 indicates the top eight capabilities of financial sector, namely, effective time control, preparing, knowledge, interaction, troubleshooting, client support, technological knowing and concern establishing.

Table -4 indicates the top eight capabilities of healthcare center sector, namely, knowledge, preparing, effective time control, intellectual expertise, concern establishing, principles and troubleshooting, studying.

Table-5 indicates the top eight capabilities of resort sector, namely, knowledge, preparing, effective time control, concern establishing, technological knowing, knowing variety and client support.

Table 6 shows the main five capabilities and services information sector, namely, knowledge, troubleshooting and concern establishing. Information about the job and relevant topic is very important to execute the actual job. Conceptual knowledge provides a frequent knowing and capability to perform efficiently. Better pre preparing not only reduce the cost of operating but also helps in doing the perform efficiently and quickly. Providing service soon enough is front most purpose and services information sector. So that effective time control is very important for service sector. Many everyday complications and problems come in everyday operating so that expertise of troubleshooting is necessary to perform efficiently operating sector. There is various works which are important at once so that preciosity establishing became an important proficiency and services information sector.

Table-7 indicates the side-line capabilities of all four service areas. For insurance policy sector principles, creativeness and interaction are side-line competences while interaction client support and technological knowing for financial sector. For healthcare sector intellectual capabilities and studying and technological knowing variety and client support for resort sector are side-line capabilities.

IMPORTANT FINDING

Employees of insurance policy sector and healthcare sector believes that principles in an important proficiency for their sector earthily bank and resort worker do not think so interaction expertise frequently occurs graveyard for insurance policy sector and financial sector. Cognitive expertise is the proficiency which is only highlighted by healthcare sector workers. And capability to knowing variety is important for resort sector.

CONCLUSION

In the existing analysis it has been discovered that knowledge, preparing, troubleshooting, concern establishing, effective time control are the main capabilities for service sector.

Results revealed principles, creativeness, and interaction are side-line proficiency for insurance policy sector. Communication, client support, technological knowing is side-line proficiency for financial sector. For healthcare sector intellectual expertise, principles, studying, while technological knowing variety, client support for resort sector is side-line capabilities.

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An Empirical Study of Market Segmentation & Brand Image in Global Business (With Special Reference to Yamaha Company)

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Abstract: Global Business Organizations are expanding their Footprints to newer geographies to maximize their business and profits. Many countries are interacting with others through trade route thus eliminating restrictions and barriers between each other. Governments are opening the markets of their respective countries so that they are able to keep pace or even out-grow the world economy. Today’s world is becoming a Global Market – Open for new ideas, new and efficient technologies, services, new processes and as a result global competition.

A firm that is able to sell its goods and services effectively and efficiently to another country/ consumers in another country, may be in a very good position to become a Global Market Leader in its area of operation.

The study will compare and review the existing literature on the subject. The Research Paper will be analysing how profit building investment strategy can be properly explained to the people concerned, decision makers and interested public to boost the international business economy and strategies adopted by global business. The study can be used to effectively educate the public on the value of Global Business where we analysed some attention grabbing findings and pointing at promising areas for further research.

Keywords: *Analysing, Efficiently, Brand image, Services, Strategies, Technology, Trend, Future prospects, Global business.*

INTRODUCTION

Global business

Gone are the times once businesses would confine their operations to native or regional markets. With technology advancing thus quick and international trade increasing, businesses are incentivized to sell product and services in foreign markets. As such, operating a business on a world level helps enterprises expand their market share, cut back prices and become a lot of competitive. This is advantageous to consumers, as well as company also because if one side customer benefited as they are able to access a wider variety of quality products at lower prices in other side company creates his brand image.

(b) Market Segmentation

Market segmentation is the method of dividing a market of potential customers into teams, or segments, supported by completely different characteristics. The segments created are composed of customer who can respond equally to selling methods and share traits like similar interests, needs or locations.

Reasons why market segmentation is important for the company are:

Market segmentation makes it easier for marketers to alter their selling campaigns. By transcription their company’s target market into divided teams, instead of targeting every potential customers one by one, marketers is additional economical with their time, money, and alternative resources than if they were targeting customers on a private level. Grouping similar customers along permits marketers to focus on specific audiences during a value effective manner. Market segmentation additionally

reduces the chance of unsuccessful or ineffective selling campaign. Once marketers divide a market supported by key characteristics and alter their methods supported that data, there's a way higher likelihood of success than if they were to make a generic campaign and check out to implement it across all segments.

Marketers may also segmentation to order their target audiences. If segmentation shows that some customers would be additional possible to shop for a product than others, marketers will higher assign their attention and resources.

Companies won't survive if the selling strategy relies upon targeting a whole mass market. The importance of market segmentation is that it permits a business to exactly reach a shopper with specific desires and desires. Within the long-standing time, this edges company as a result of they're able to use their corporate resources additional effectively and build higher strategic selling selections.

(c) Brand Image

A brand is typically taken to mean a product or perhaps a personal that's well recognized, consistent and climbable, each within the literal and intangible context. Any brand brings up an excessiveness of pictures within the minds of consumers or target audiences.

Brand image is made within the minds of consumers, betting on their expertise and also the right sense of interaction of the purchasers with the brand. It's outlined to be the perception of consumers a few explicit brands. Once we say interactions, it will manifest itself in numerous ways that and not simply with buying for a sure product or service.

For a positive brand image, the product range and its services that are associated with any particular organization will need to be a perfect fit. Along with being a perfect fit, you also need to keep in mind about brand advertising and packaging along with customer service. Consistency as well as reliability need to be hand in hand with the organization and needs to be projected in the right manner to the desired clientele or target audience.

REVIEW OF LITERATURE

Review of literature acts as a guide in every research. Some research work has already been done in the field of automobile industry like various aspects of two wheeler and four wheeler industry, organization, rules and regulation framed by government authority's performance and profitability, impact of capital markets etc. Different researchers in their studies have explored these aspects related to global business but no research work done in the field of global business based on technological development in current positioning.

According to WASEDA Hirota seminar Research (2nd sept. 2013) in this research work author was studied on Yamaha company profile, business overview of the company in global business and mainly focused on the net sale in different products manufacturer by the company on different regions. Author also reflected the trend and future prospects of the company in global business.

According to this research study by IIBS, research report on under performance of Yamaha motors based on the performance of the company. We find out the different level of satisfaction of the customer and analyse the marketing strategy of the company.

As regards the future of automobile industry, it depends upon the cultivation of science and technology among people on large scale. On the close analysis, it appears to be one of the important features among several other factors such as socio-cultural environment, changing technology, government attitude, maintaining the competitive edge changes taste and preferences of customers etc. The above mentioned contents need to be reviewed periodically by researcher in the interest of

customer, automobile industry, and global business aspect and government tax earnings when the market is flooded with in different automobile product on national and international level.

OBJECTIVE OF STUDY

To find out the company net sale trend in global business

1. To find out the company net sale trend in global business
2. To find out the product positioning in different regions of the company.
3. To find out the market share of different regions in global Business
4. To find out weak and strong region of the company on the basis of market segmentation.
5. To find out the brand image of the company in global business

RESEARCH METHODOLOGY

The present study regarding Global business: Market segmentation and brand image has been made in respect Of Yamaha Ltd under different segmentation of product and their image in global business. All effort has been made to expedite substances from published and unpublished documents in relation to the present research.

Statistical data of different products and regions primarily collected from the head office of the selected company Yamaha Ltd. A study was made of primary as well secondary data from available literature including annual reports of Yamaha Ltd. Direct personal investigation, indirect oral investigation, Information from correspondent and the web sites of Yamaha co. as well as other Industry players were also surfed for latest secondary data.

The information so gathered was compiled, analysed and interpreted with the help of appropriate technique so as to make the conclusion more reliable and fruitful.

COMPANY PROFILE

YAMAHA is a Japanese motorized vehicle-producing company that supplies motorcycles, marine products such as boats and outboard motors, power products and industrial robots.

The company has a firm standing in the competitive motorcycle market due to their advanced technology and brand awareness.

Even though they have expanded their business in the field of marine products and power products by utilizing technology advanced in motorcycle production, motorcycle business accounts for more than 61.1% of YAMAHA’s net sales in 2018. Sale performance by geographical segment is: 10% of Japan, 21.9% of North America, 13% of Europe and 43.8% of Asia. in 2018 and Net sales from overseas accounts for approximately 90% of the total.

PRODUCT SEGMENTATION IN GLOBAL BUSINESS

Yamaha Motor Co., Ltd. is a Japan-based manufacturing company. The Company operates in different segments products in global business.

Global Business Products

- Motorcycles
- Boats
- Marine Engines
- Personal Watercraft
- Swimming Pools
- All-Terrain Vehicles & Recreational Off-highway Vehicles
- Snowmobiles
- Golf Cars

Generators
 Snow Throwers
 Electrically Power Assisted Bicycles
 Electric Wheelchairs
 Surface Mounters and Industrial Robots
 Automobile Engines
 Industrial-use Unmanned Helicopters
 Other Products

On the basis of all these Product Company will divided the product into five segments

1. Motor cycle
2. Marine product
3. Power product
4. Industrial Machinery & Robotic product
5. Other product

THE ANALYTICAL STUDY & BRAND IMAGE IN GLOBAL BUSINESS

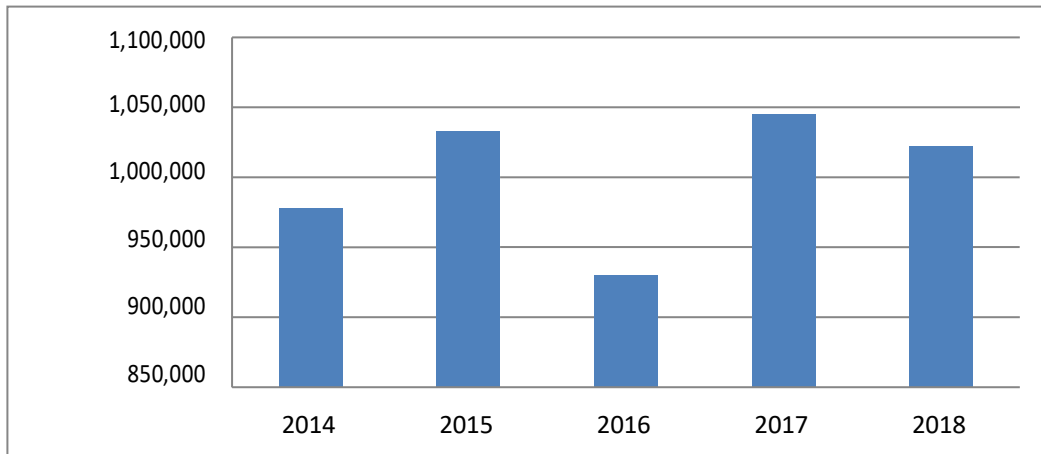
This study reflects the market segmentation on the basis of region, product and trends for last 5 years in global business.

a) Motor Cycle

YAMAHA has reputation of making well–designed and personalized motorcycles that are universally accepted. Behind the characteristics is the YAMAHA’s effort to identify customer’s need and create original parts adjusting to each motorcycle model.

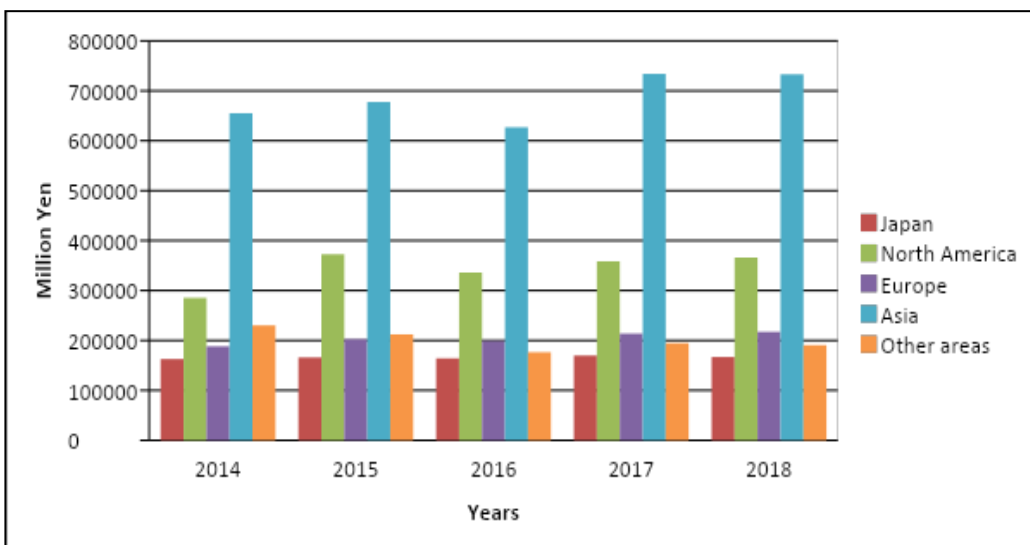
	2014	2015	2016	2017	2018
Net Sales	977,580	1,032,560	930,112	1,045,211	1,022,174
Japan	45,987	46,289	47,000	45,980	40,600
North America	53,357	72,289	55,894	52,656	50,093
Europe	116,037	136,185	127,868	138,500	131,264
Asia	612,159	628,705	579,594	671,734	668,353
Other areas	150,038	149,092	119,754	136,339	131,862

Table-1: 5 Yearly Net Sales of Motor Cycle in Different Region (Million Yen)



Graph-1: 5 Yearly Net Sale of Motor Cycle in Global Business (Million Yen)

This graph reflects the five yearly net sales in motorcycle of Yamaha Company in global business. Sales are classified into nations and regions based on geographical information of customers. In the year of 2017 reflects the maximum net sale in last 5 years. Graph shows that 2016 has the comparatively less net sale in last five years.



Graph-2: 5 Yearly Net Sales of Motor Cycle in Different Region (Million Yen)

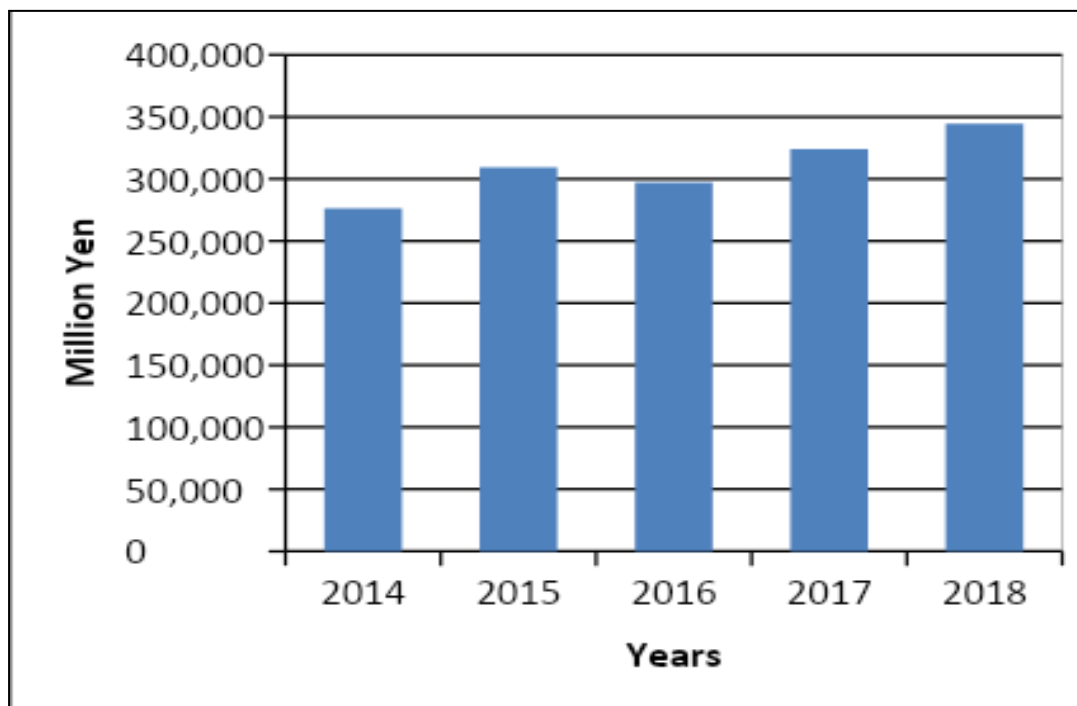
This graph shows the five yearly regional sale of motor cycle. In this graph reflects last five years based data the firstly maximum sold of motor cycle in Asia region and the second region is North America. Rest of the region like Europe, Japan and other areas are approximately same sold out ratio of motor cycle.

Marine Product

Yamaha have another segment which is based on Marine product. Major products in the Marine products: Outboard motors, electric marine motors, marine diesel engines and stern drives.

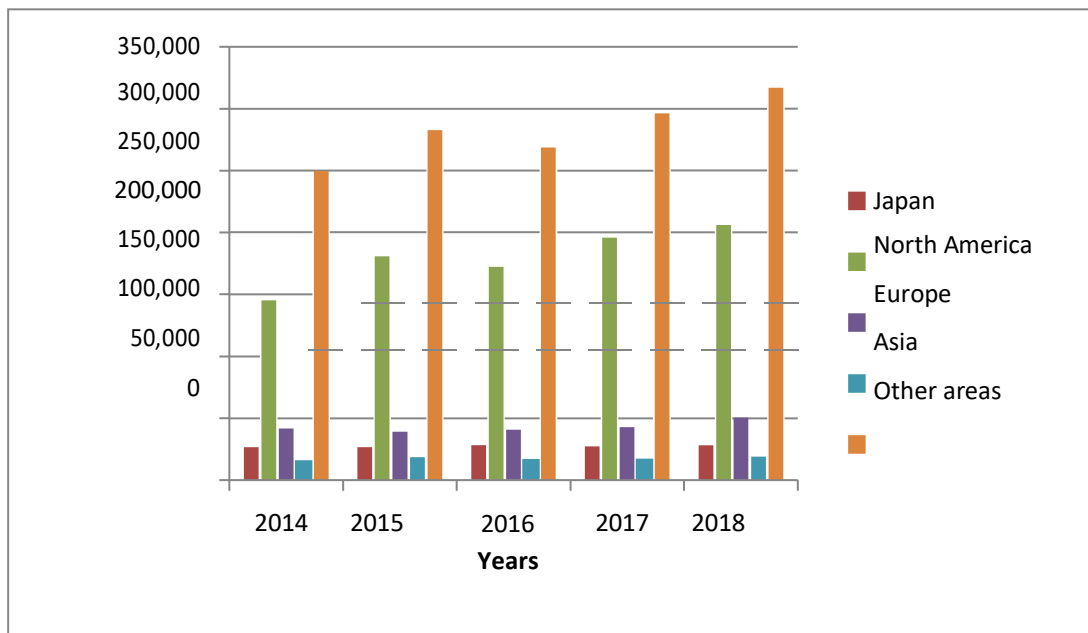
	2014	2015	2016	2017	2018
Net Sales	276,367	309,337	297,216	323,838	344,658
Japan	26,612	26,607	28,484	27,397	27,910
North America	145,081	180,691	172,236	195,675	206,200
Europe	41,697	39,187	40,804	42,641	50,504
Asia	16,051	18,696	17,022	17,154	18,987
Other areas	249,754	282,730	268,731	296,441	316,747

Table 2: 5 Yearly Net Sales of Marine Products in Different Region (Million Yen)



Graph -3: 5 Yearly Net Sale of Marine Products in Global Business (Million Yen)

This graph shows the trend of for the last five years of marine product of Yamaha Company which reflects the increasing trend of net sale for marine product.



Graph-4: 5 Yearly Net Sales of Marine Products in Different Region (Million Yen)

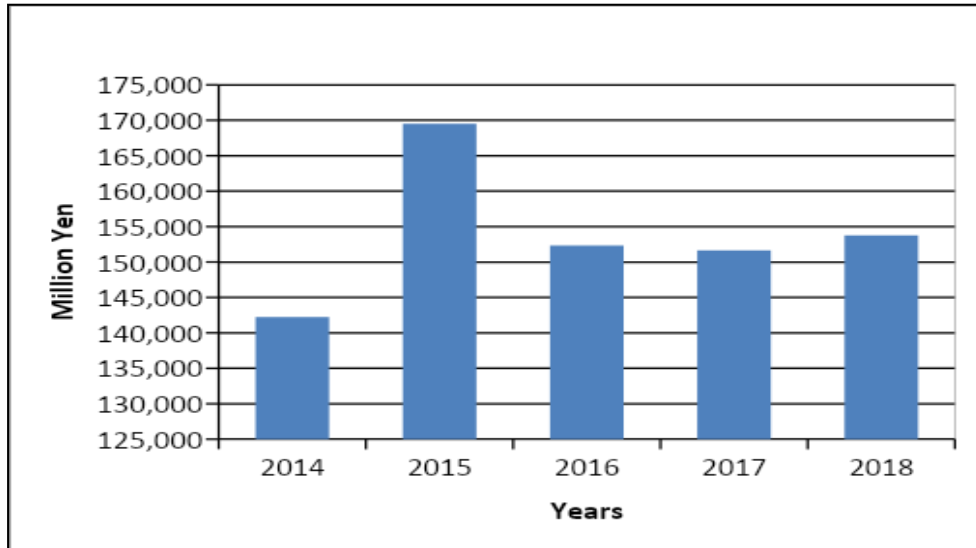
This graph shows the five yearly regional sale of marine product. In this graph reflects last five years based data the first region is stand for other area and the second highest region is North America. Rest of the region like Europe. Japan and Asia having the same average bases sale of marine product in global business.

c) Power product

Company have manufactured power product also In this segment company have produced these kind of Power products: All-terrain vehicles, recreational off-highway vehicles, golf cars, snowmobiles, generators, small-sized snow throwers and multi-purpose engine.

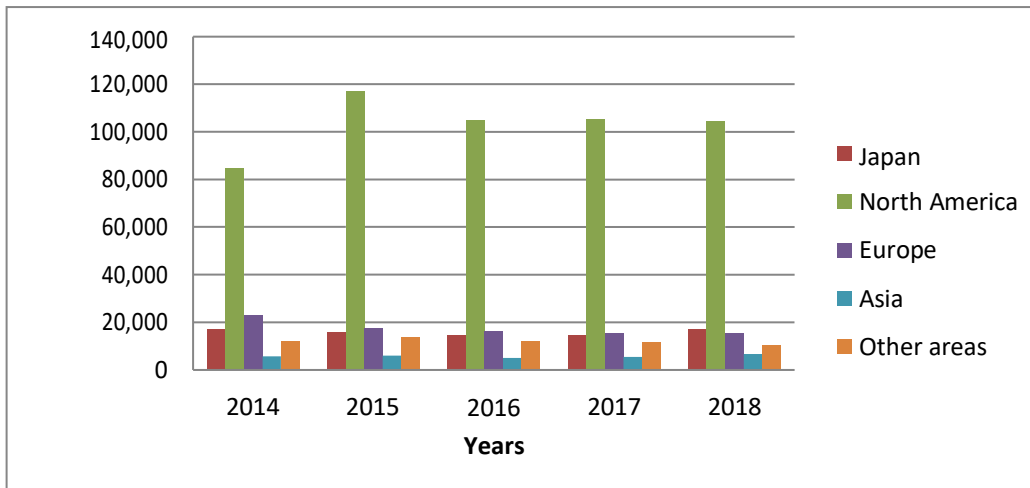
	2014	2015	2016	2017	2018
Net Sales	142,204	169,495	152,310	151,622	153,778
Japan	17,204	15,586	14,339	14,476	16,946
North America	84,467	116,939	104,642	105,039	104,313
Europe	23,011	17,456	16,365	15,189	15,547
Asia	5,723	5,931	5,118	5,415	6,669
Other areas	11,796	13,581	11,845	11,500	10,301

Table 3: 5 Yearly Net Sales of Power Products in Different Region (Million Yen)



Graph-5: 5 Yearly Net Sale of Power Products in Global Business (Million Yen)

This graph shows the five yearly regional Net sale of power product. In this graph reflects last five years based data which shows the maximum sale of power product in 2015. In the year of 2016, 2017, 2018 they are the same market share in global business.



Graph-6: 5 Yearly Net Sales of Power Products in Different Region (Million Yen)

his graph shows the five yearly regional Net sale of power product. In this graph reflects last five years based data North America is the highest sale region of power product in global business in the company rest of the regional area like Europe, Japan other area and Asia they are not getting good business in power product.

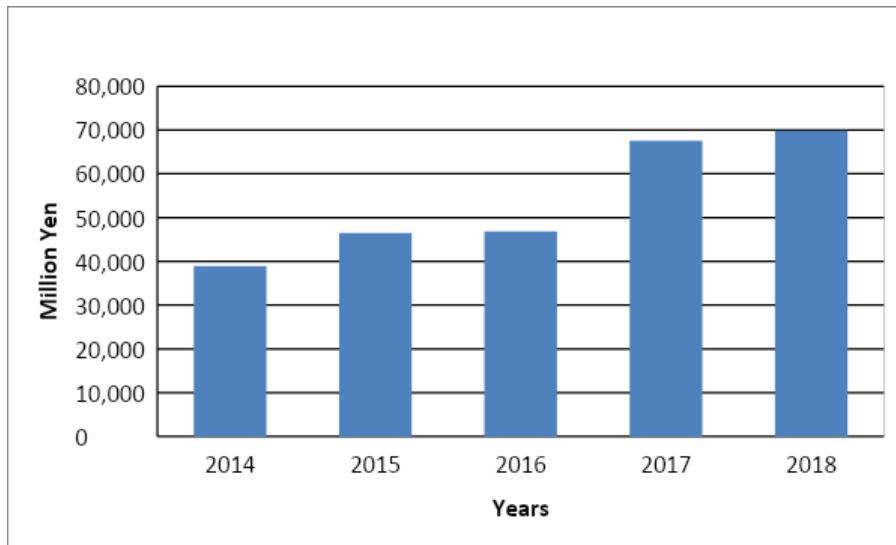
d) Industrial Machinery & Robotic Sales

In this segment company have manufacturer different types of industrial machinery and Robots like single axis robots, Cartesian robots, pick and place robots, clean robots industrial robots and cable etc.

	2014	2015	2016	2017	2018
Net Sales	38,942	46,501	46,871	67,571	69,891
Japan	13,776	17,686	15,979	23,022	24,841

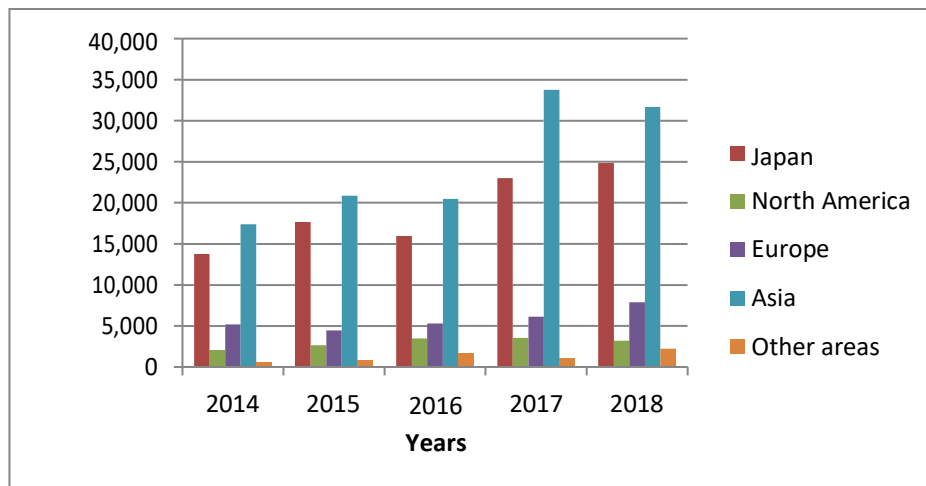
North America	2,012	2,661	3,469	3,577	3,226
Europe	5,206	4,463	5,306	6,139	7,895
Asia	17,409	20,877	20,481	33,781	31,682
Other areas	538	811	1,634	1,050	2,245

Table 4: 5 Yearly Net Sales of Industrial Machinery & Robotic in Different Region (Million Yen)



Graph-7: 5 Yearly Net Sale of Industrial Machinery & Robotic in Global Business (Million Yen)

This graph shows the five yearly regional Net sales of Industrial Machinery & Robotic Sales of product. In this graph reflects last five years based data which shows the increasing trend of net sale from 2014 to 2018 in terms of Industrial Machinery & Robotic Sales.



Graph-8: 5 Yearly Net Sales of Industrial Machinery & Robotic Sales in Different Region (Million Yen)

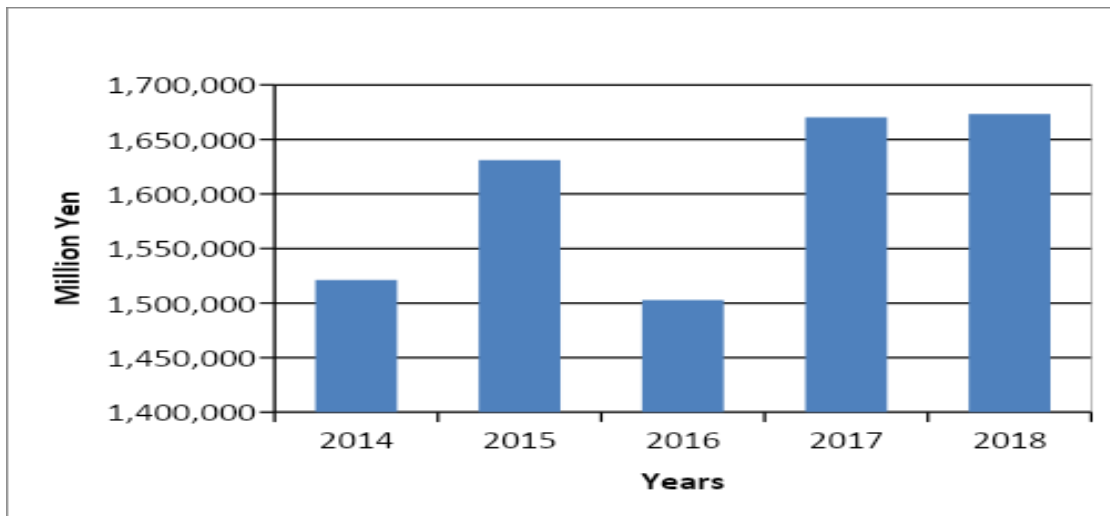
This graph shows the five yearly regional Net sale of power product. In this graph reflects last five years based data in 2014 to 2018, Asia sold the highest Industrial Machinery & Robotic Sales with Japan at the second at position. Rest of the regions is at a very minimal level.

e) Total Net Sale

This table shows the total net sale of the company in different regions and shows the 5 yearly trend of the Yamaha Company. The total net sales of the particular year include every regions total net sale plus product segmentation total net sale.

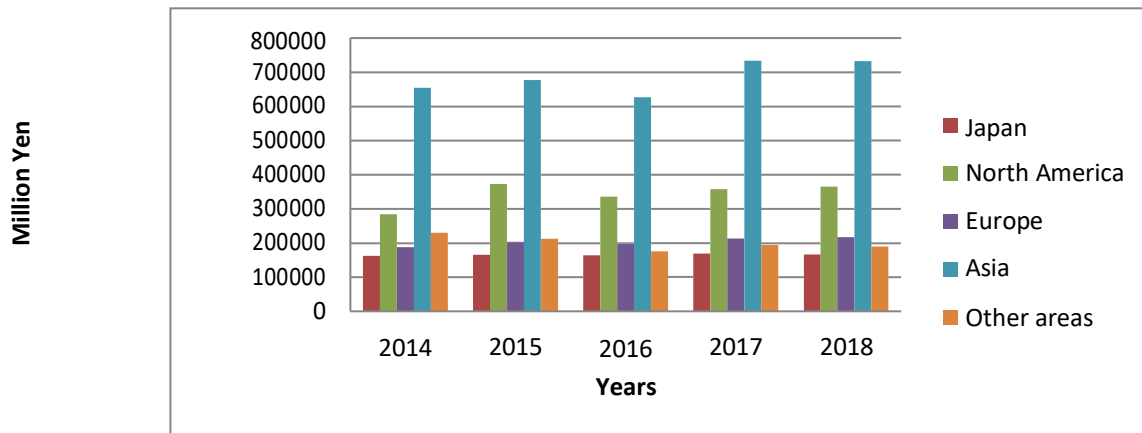
	2014	2015	2016	2017	2018
Net Sales	1,521,207	1,631,158	1,502,834	1,670,090	1,673,137
Japan	162824	166,017	164,233	169,856	166,925
North America	284,921	372,703	336,462	358,132	365,726
Europe	188,193	202,593	198,915	213,792	217,289
Asia	655,031	677,546	626,745	733,691	732,591
Other areas	230,237	212,298	176,477	194,616	190,603

Table-5: 5 Yearly Total Net Sales in Different Region (Million Yen)



Graph-9: 5 Yearly Net Sale in Global Business (Million Yen)

This graph shows the five yearly Total net sale of the company in global business. In this graph reflects last five years based data which shows in 2018 company have good sale of their product on the basis of market segmentation products like Motor cycle, Marine product, Power product, Industrial Machinery & Robotic product, other product.



Graph-10: 5 Yearly Net Sales in Different Region (Million Yen)

This graph shows the five yearly regional total Net sale of the company in global business on the basis of region like Japan, North America, Europe, Asia, other areas and on the basis of product like motorcycle, marine products, power products, Industrial Machinery & Robotic, other products. The graph shows maximum product of the company was sold out in Asia and the second highest region is North America rest of the region like Europe, Japan and other areas the sales was not good as the other regions.

FINDINGS

Low Market Penetration in Global Business:

On the basis of net sale for the last 5 years of Yamaha’s, the level of penetration in the Asian markets is growing positively high in Asia and North America. Whereas the others countries are growing at a slow rate due to lack marketing of products globally and other companies providing the same technology in very less price in comparison to Yamaha, as the level of Competition is very high in the market with other companies.

Low Brand Awareness:

As per the analytical study of trend of power products are declining due to low brand awareness. Yamaha sells a large range of products apart from motorcycles. However, it is mainly known for its motorcycles. Around the world awareness regarding its power products is low. It also makes unmanned helicopters for agricultural use. Yamaha also produces Industrial robots and several other vehicles. Except its motorcycle products, awareness regarding its power products is low in most corners of the world.

Currency Fluctuations:

Most of the motorcycles and outboard motors sold by the cluster in North America, Europe and Asia, and that they factory-made it in Japan and exported as completed product within the global market. Therefore, fluctuations within the exchange rates of the Japanese yen against major currencies, like the U.S. dollar and therefore the monetary unit, considerably impact not solely the sales, however conjointly profits and alternative results.

Regulation:

The trade is subject to numerous governmental rules for various product categories in global business as well as those associated with vehicle safety and environmental matters like gas emission levels, fuel economy, noise and pollution. Additionally, several governments additionally impose tariffs and alternative trade barriers. These rules might have negative impact on YAMAHA’s profits.

Economic situation:

The company has globalised businesses in nations and different regions round the world, together with Japan, North America, Europe, Asia and alternative areas. In these markets, buying the product might not be essential or imperative for people or companies. If demand in these markets were to shrink because of factors like money instability in countries and rising interest rates, the group's business development could also be negatively wedged.

Recommendation and Suggestions

a) Focus on Product Marketing

1. Yamaha should focus on its advertisement and mileage
2. Yamaha should also give some offers with their different models.
3. The company should also launch some cheaper models so that the Average customer buys more products.
4. To succeed in the Asian markets, Yamaha would need to bring more products that are within the affordable price range.
5. Regional partnerships with local brands can also help it's grow its penetration and market share in these markets.
6. The company should implement environmental rules according to governmental policy.

b) Should improve the after sale services.

During the survey we found the Yamaha is not satisfying their customers in after sale services, parts of the bike are not easily available in the market and employees at dealership sometimes become rude to the customers, This is the major drawback in capturing the market shares of Yamaha should take some batter steps to satisfy and retain their customers.

c) Weak follow up from dealerships

We observed during the course of study the Yamaha was quite weak in following up with prospective customers. There was no communication from Yamaha showrooms.

d) Aggressive selling

The company should follow an aggressive selling concept. A non-aggressive selling concept which is clearly visible in its advertisement campaign which does not hit on the customer rather aims to provide information in a subtle manner.

f) Measures should be taken to improve its dealership

Yamaha which is trying to build a brand new image of a high technology and stylish brand of sports bikes should take appropriate steps to show it in their showrooms.

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A Study on Work Life Balance of Employees at IITM Group Of Institution Murthal, Sonipat

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Abstract: Life of an employee’s contains two main parts i.e. Personal life and professional life. It is the basic demand of the time of the employees to manage them and give them equal priorities. WLB is the term used for the idea that you need time for the both work and other aspects of life, whether those are profession related or personal interest. It is the relationship between work and other commitments in one’s life and their impact on one another. A balance life is one where we spread our energy and efforts- emotional intellectual, imaginative and physical between key areas of importance. Today, more facilities are provided to workers so that they easily manage their life. Work life balance occurs when individuals with a finite amount of mental, physical and emotional recourses allocate those recourses in a way that corresponds to their personal and professional goals. Hence, every employee can benefit from more effective resource allocation. While maintaining WLB employees have to face various obstacles and they have to cope up with them for innovative and prosperous future. Employees have to maintain decorum in their life styles by avoiding wasteful activities, creating a work leisure plan and suitable management of relaxation time. An employee must have enthusiasm to handle the balance between them. So as to diminishes the gap between the personal and professional life. They must have proper planning and ideas regarding them. It is also the basic liabilities of the organization to deal with them.

Keywords - *Commitments, Personal Life, WLB, Ideas, Emotional Resources.*

INTRODUCTION

Work life balance means the balance of the employee’s personal i.e. family, leisure, community and professional life. It becomes a major part and carries an important in one’s life so as to smooth running of their work and personal life. Work life balance is not only the keen responsibility of the employee but also the organization for their employees so as to improve the efficiency, productivity and motivating their employees to better growth and development. An organization can arrange various activities like tour, friendly environment, crèches etc. so as to remove or maintain stress of the employees. It is more beneficial for organization for the long run participation of the employees in their organization and to satisfy them from their jobs. Various problems could be faced by an employer or employees to manage work life balance in their organization related to grievance handling irregularity and indiscipline etc. Policies must be made to keep them in their minds and to solve the problem.

The research Paper aim to study the work life balance of employees of IITM Group of institution Murthal, Sonapat.

LITERATURE REVIEW

Mitja Gorenak, Anjas Popovic (2014):- “Quality of work life Balance” classified the work life activities are two categories work & private life. The objective of the study is to find out the workplace violence. It is very important to everyone to balance work and private life as much as possible modern piece of work is often affected by workplace violence, mostly verbal, psychological and in some cases also physical violence. Data that are using in this paper was gathered in a wider survey this paper have established that workplace violence effects work life balance of employees, results of the survey also

confirm what was already suggested before by some authors that workplace violence even though it is psychological can have effects on health of employees. As per the study it is observed that Workplace violence effects work life balance of employees. The authors recommend enlargement of sample with increased focus on effect of workplace violence on physical and mental health.

Fapohunda, Tinuke. M. (2014):-This study was conducted that “work life balance on employee’s productivity”. The main purpose of this paper studies is that the result of work life balance on employee productivity and Nigerian workers handle the inauspicious working situations and coordinate their work and family lives. Work life balance is an important determinant for workers in attaining a thriving career. Hence it is a crucial for employees to maintain study stability between work and their private lives. The concept of work life balance is based on the idea that paid work and private life should be seen less opposite priorities and more as corresponding essential for a full life.

Work life balance involves successfully managing the deal between paid work and other essential activities –spending time with family .Enhancing work life balance between work and personal lives results in genuine paybacks both for employers and employees. Work life imbalance has organization outcomes like elevated rates of absenteeism and turnover, decreased productivity etc. where the right balance is established and maintained, both the employee and employer gains. For this there is enhancing happiness, superior dealing with management, and successful communication and lower level of stress.

J. Sudha. Dr. P. Karthikeyan (2014):-The objective of the study is to find out the “work life balance of women employees”. The most of women are coming forward to work in order to support their family. The biggest challenge for women is how to balance the demands of family and career. This study identifies the various aspects such as career advancement, work stress, work family conflict and family work conflict, child care in context with work life balance and its practices. Some of the strategies and skills at work such as planning, organizing and setting limits can be used at home and work place for accomplishing a satisfying and fulfilling well balanced life both professionally and personally.

Women employee should care the family both physically and financially to satisfy the family needs. Also work for the accomplishment of organizational objectives and individual up liftman to satisfy the career needs. Organization should be adopting HR strategies and policies to overcome the issues of work life balance of women in the current business environment. To achieve work life balance, every woman should set the goal and excel both in career and family.

Mrs. K. Anitha (2014):-“WLB of an employee’s” an important area of human resource management which is receiving increasing attention from policy makers, organizations, management, employees and their representatives globally. It is a factor which has the potential to affect important workplace issues such as employee turnover, stress, job satisfaction and productivity. The pressures of the work on personal life can lead to stress. Employees are the pillars of the organization. It is important for employees to maintain a healthy balance between work and their private lives. Generally those employees who have better work life balance contribute more towards the success of the organization. The organization can render better service to the customers by having productive and efficient employees.

Ms. Nidhi Aggarwal (2015):-The objective of the study is to find out the “Stress among working women”. The working atmosphere of SBI (from the point of view of work life balance), to know the initiative taken by the organization for the effective work life balance and the effect of work life balance on women of SBI. Work life balance is a condition of equilibrium in which the demand of both professional and personal life is equal. The purpose of the study is to find out the working atmosphere of the public sector banks especially for women employees and what is the opinion of women about the ideas and policies of banks and effects of those ideas on their lives. The focus of research is on working women in banks with special reference of SBI.

According to various studies; it has been found that such situation affects person’s health both physiologically and psychologically. It is very important for employees maintain a healthy balance between work and their private lives. This study has concluded that there work life balance of employees will be an important input in designing appropriate policies for employees.

By: Sein & Chen, 2015:-Work family research has long been guided by the role stress through, wherein the negative side of work life family interaction has been put under the spot light. Recently, the emphasis has shifted towards the investigation of the positive interaction between work and family roles as well as roles outside work and family lives.

Dr. O. M. Ashtankar (2016):-The study has conclude that the work life balance of the working women in Ramtek area is out of control and is need of attention women faces the problems of work life balance almost in every way in their daily life. It is found that work life balance problem is widely prevalent among the working women of this area. Further it is concluded that the as experience of working women increases their job stress level comes down or the skill ensuring WLB enhance as the experience of job increases.

Atasi Mohanty, Lalatendu Kesari Jena (2016):-Work life balance is concept has got considerable attention and as a campaign has been practiced in various organizations in the form of policy and strategy. It is observed that in some organizations provide a bundle of policies and programs such as alternative work arrangements; leave policies, and childcare centers at workplace in the name of work life balance.

Work life balance practices are seen as employee friendly and socially desirable strategies of a progressive establishment, so such kind of practices should be considered at par with other strategic HR inventions at future workplace. Now more empirical research inputs are required to formulate and implement effective HR strategies for better adaption and work life balance of Indian professionals in their respective job set-ups.

Tapasya Julka, Urvika Mathur (2017):-The basic purpose of the study work life balance among women employees. The objective of the study is to find out the equal balance between the career & family. This study also aims to through some light on the effect of work life balance their work and working women. This paper reviews the existing literature on work life balance of women employees with an identification of various characteristics towards the achievements of work life balance. To achieve work life balance every women should set the goal and excel both in career and family. Organizations need to adopt human resource strategies and policies to overcome the issue of work life balance of women in the current business environment.

OBJECTIVE OF THE STUDY

- To enhance the efficiency of workers.
- To know about the job satisfaction of the employees in their organization.
- To find out the obstacles in work life balance in an organization.
- To maintain decorum and discipline and increase productivity in an organization.

RESEARCH METHODOLOGY

The study adopted the descriptive type of research approach for analyzing the work life balance of employees in IITM. Simple random sampling technique is used to get the response from the employees. The sample size was 50. Structured questionnaire was designed to collect the primary data from the employees. Secondary data was collected from college official website, internet, journals and text books.

Data Analysis

Responses	No. of Respondents	% of Respondents
Less than 5 days	15	30
5 days	25	50
6 days	10	20
Total	50	

Table: 1 Number of working days in a week

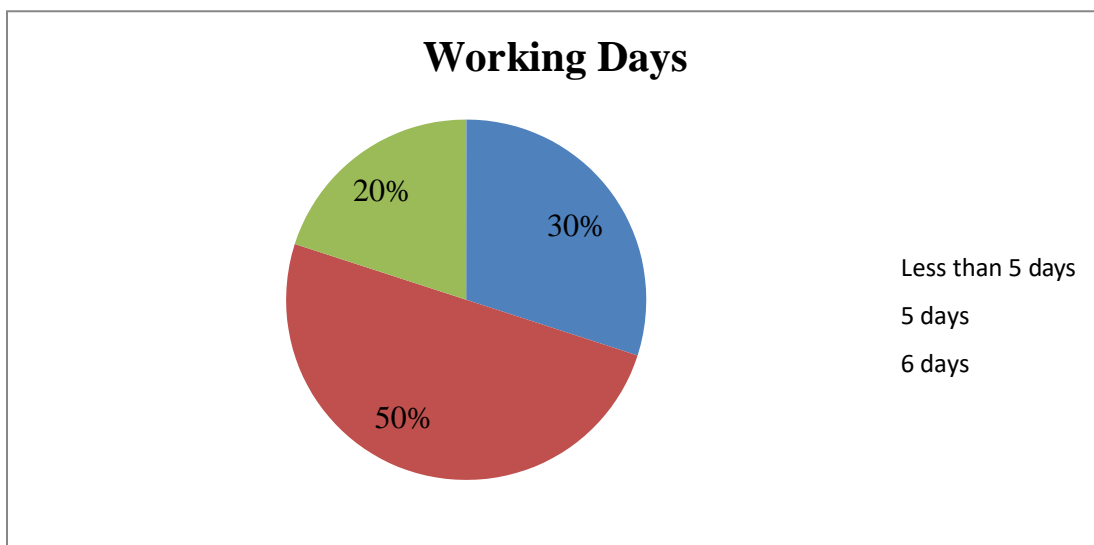


Figure: 1

From the above data we can observe that 30% respondents work less than 5 days, 50% respondents work for 5 days and 20% respondents work for more than 5 days at IITM.

Responses	No. of Respondents	% of Respondents
Less than half hour	5	10
Nearly one hour	15	30
Nearly two hour	30	60
Total	50	

Table: 2 Time Spend for Travelling

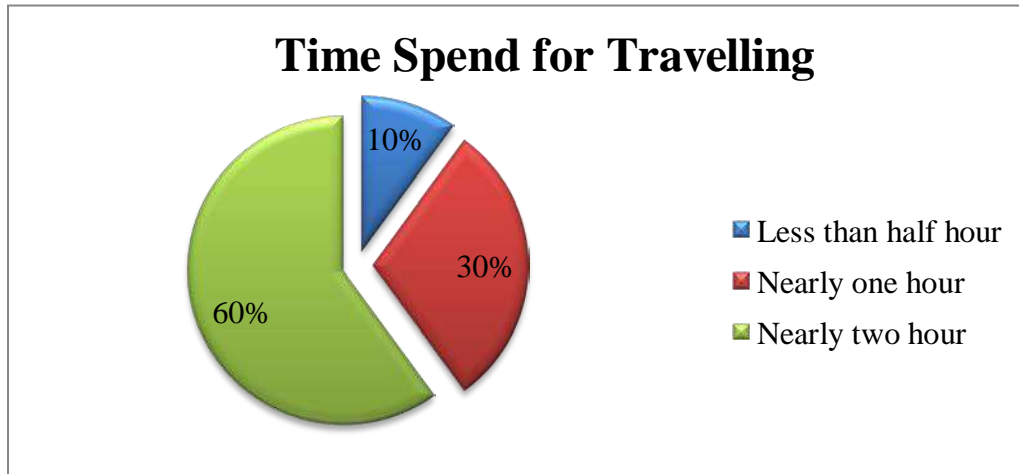


Figure: 2

Above the data shows that most of the employees spent nearly two hour in a day travelling whereas very few employees spent less than half hours in a day travelling.

Responses	No. of Respondents	% of Respondents
Yoga	5	10
Meditation	10	20
Entertainment	35	70
Total	50	

Table: 3 - Stress Management

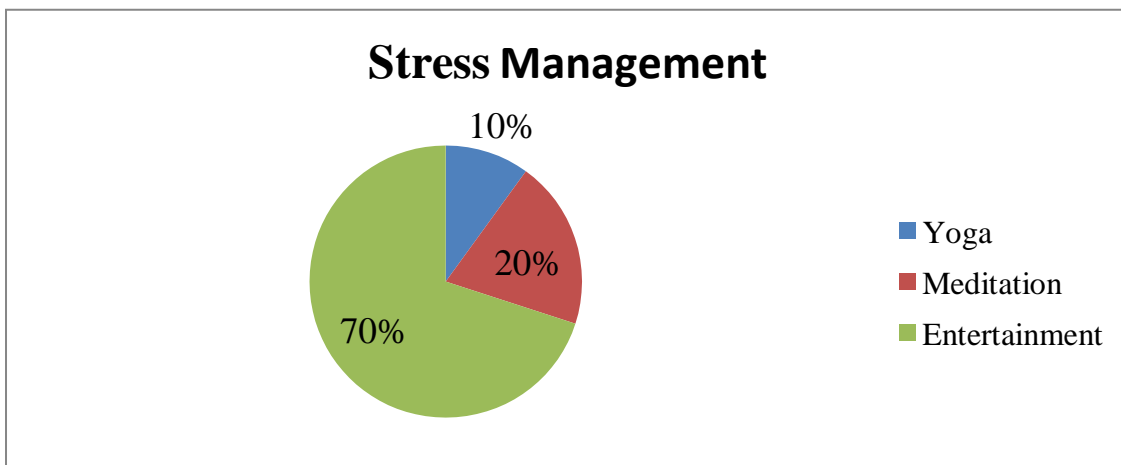


Figure: 3

From the above data we can observe that 70% of employees use entertainment, very few respondents use yoga and meditations for managing their stress.

Responses	No. of Respondents	% of Respondents
Yes	30	60
No	20	40
Total	50	

Table 4:-Working Under a Flexible Schedule

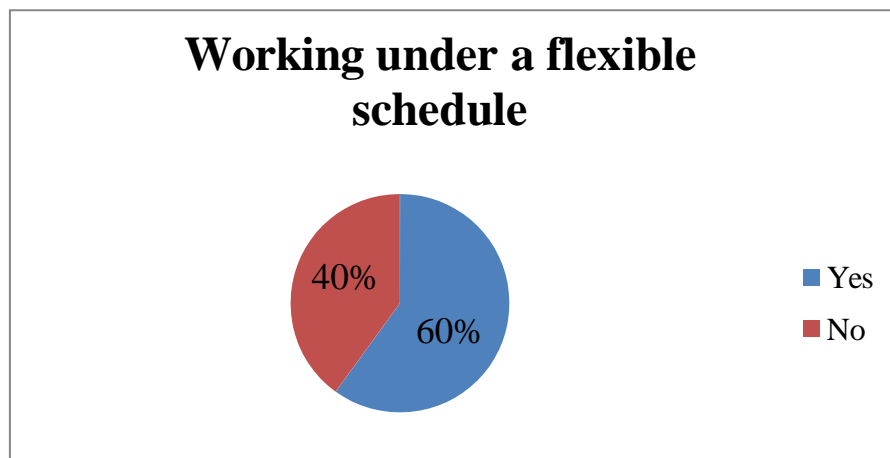


Figure: 4

From the above chart we can observe that 60% numbers of employees in the organization are working under a flexible schedule and remaining employees are not working under a flexible schedule.

Responses	No. of Respondents	% of Respondents
Strongly agree	10	20
Agree	28	56
Disagree	7	14
Strongly disagree	5	10
Total	50	

Table 5:-Policy customized to individual needs

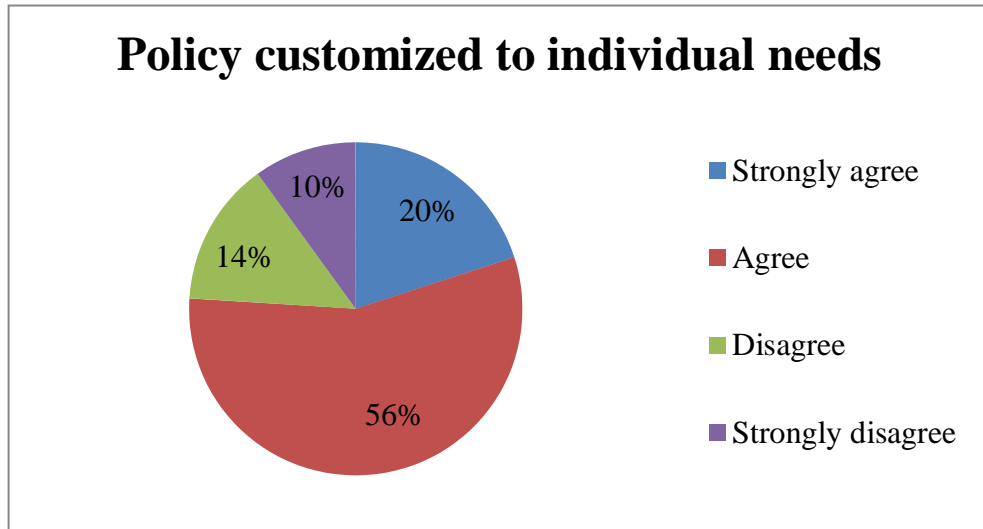


Figure 5

From the above data we can observe that most of employees (56%) are agree that work life balance policy of the organization is customized to the individual needs.

Responses	No. of Respondents	% of Respondents
Yes	20	40
No	30	60
Total	50	

Table 6:- You are able to balance your work life

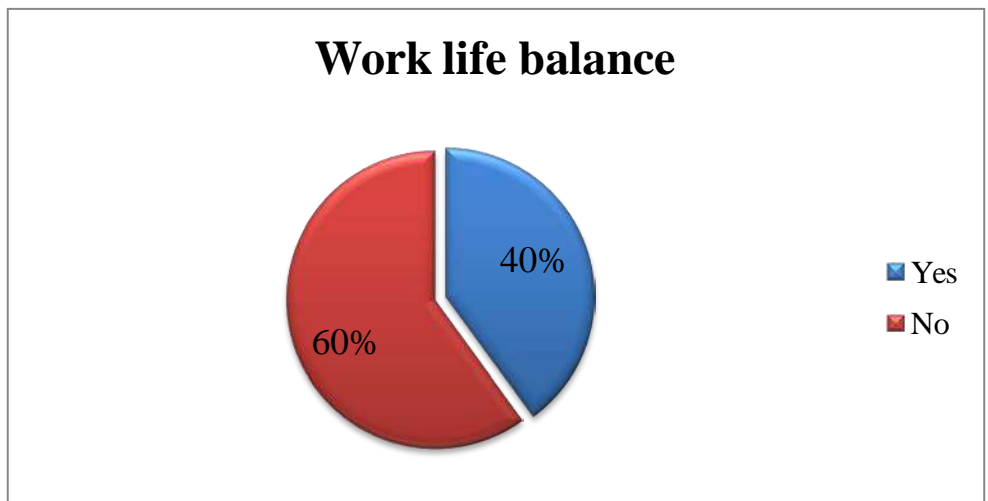


Figure 6.

From the above table we observe that 40% employees are able to balance their work life but 60% employees feel they are not able to balance their work life due to continue working.

FINDINGS OF THE STUDY

During the research I found that the organization should adopt many strategies for balancing the work and life of the employees.

- The study is discovering that employees of the organization manage the stress of work through entertainment.
- The majority of the respondent said that they spend nearly two hour in a day for travelling.
- It is observed from the research, employees are working under a flexible schedule but flexible schedule is not available to all employees.
- It has been found that work life balance policy should be customized to the individual needs of the employees.
- It has been found from the research that many employees had good feeling of balance between their work life and home life. Whereas some employees were not confident to balance their work and home life.
- The majority of employees in the organization are not satisfied with their work life.

RECOMMENDATION

There are some of the recommendations regarding the overall work life balance of employees in the organization which help the organization to improve their level of satisfaction among employees. The following of the recommendations are:-

- Management should maintain flexible time to increase the satisfaction level of the employees.
- Organization and employees both have an effective time and stress management so that everyone should maintain the work life balance.
- Organization should provide provisions related to working hours, so that employees maintain the balance between work life and personal life.
- Management should inculcate the belongingness among employees and arrange stress reducing activities like get together, cultural or recreational programs as and when required.

CONCLUSION

The respondent has inability to express balance their work life due to some economic, family problems, inefficiency and lack of commitment. The organization must take necessary steps to overcome their inhibition and motivate them to enhance their personality and performance by providing stress reducing activities and periodical counseling for healthy and productive environment.

In this study, there have to be conscious efforts taken by employer to counter barriers to work life balance. Also, the employee has to ensure that there is effective stress management. Work life balance can be ensured there are conscious efforts taken by both, the employer and the employee.

Work life balance policy in the organization mostly customized to the individual needs. Employees in this organization feel a slightly stress for the work. Organization provides a flexible schedule for the efficient working to the employees. Most of employees are satisfied with working hours of the organization.

Thus, managing and organizing both work and life of employees systematically and strategically in the organization have led to enhanced productivity in the long run. Organization must provide programs to employees for their balance between work and life.

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THE EVALUATION OF BOOK-KEEPING AND BASIC ACCOUNTING PROCEDURES IMPLEMENTED AND APPLIED IN SSEs

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Abstract: The aim of this research is to find out the need for proper bookkeeping and basic accounting procedures in small scale enterprises. The study also looked at the problems faced by Small Scale Enterprises and the way forward. One of the key forces in the process of helping an organization to become more competitive is how its human resource management functions are played out. This means that this function will have to serve more and more as a strategic organizational development. The researcher used qualitative method, supplemented by statistical analysis of the survey data. The findings confirmed an apparent non-existence of proper bookkeeping and basic accounting procedures in small scale enterprises and recommends that owners should be educated to keep away their personal transactions from their business entities. The study further revealed that small scale enterprises face moribund problems such as finance, technical skills, entrepreneurial skills and human resources among others and recommended that National Board for Small Scale Industries should be strengthened and resourced to solve these numerous problems of the small scale enterprises.

BACKGROUND TO THE STUDY

Accounting standards are needed so that financial statements will be fairly and consistently describe as a financial performance. Without standards, users of financial statements would need to learn the accounting rules of each company, and comparisons between companies would be difficult. While keeping track of your business’s finances may seem overwhelming, it’s not that hard when you know the bases of accounting and bookkeeping. Bookkeeping and accounting share two basic goals:

1. To keep track of your income and expenses this would improve your chances of making profit.
2. To collect financial information necessary for filling your various tax returns.

This sound pretty simple, it can be, especially if you remind yourself of these two goals whenever you feel overwhelmed by the details of keeping your financial records Wang, Hartmann, Gibbs & Cauley, There is no requirement that your records be kept in any particular way. As long as your records accurately reflect your business’s income and expenses, the IRS will find them acceptable. The actual process of keeping accounting books is easy to understand when broken down into three steps.

- i. Keep receipts or other acceptable records of every payment to and every expenditure by your business.
- ii. Summarize your income and expenditure records on some periodic basis (daily, weekly, or Monthly)
- iii. Use summaries to create financial reports that will tell you specific information about your business, such as how much monthly profit you are making or how much your business is worth at a specific point in time.

Whether these are done by hand on ledger sheets or use accounting software, these principles are exactly the same.

PROBLEM STATEMENT

It has been ascertained that most small-scale enterprises fail to keep proper books of account and also fail to observe basic accounting procedures. As a result, they are not able to portray the exact financial position of their businesses. This tends to impede the ability of the enterprise to obtain the much needed

loans from the financial institutions and other sources for expansion and diversification. The financial statements, such as the profit and loss accounts, the balance sheet and the cash flow statement of small-scale enterprises cannot easily be prepared. Under such circumstances, annual profits cannot readily be determined. The main research problem in this work is to account for the reason behind their inability to keep proper accounting records. It is important to state that the absence of proper records does not only impair the growth of the small-scale enterprise but also, as stated earlier, reduces their chances of obtaining credit facilities from the financial institutions and other fund lenders. It is obvious that a cash starved small-scale enterprise is bound to encounter difficulties in its attempt to expand and/or diversify its operation

THE OBJECTIVES OF THE STUDY

The objectives of this research were to consider the following:

1. To examine the importance of proper bookkeeping and basic accounting procedures in small-scale enterprises
2. To determine the extent to which bookkeeping and basic accounting procedures have been implemented and applied in SSEs.

SIGNIFICANCE OF THE STUDY

The significance of this study was to create through documentation, an awareness of the importance of bookkeeping and basic accounting procedures to small-scale enterprises. In addition it will be a source of knowledge to small-scale enterprises (SSE) on how to maintain proper accounting records. The result will greatly facilitate the work of the Internal Revenue Services and the Value Added Tax officials in developing strategies to extend the tax net to cover such enterprises which form significant proportion of the Ghanaian business community. This study will also be of great significance to policy analysts since it will assist in analyzing the effectiveness and success of the work of the National Board for Small-Scale Industries (NBSSI). The National Board for Small-Scale Industries was established with the prime objective of providing an umbrella institution that would address SSEs their financial operation/technical and documentary problems so as to enhance their opportunities to grow.

LITERATURE REVIEW

Small-scale enterprises differ from other enterprises. It is independently owned and operated and does not therefore form part of any larger enterprise. It is usually managed by its owner(s) in a personalized way without the need for a formalized management structure (Broom et al; 1993).

There are a few things one needs to understand in order to make setting up your accounting system easier. They are basic and they will probably clear up any confusion you may have had in the past when talking with your Certified Public Accountant (CPA) Irwin; (1993) described proper bookkeeping procedure as one of the ways through which an organization can keep track of its financial activities in order to ensure proper financial discipline. There is no proper definition of small-scale enterprise; however, it may be defined as one that is independently owned and operated and it is non-dominant in its field of operation ((Meggenso et al; 2018). There are also certain peculiarities that differentiate them from other technical accounting type.

HISTORY OF BOOKKEEPING

The long history and early origins of accounting, whether as a generic activity or a specific practice such as double-entry bookkeeping, have served a number of purposes. Bookkeeping has certainly been practiced many years ago: for we read of it amongst the Ancient Romans in J. Caesar’ time; but should not be supposed, that it ever arrived to the perfection, as now it is. The Italians were the first merchants, we read of in Europe, and first invented this exact way of keeping accounts, now in use amongst all. Amsterdam has been a great nursery of this science, since it was brought there (Yamey et al; 1963).

RESEARCH METHODOLOGY

The research was designed to cover the activities of two hundred (200) Small-Scale Enterprises (SSE’s) and key personnel from National Board for Small-Scale Industries were interviewed. They were; the director of research, public relation officer, the director of education, two field officers at the head office, district coordinators of Kanashie, Accra central, Madina, North Industrial Area and Tema. The survey method was used in gathering information from respondents. This included direct visits, observations, interviews and administration of questionnaires. The field data were edited, coded and punched. Frequencies, percentages and tabulations were used to score the data. Each research problem is in some form unique and thus requires a custom-made research procedure. In this chapter, the research method that was used to collect, manage and analyze the data is presented. In other words, the chapter discusses the methodology of the study including the source of data, sample and sampling technique, data instrument, pilot testing of instrument, data distribution and collection as well as data management and analysis tool are described in this section.

To be able to accomplish the task at hand, there is the need to gather adequate and comprehensive data on Small-Scale Enterprises and National Board for Small-Scale Industries (NBSSI). This chapter seeks to explain the research instruments used in collecting data, the population of the research, sampling procedure, the type of data collected and the difficulties encountered during the survey.

RESEARCH DESIGN

The field data Questionnaires and personal interviews were the methods employed in gathering data.

POPULATION AND SAMPLE SIZE

For the purpose of this study, the author was able to identify a population of three fifty (350) small-scale enterprises (SSE’s) from which two hundred (200) was selected for the research. Key personnel’s from NBSSI were also interviewed to determine the extent t which they help SSEs in recording their financial transaction.

SOURCES OF DATA

The collection of data represents a pre-requisite for carrying out a research and can be derived from a number of sources. These sources are classified into secondary and primary data (Clarke and Dawson, 1999).

TYPES OF DATA COLLECTED

The primary source of data is the field survey conducted by the author.

The source of primary data is from the personnel of the Headquarters of National Board for Small Scale Industries (NBSSI) and SSEs through the use of questionnaires.

PILOT TESTING

A pilot study was conducted to test the validity and reliability of the questionnaire.

First, the expert views, suggestions and correction of the researcher’s supervisor were taken into consideration in restructuring of almost all the statement that was found to be ambiguous and irrelevant. Therefore, 10 SMEs were selected to test the questionnaire. The test was aimed to reveal problems in understanding the questions as well as other problems which have to be solved before sending the questionnaire out to respondents.

An item by item scrutiny of the remaining responses did not show any evidence of respondents’ misunderstanding of any item. Therefore the instrument was deemed to offer a guarantee of readability and usability.

DATA MANAGEMENT ANALYSIS TOOL

Collected questionnaires have to be managed properly if any use has to be made of it. It is important that raw data is handled properly and processed in order to transform it for the purpose of extracting

conclusive information. Data collected for this research was analyzed qualitatively and quantitatively. A very good care was taken through the answered questionnaire to verify clarity of expressions, legibility, unanswered questions and other discrepancies. This was done to facilitate consistency of thought as well as to make coding and analysis easier.

Each questionnaire item was vetted and numbered serially according to sequence in which they were received. The field data was presented in the form of tables, charts and frequency tables.

ETHICAL ISSUES

Generally, business people are hospitable and will easily give any relevant information to interested people provided their time and confidentiality were upheld. In this case for instance, many of small-scale businesses did not like to answer questions that tried to probe into their incomes, earnings from their businesses, family life and expenditure. I tried throughout my interactions with them to avoid asking respondents such questions.

PROBLEMS ENCOUNTERED DURING THE STUDY

The major problems the researcher encountered were in the area of data collection. Most of the respondents were skeptical and thought that the research was made to make them pay more taxes and was done to increase their tax liability.

DATA PRESENTATION AND ANALYSIS

INTRODUCTION

NBSSI on basic booking and accounting procedures and the form(s) of such assistance;

- Major problems facing SMEs in this chapter seeks to analyze data collected from small-scale enterprises and National Board of Small-Scale Industries on their activities. As stated earlier, a sample of 200 small-scale enterprises and personnel of NBSSI were interviewed. The information was analyzed both qualitatively and quantitatively in this chapter.

In order to get a comprehensive and orderly analysis of the data collected from the Small-Scale Enterprises (SSE's). The following parameters were use:

- Characteristics of owners and their businesses; Types of accounting and basic bookkeeping uses; Initial problems faced in running their businesses using basic bookkeeping and accounting procedure; Whether assistance is received from securing the services of accounting personnel's and/or services. Activities of NBSSI in relation to Small-Scale Enterprises in the country as a whole were also analyzed on the following parameters; Whether NBSSI offer assistance to SSE's and the form(s) of such assistance;

CHARACTERISTICS OF OWNERS AND BUSINESSES

Information gathered from the study indicates that Small-Scale businesses had been in existence for a long time. Responding to a question on date of formation, 105 of the businesses representing 70% of the 200 businesses contacted indicated that they had been operating for not less than 15 years. Only activities such as cloth making and hairdressing appeared to be new and emerging.

Sole proprietorship was the predominant feature of Small – Scale Enterprises. It is only in the areas of Carpentry and Auto Mechanics that men numbering about 8 to 10 come together in most cases to form co-operatives as indicated in the study. The reasons why co-operatives are formed in these two (2) areas of activities include the fact that they involve tedious work and also require huge capital outlay.

The survey 200 Small With the -Scale Enterprises covered in the study area, it was found that majority of owners of businesses were women within the ages of 30 and 45. 125 of the businesses covered, representing 62.5% were owned by women and about 50% of these women were in the 30-45 age group. Only businesses such as wood processing and carpentry were owned by men as obtained from the study.

Information of the 200 businesses covered indicated that 50 and 40 engage in Auto Mechanics and textile/cloth making respectively. Hair dressing businesses covered in the study numbered 25, representing 16.67%. Food processing and soap making businesses were 20 or 13.33%. The result shows that, wood processing and metal works are the activities least engaged in, as indicated in the table that

follows

BUSINESS AREA

Business Area	Frequency	Percentage
Clothing	125	22.5
Food Processing	25	12.5
Wood Processing	15	7.5
Metal Works	15	7.5
Hair Dressing	35	17.5
Auto Mechanics	40	20
Soap Making	25	12.5
Total	200	100

Table 1: Distribution Of Businesses By Activities Undertaken

SOURCE: FIELD SURVEY, 2018

The table 1 above and figure below show that textile/clothing industry representing 22.5% was the dominant area among the respondents, followed by auto mechanics being 20%. Hair dressing was next with 17.5%. Next important field was the food and soap making scoring 12.5%. Wood processing and Metal works/blacksmithing representing 7.5% were captured.

OWNERS' REASONS FOR ENGAGING IN BUSINESS

An examination of the factors, which led to the establishment of various businesses, revealed a variety of reasons. Most of the respondents indicated that they have been engaged in self-employment to generate income to cater for their families. Some also did that to diversify their resources into other areas to supplement the sources of income they have already. The former category represented 55% with the latter representing 25%, while the remaining stated other varying reasons as indicate below

REASON	No. of Respondent	Percentage
Self Employment	110	55
Diversification	50	25
Other Reasons	40	20
Total	200	100

Table 2: Reasons for entering into business

Source: field survey, 2019

From the table 2 above and figure 2 below it is clear that majority set up these businesses for the desire to be self-employed, they accounted for fifty-five percent of the respondent. This is followed by diversification which represents twenty-five percent and other reasons had twenty percent. This shows us that majority of owners of SMEs set up their businesses because of the desire to be one's own boss.

INITIAL PROBLEMS IN RUNNING BUSINESSES

Varied problems were given by most of the 200 businesses covered in the study. Apart from 10 businesses that indicated that they did not face any significant problems, 85 indicated they faced either 3 or 4 types of problems. The remaining 55 faced 1 or 2 problems during their initial stages. Problems indicated include lack of capital, marketing problems, lack of technical knowledge among others.

HOW DO YOU DETERMINE YOUR PROFIT MARGIN?

If Books are Kept	NUMBER	PERCENTAGE
Myself	134	75
Employee Account Clerk	66	25
Total	200	100

Table 3

source: field survey, 2019

From the table 3 above 75% of the respondents do the recording by themselves, which shows that majority of the respondents do the recording of their financial transactions themselves even though they do not have enough knowledge in basic accounting procedures and bookkeeping principles.

PREPARATION OF THEIR ACCOUNT AT THE END OF THE PERIOD

All the respondents indicated that they do not prepare periodical accounts; they do these on ad hoc bases, that is, when the need arises. For example, when they were seeking finance assistance from financial institutions.

ON THE QUESTION OF RECEIVING ANY TRAINING IN BOOKKEEPING

Most of the 200 Small-Scale Enterprises (SSE’s) contacted stated that; they had little or no training in basic bookkeeping and accounting procedure. 60 of the 200 businesses had some form of training. 140 which form the majority had no training in the subject matter.

Another major problems most of them mentioned is the lack of technical skills in going about their work. 145 out of the 200 businesses said they lack technical training in business and accounting management among other problems.

ON THE ISSUE OF HOW FINANCIAL RECORD KEEPING HELPED THEIR BUSINESS

To the question of how financial record keeping helped their businesses, 75% of those who kept some sort of financial record stated that it helped them to determine their profitability and improved their business dealings. However none could indicate this helped them determined their tax obligations since majority of them do not pay tax. Few that pay tax subscribe to the flat rate regime.

PREPARATION OF THEIR ACCOUNT AT THE END OF THE PERIOD

All the respondents indicated that they do not prepare periodical accounts; they do these on ad hoc bases, that is, when the need arises. For example, when they were seeking finance assistance from financial institutions.

PERSON RESPONSIBLE FOR THE PREPARATION OF THE ACCOUNT

To the question of who prepares the account all the respondents indicated that they employed the services of professional accountants to do these for them since they do not have the competence to handle it.

REASONS FOR PREPARING ACCOUNTS

The reasons for preparing accounts, 100 representing (50%) indicated that they use the accounts to determine their profitability. Another 10 representing (50%) does that as a condition for obtaining loans from financial institutions. None of them indicated that they do it to determine their tax obligation or as a statutory obligation.

REASONS FOR PREPARING ACCOUNTS	NUMBER	PERCENTAGE
To determine Profitability	100	50
For tax Purpose	0	0
For loan Requirement	100	50
Statuary Obligation	0	0
Total	200	100

Table 4: Account preparation

Source: field survey, 2019

From the table 5 above, the reasons stated by the respondents on why they prepare their accounts were to determine profitability and for loan requirement shared these fifty percent. The respondents claimed tax purposes and statutory obligation were not the reasons why they prepare their accounts.

SUMMARY OF FINDINGS

The contribution of the small-scale enterprises have been recognized by both governmental and non-government agencies. The research, aimed at finding out the need for proper bookkeeping and basic accounting procedures in SSEs. The research covered 200 SSEs and an interview conducted at NBSSI headquarters.

The study found out that there was lack of managerial skills especially in basic accounting principles and bookkeeping procedure among SSEs in the country. The study shows the illiteracy rate in financial recording is generally high and NBSSI is doing everything possible to correct this anomaly.

The study further found out that SMEs do not attach any importance to proper bookkeeping and basic accounting principles. The study also revealed that there is an apparent non-existence of proper bookkeeping and basic accounting procedures in SMEs. Principal among these functions were the training of business owners on various topics. But it seems their effort of educating these business owners on the need of proper bookkeeping is not enough. Finally, SSEs do not employ account clerks not to talk of qualified accountant to prepare their financial books for the enterprise.

CONCLUSION

Drawn from the research indicated that the major problem of management of business was how to attract and maintain middle level accounting personnel to manage their accounting records and this affects the growth of enterprises and in most cases a major cause of business failure. The research further revealed the illiteracy on the use of basic accounting and bookkeeping procedures is generally high and it therefore suggested that NBSSI and other agencies responsible for the growth of SSEs should step up their training activities especially in basic bookkeeping procedures and accounting principles. Though, it was identified that there exist managerial problems among owners of businesses on bookkeeping in the country, the study cannot be said to be conclusive. For instance, the study could not identify the extent to which each managerial problem identified; affected the growth of the small-scale enterprises in the country. It is hope therefore that, further research will be conduction on the topic to determine the level of accounting principles and bookkeeping needs of businesses in the country and to determine the extent of damaging effects of poor financial records in the growth of businesses.

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A Study on Women Entrepreneurs in India: Challenges & Contribution towards GDP

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Abstract: Woman constitutes the family, which leads to society and Nation. Social and economic development of women is necessary for overall economic development of any society or a country. Entrepreneurship is the state of mind which every woman has in her but has not been capitalized in India in way in which it should be.

The concept of women entrepreneurship in India is of recent origin and has gained momentum since the early 1980s due to liberalization of economies. Today world is at a surprising pace due to Liberalization, Privatization and Globalization along with ongoing IT revolution and is bringing new opportunities and challenges for women in the business world today. Due to change in environment, now people are more comfortable to accept leading role of women in our society, though there are some exceptions. Women entrepreneurs are approximately one-third of total entrepreneurs worldwide.

Our increasing dependency on service sector has created many entrepreneurial opportunities especially for women where they can excel their skills with maintaining balance in their life.

Propose of this empirical study is intended to find out various motivating and de-motivating internal and external factors of women entrepreneurship. It is an attempt to quantify some for nonparametric factors to give the sense of ranking these factors. It will also suggest the way of eliminating and reducing hurdles of the women entrepreneurship development in Indian Context.

Keywords: *Woman, Entrepreneurs, Challenges, Contribution, GDP*

INTRODUCTION

Entrepreneurship refers to the act of setting up a new business or reviving an existing business in order to take advantages from new opportunities. Thus, entrepreneurs shape the economy by creating new wealth and new jobs and by inventing new products and services. However, an insight study reveals that it is not about making money, having the greatest ideas, knowing the best sales pitch, applying the best marketing strategy. It is in reality an attitude to create something new and an activity which creates value in the entire social eco-system.

Women entrepreneurship is gaining importance in India in the wake of economic liberalization and globalization. The policy and institutional framework for developing entrepreneurial skills, providing vocation education and training has widened the horizon for economic empowerment of women. However, women constitute only one third of the economic enterprises. There exist a plethora of successful business women entrepreneurs both in social and economic fields in India. They are performing well. Government of India has also introduced National Skill Development Policy and National Skill Development Mission in 2009 in order to provide skill training, vocational education and entrepreneurship development to the emerging work force. However, entrepreneurship development and skill training is not the only responsibility of Government and therefore other stakeholders need to shoulder the responsibility. In Hindu scriptures, woman has been described as the embodiment of shakti. But in real life she is treated as Abla. Women are leaving the workforce in droves in favor of being at home. Not to be a homemaker, but as job-making entrepreneurs. The increasing presence of women in the business field as entrepreneurs has changed the demographic characteristics of business and economic growth of the country. Women-owned businesses enterprises are playing a more active role in society and the economy, inspiring academics to focus on this interesting phenomenon. This paper focuses on the problems, issues, challenges faced by women entrepreneurs, how to overcome them and to analyze policies of Indian government for and problems faced by them while pursuing their business.

REVIEW OF LITERATURE

Bowen & Hisrich, (1986), evaluated many research studies done on women entrepreneurship. It concluded that female entrepreneurs are relatively well educated in general but are not having proper management skills, high in internal locus of control than other women in their values & are likely to have had entrepreneurial fathers. Cohoon, Wadhwa & Mitchell, (2010), present a detail about men & women entrepreneur's background and experiences. The study is based on the data collected from primary data where surveys were conducted to collect data from established & successful women entrepreneurs. The study identified top factors motivating women to enter into the field of entrepreneurship. The factors found were desire to build the wealth, the wish to capitalize own business ideas and to move ahead in life. The challenges are more related with entrepreneurship rather than gender. Studies have found that most of the women establish enterprises before the age of 35 after gaining some job experience somewhere. The Women network report on Women in Business & in Decision Making focus on women entrepreneurs, about their problems in starting & running the business, family back ground, education, size of business unit. Darrene, Harpel and Mayer, (2008) performed a study & established a relationship between human capital and self-employment. The study showed that self-employed women differ on most human capital variable as compared to the salary and wage earning women. The study also revealed the fact that the education attainment level is faster for self employed women than that for other working women. Singh, 2008, conducted a study to identify the reasons & factors that influence entry of women in entrepreneurship and also explained the obstacles in the growth of women entrepreneurship. The factors identified were lack of interaction with successful entrepreneurs, social un-acceptance as women entrepreneurs, family responsibility, gender discrimination, lack of social networking, low family and financial support. Tambunan, (2009), made a study on recent changes that have occurred in women entrepreneurs in Asian developing countries. The study focused mainly on women entrepreneurs in small and medium enterprises based on data analysis and review of recent key literature. The study found that women entrepreneurship is gaining overwhelming importance in all sectors. The study also depicted the fact that representation of women entrepreneurs in this region is relatively low due to factors like low level of education, lack of capital and cultural or religious constraints.

RESEARCH METHODOLOGY

The research is descriptive in nature and the secondary data is collected from different published books and papers, articles published in different journals, periodicals, conference paper, working paper and websites. The research drafting and analysis is based on the outcome of various researchers whose research has been considered as a springboard for preparing the present research work.

CHALLENGES FACED BY WOMEN ENTREPRENEURS IN INDIA

- **Conflicts between Work and Domestic Commitments**-Women's family obligations bar them from becoming successful entrepreneurs in both developed and developing nations. "Having primary responsibility for children, home and older dependent family members, few women can devote all their time and energies to their business" (Starcher, 1996)
- **Gender gaps in education**- While women are making major strides in educational attainment at primary and secondary levels, they often lack the combination of education, vocational and technical skills, and work experience needed to support the development of highly productive businesses.
- **Lack of finance** – Access to finance is one of the most common challenges that entrepreneurs face and this is especially true for women who are further impeded by lack of personal identification, lack of property in their own name and the need for their husband's countersignature on many documents.
- **Lack of awareness**: Women are unaware about the loans, schemes, assistance etc. provided to them from different institutions like government and non-government. So there is a need to take sincere efforts in this area so that assistance can reach to women entrepreneurs in rural and backward areas.
- **Lack of knowledge in Business Administration**- Women must be educated and trained constantly to acquire the skills and knowledge in all the functional areas of business management. This can facilitate women to excel in decision making process and develop a good business network.

- **Market-oriented risks-** Stiff competition in the market and lack of mobility of women make the dependence of women entrepreneurs on middleman indispensable. Many business women find it difficult to capture the market and make their products popular. They are not fully aware of the changing market conditions and hence cannot effectively utilize the services of media and internet.
- **Legal constraints in family law-** The institutional and legal environment is critical to the growth of female-owned enterprises. Laws regulating the private sphere specifically those regarding marriage, inheritance and land can hinder women's access to assets that can be used as collateral when securing a loan.
- **Heavy household responsibilities-** Women in rural areas have a lot of household responsibilities as they have more children. They are required to perform their traditional role as housewives and therefore, they have fewer hours of free time than men, both during the weekend and on weekdays
- **Lack of family support-** Sometimes the family may make the women feel guilty of neglecting household duties in her pursuit of business obligations. Cultural traditions may hold back a woman from venturing into her own business.
- **Lack of capital-** traditional sources of finance like banks are reluctant to lend to women entrepreneurs especially if they do not have any male or family backing. This is especially true of lower income females. Women do not have adequate finance or legal knowledge to start an enterprise.
- **Lack of confidence and faith-**lack of role models undermines the self-confidence of women entrepreneurs. The activity of selling is considered abhorrent to the female gender.
- **Lack of right public/ private institutions-** Most public and private incentives are misused and do not reach the woman unless she is backed by a man. Also many trade associations like ministries, chambers of commerce do not cater to women expecting women’s organizations to do the necessary thing.

REASONS FOR BOOSTING WOMEN ENTREPRENEURSHIP

The role of women entrepreneurs in the process of economic development has been recognized from nineties in various parts of the world. Today, in the world of business, women entrepreneurship has become an essential movement in many countries and has been accepted in all areas of working. The United Nations report has also concluded that economic development is closely related to the advancement of women. In nations where women have advanced, economic growth has usually been steady. By contrast, in countries where women have been restricted, the economy has been stagnant. The data on correlation between Gender related development index and GDP per capital reinforces the below fact

Rank	Country	Gender Related Development	As a per % of HDI	As a per % of GDP per Capital (US\$)
1	Australia	0.966	98.9	34923
2	Norway	0.961	99.6	53433
3	Iceland	0.959	99.0	44613
4	Canada	0.959	99.2	35812
5	Sweden	0.956	99.3	36712
6	France	0.956	99.4	33674
7	Netherland	0.954	98.9	38694
8	Finland	0.954	99.5	34526
9	Spain	0.949	99.4	31560
10	Ireland	0.948	98.2	44613
11	India	0.594	97.1	4102

Table 1: Development Index and Its Component

Source: Human Development Report 20

As shown in the above table, Gender related development index is significantly correlated with GDP per capita. The value of correlation coefficient comes 0.857371. Therefore, It can be treated as one of the parameter to show the economic condition & growth of the country

S.no	Name	Position	Organization
1	Arundhati Bhattacharya	Chairperson	State Bank of India
2	Archana Bhargava ,	Chairman and Managing Director	United Bank of India
3	Zarin Daruwala	CEO	Standard Chartered Bank (India)
4	Aisha de Sequeira	Managing Director and Head, Investment Banking	Morgan Stanley
5	Bala Deshpande,	MD	New Enterprise Associates
6	Vijayalakshmi Iyer	Chairman and Managing Director	Bank of India
7	Renu Sud Karnad,	Managing Director	HDFC
8	Naina Lal Kidwai	Group General Manager And Country Head	HSBC INDIA
9	Chanda Kochhar	MD AND CEO	ICICI Bank
10	Kalpna Morparia	CEO South Asia And India Operations	JPMORGAN CHASE & CO.
11	Kaku Nakhate	President And Country Head (INDIA)	Bank Of America Merrill Lynch
12	Kavita Nehemiah	Social Entrepreneur, Co-Founder & COO	Artoo
13	Shubhalakshmi Panse	Chairman And Managing Director	Allahabad Bank
14	Chitra Ramkrishna	Managing Director & CEO	National Stock Exchange of India
15	Renuka Ramnath	Founder	Multiples Alternate Asset Management
16	Usha Sangwan	Managing Director	Life Insurance Corporation Of India
17	Shikha Sharma	Axis Bank	CEO
18	Snehlata Shrivastava	Executive Director	National Bank For Agriculture And Rural Development

Table 2: List of Successful Women In Banking And Finance Sector In India

CONCLUSION

The economic development of a country depends upon the involvement of women into the entrepreneurship activities. India is known to be male dominant country where women are facing considerable hurdles while operating the venture. In spite of this, women entrepreneurship in India is still growing steadily and is providing job opportunities and income generating avenues for different segments of society.

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Research on Consumer Behavior towards Celebrity Endorsement: With Special Reference to Delhi Region

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Abstract: The practice of celebrity endorsements has been increasing rapidly over time. The adoption of celebrities by Indian advertising agencies has experienced a tremendous increase in the last 15 years. Celebrity endorsed advertisement is considered as an effective communication strategy between the marketer and consumers. Celebrity endorsement is made up of four main pillars that are credibility, attractiveness, product matchup and lastly meaning transfer. All these four elements combine to make up celebrity endorsement. Marketers use celebrity endorsers to influence the purchase decision of consumers in order to increase their sales and extend their market shares. Many celebrities are used in various marketing campaigns and in most cases; the use of celebrities as endorsers is mainly seen positive. In the study the researcher will focus on the relationship between credibility of celebrity which is composed of expertise and trustworthiness and buying behavior of customer.

In this research Approach taken by the researcher is quantitative. The data of 100 respondents is being collected through a structured questionnaire with direct contact with respondents and sample of 4 brands belonging to various product categories featuring celebrities for the study is considered. Collected responses will be analyzed using graphs and charts.

The researcher tries to review existing literature available on celebrity endorsements, which provides an insight into the research topic and clarifies many important aspects related to the subject. In previous researches it is proven that consumer do get affected by celebrities as endorser, people find celebrity endorsements more attractive and influential as compared to non-celebrity endorsements. Moreover, the tested attributes show positive relationship with purchase intention and behavioral intention. In other terms, celebrity attributes do affect the purchase intention of consumers. Finally, the results of the study prove that celebrity endorsements positively affect the buying behavior of the consumers.

Keywords: *Celebrity, Endorsement, Consumer Behavior, Credibility.*

INTRODUCTION

Background: Popular personalities can convert into excellent salesmen. Giving the world a familiar and well-known face is considered to be the fastest and safest way for brands to develop an association and a bond in the mind of its consumers. Whenever the consumers come across an actor or the most loved sports figure endorsing a product, immediately that product attain credibility because celebrity endorsement is a technique which features celebrities to endorse a product.

These celebrities need not to be necessarily an international superstar, but they should be extremely familiar to their target audience. We see celebrities in television, film, radio, magazines and where not, celebrity endorsements get about billions and trillions yearly and are highly recommended in the dreamy world of advertisements to promote their products.

And from consumer’s perspective, they want to own that brand which enjoys a good reputation in the market and then when it is involving a well known celebrity with that brand, it becomes all the more alluring and consumers feel that by using such brands they will gain some status because celebrity endorsed products satisfy this longing of enjoying a brand that comes with symbol of status.

Marketers make use of celebrities to endorse their products in order to give their brand advantage and edge over its other competitor. But employing a celebrity to satisfy the very purpose require deep understanding and many other considerations have to be weighted.

OVERVIEW

Celebrity endorsement is a million dollar industry today. In this modern era, the world of advertisement undergoes a change, from classical ways, it has converted to take a modern route. This modern route requires marketers to develop strategies incorporating the elements of emotions, humor etc. the main purpose that lay behind these strategies is to get brand exposure, attention, interest, desire and action. And in order to make these strategies into success, marketers employ famous celebrities because celebrities have the power to create a greater impact on the consumers buying behavior. Since some of the celebrities have charismatic personalities and they enjoy public recognition because they possess distinctive qualities like trustworthiness and attractiveness. Many big brands make use of the concept of celebrity endorsement as a marketing communication tools.

As consumers, we are surrounded by brands; we get exposed to millions of personalities in billboards and television. Every brand tries to capture our time to inform us about what they have to offer to us and teach us about the different attributes of the product. And this is where the challenge lies. The marketers have to delve what will retain our attention. In order to achieve this, celebrity endorsement is put into effect.

But this entire process of hiring celebrities and doing the product-celebrity match is not as simple as it seems. The design of such kinds of campaign and then planning how to make these campaigns a success requires a long procedure of an in-depth understanding of the product, the choice of a celebrity, the objective of the brand and then associating the celebrity with the brand. Celebrities not only serve the purpose to create some kind of attention and also to attain the objective of high recall and recognition. And for that to happen, marketers should keep in mind the image of their product because consumers only wants to consume that product or brand which has the maximum fit with their own personalities/image and the celebrity endorser fits in between these two connections and binds the image of the product close to the consumers by transferring meaning to the product. Also marketers believe that when employing celebrities, they succeed in creating an aspiration in consumers mind to purchase what their favorite celebrities are endorsing because in this glamorous celebrities world.

Celebrities are often perceived as idols by many and people want to follow their lead and try out those products which have the touch of celebrities to them as celebrities make those products more alluring and desirable.

In the world of advertisement, in order to stand out from the clutter, celebrity endorsement is considered the most effective tool that will do the job. This technique of involving celebrities with a brand is a winning formula to build the brand and enhance its value. However, it is relatively easy to select a celebrity for a brand but rather very hard to build a strong link between the brand and the endorsement. And therefore, it is for this reason, it is rightfully said that celebrity endorsement is a two-edged sword, if properly dealt with it can do wonders for the company and if not handled properly it can destroy the image of the company and the brand itself.

SIGNIFICANCE OF THE STUDY

This research will help to achieve insights on the impact that celebrity endorsement has on the consumers buying behavior and will focus on the relationship between credibility of celebrity which is composed of expertise and trustworthiness and buying behavior of customer.

OBJECTIVES OF THE STUDY

The main aim of studying the theory of celebrity endorsement on consumers buying intention is to find the answers to the following:

- The impact celebrities have on the consumers buying intention in regards of credibility
- In regards of the attractiveness of celebrities, how much are consumers convinced.
- To judge the effectiveness of celebrity endorsement.

These objectives will help to reveal what kind of an impact celebrity endorsement leaves on consumers intention regarding the purchase of FMGC products and it will also trace out those key factors that actively participate in order to turn the celebrity endorsed advertisement into success.

LITERATURE REVIEW

Historical and current perspective: Over the years many arguments have been done with respect to the ideas on what makes celebrity endorsement a success. Many studies have also been conducted which are aimed at finding out all the factors that are very active to create an impact on the buying behavior of consumers.

Five studies have been reviewed and formulated in tabular form which enumerates the major objectives and findings.

S. No	Title	Author Name	Year	Conclusion
1	Effects of Expertise and Physical Attractiveness upon Opinion Agreement and Liking	Horai	1974	The endorser’s perceived expertise has a positive impact on attitude changes of the customer. Endorses will be perceived as having the most expertise when that endorse products or services related to them
2	The effects of multiple products by celebrities on consumers attitude and intention	Carolyn Trippet	1994	The impact of multiple product endorsement on consumer’s perceptions of expertise and liking for the celebrity may be indirectly and unknowingly tied to the numbers of products endorsed by the celebrity via attribution of trust.
3	Celebrity Endorsement in advertisement and consumer perceptions: a cross cultural Study	Somdutia Biswas	2009	The research demonstrated that there is a positive, although moderate, impact of celebrity endorsement on attention and exposure of consumers.
4	Costumer perception about celebrity endorsement in television advertising for retail brands	Varsha Jain	2009	Concluded in a study that the customers prefers fill actors as well as sportsperson for retail advertising advertising
5	Impact of celebrity Advertisement on Customers’ brand perception and purchase intention	Qurat-Ul-Ain Zafar & Mahira Rafique	2012	Physical attractiveness, credibility and congruence of celebrity with reference to the endorsed advertisement leave impact on the customer’s perception about the advertisement

According to a business and brand strategist, namely Martin Roll, he points out that there are three essential elements for celebrity endorsements. They are:

- Attractiveness
- Credibility
- Meaning transferred between the endorser and the brand.

According to Roll, he says that a celebrity endorser should possess the quality that a target audience for that endorsed brand finds appealing. These qualities could be in terms of lifestyle or physical appearance may be intellectual capabilities.

Roll explains the term of credibility as the celebrity endorser’s perceived trustworthiness and expertise. He quotes “as celebrity endorsement acts as external cue that enable customers to see through the tremendous brand clutter in the market, the credibility factor of the celebrity greatly influences the acceptance with customers” (Roll)

And his opinion about the transfer of meaning is that there has to be enough compatibility between the product and the celebrity.

Corporate consultant Mc Cracken has created a three stage model in order to explain the transferability of meaning in the field of celebrity endorsement.

The first stage of his model starts with the audiences association to a set of meanings with a famous personality. Coming down to his second stage, these set of meanings move from that famous personality to the brand or to the product via endorsement. And lastly in his final stage, when consumers purchase that product, the meaning of the brand is actually acquired by the customers.

Source Attractiveness Model

According to Erdogan (1999), he says that customers on seeing an endorser, who is physically attractive, form favorable perception. The feature of attraction doesn't mainly include physical pleasant appearance, but it includes the lifestyle and also personality dimension of the endorser. Research findings have proven that endorsers who are perceived as attractive can easily influence the values of the customers. (DeBence and Kernan 1984)

The product matchup hypothesis

The above model explains that there has to be an almost ideal match between the celebrity characteristics of the personality and the features of the brand. (Erdogan 1999) says that a successful matchup can be determined by the extent of the fitness between the celebrity and the brand endorsed by that celebrity.

This same concept is further stated by Michael (1989) who believes the same. Another study done by Ohanian in 1991 reveals that simply such celebrity should be endorsing who is compatible and the consumers perceive them to possess expertise too.

The Meaning Transfer Model

The above mentioned model explains that every time customers encounter any kind of celebrity endorsed product, they immediately correlate some definite meaning with the endorser and ultimately transmit it to the product.

(Mc Cracken 1986), he says that in simple terminology we can say that endorser carry their individual meaning to the product. These models revolve around meaning and their transfer. Every celeb has their own distinctive set of meaning and lifestyle.

There are four stages to it.

First stage is when consumers join together meaning with the famous person and shape its image; next stage is when the meaning which get linked with the celebrities also stretch to the product. In the final stage, customers eventually acquire these brand meanings and make their purchase decisions.

THE ELABORATION LIKELIHOOD MODEL

In this model, under the heading of Elaboration likelihood model, there are two key ingredients that make up this model:

- Motivation
- Ability

Motivation is the need to understand the message while getting involved with the brand, whereas ability comes into use when the individuals become capable of processing and understanding the persuasive message. According to Debiprasad Mukerjee(2009), he says that brand attitude and perceptions can be influenced and molded through celebrity endorsement if it fulfills the criteria of credibility and matchup. His study states marketers should bear in minds that their core purpose is establishing and building the product and not the celebrity and also it's extremely significant to understand that since a personality

turns famous and is thought of as a celebrity doesn't always mean that the celebrity becomes a successful endorser.

Consistency and long term commitment

Marketers should try to maintain as much of a level of consistency as they can among the celebrity endorser and the product to give a strong identity to that product and take celebrity endorsement as a long term strategic plan which have an impact on consumers buying behavior.

Prerequisites to selecting celebrities

Before selecting any celebrity to endorse a product or a brand, three conditions must meet: celebrity endorsing must be good-looking, he/she must bear a good image in the surrounding should possess good knowledge about the product they are endorsing.

Constant monitoring

Marketers or the company should time and again monitor the conduct and image of the celebrity endorsing their brand to keep at hand any negative publicity.

Select unique endorser

Brands reflect the uniqueness and distinctive features, so a technique that marketers should employ is to select a celebrity that is not endorsing any of its competitors or similar product, so as to transfer a clear identity between endorser and brand.

Brand -Vampire effect

When in order to endorse a brand, celebrities are used, one result could be the brand getting overshadowed by the celebrity and in order to prevent that, marketers should make sure that this doesn't happen.

According to Sushil Kumar Rai (2013), he mentions that celebrities are those people, who commonly are related with a different way in their norms and also gets an elevated amount of recognition from others. The reason that company often engages in the act of hiring celebrities to endorse their brand is because famous personality can very easily gain public awareness and a greater degree of attention and recall. Therefore it is said that celebrity endorsement effects consumer's attitude toward the brand and their purchase decision positively.

(Clark and Horsman, 2003) holds the opinion that consumers are more motivated to purchase those products that have celebrities into them in comparison to those products that are not endorsed by celebrity because of the very fact that celebrity endorsed product will have more value to them. The tactic of using celebrities for marketing communication approach is very widespread for big firm for sustaining their image of the product.

Since a very long time back celebrity endorsement have been started, the reason that celebrity endorsement is still very in and this concept prevails is because of the advantages it brings along with itself

Celebrity endorsement as a strategy

Signing up famous celebrities to endorse a product has several advantages; marketers believe that the highest reward they gain by endorsing celebrity is building up credibility, establishing the level of trust, drawing attention and most importantly positively impacting consumers buying behavior.

Celebrity endorsement is a success factor because when a normal person selling a product tells you to try that product as it has helped them, there is a possible chance that consumers may or may not believe them but when the same is said by a celebrity that the product has helped them, then the consumers tend

to listen to the celebrity and believe it and it does impact on consumers buying behavior favorably.

Celebrity endorsement and the effects it has on consumers

A best and effective endorsement is done when a balance is maintained between the product and the celebrity. When marketers assign a product or brand a celebrity, they are actually giving their brand a face. Therefore choosing a celebrity is a very crucial decision and several parameters should be considered like looks, appeal and popularity.

A general belief that prevails among advertisers is that brand message which is delivered by a celebrity brings them better results because such recognized personality generates greater appeals than those endorsed by non celebrities. This quick reach of message to the audience and creating an impact far too quickly is very essential. Celebrity endorsement does not guarantee any success nor any impact on consumers buying behavior unless this strategy is well integrated with the target market characteristics and other marketing mix elements like product design, packing, pricing and branding itself.

Celebrity endorsement has continuously increased because it is considered essential for brand communication as it is a key to marketing success. The primary factor that celebrity endorsement creates a positive impact on consumers buying behavior is actually the public recognition of that celebrity as an admirable and desired cultural force.

CONCEPTS AND MEANINGS

Celebrity Endorsement

McCracken argues that celebrity endorsement one of the ever-present feature of the modern day marketing. Majority of the advertisement companies make use of celebrity endorsement to endorse their products or brand.

As it has been observed that celebrity endorsement is a very persuasive communication technique because it has the power to draw attention, make the advertisement stick into their memories of the customers and celebrity endorsement add a touch of desirability and glamour to their endorsed product. Endorsements could be of the following four types:

- Explicit (I endorse this product)
- Implicit (I use this product)
- Imperative (you should use this product)
- Co-presentational mode (only appearing with the product)

Celebrity endorsement as a marketing tool

When we talk in terms of the perspective of marketing communications, it becomes immensely vital to create such strategies that provide competitive differential advantage to its products that result in creating positive effects in the consumer's mind. (Erdogan and Baker 1999) states that celebrity endorsement is the most widely used marketing strategy.

Companies spend a lot of money to hire celebrities to endorse their products, such celebrities are viewed by others as being dynamic, likeable and attractive. Marketers try to align these characteristics of celebrities with their products. According to (Cooper 1984), he says that advertisements that have celebrities gain high degree of appeal, attention and recall rate than those advertisements without celebrities.

(Farrell 2000) states that celebrity endorsement brings about positive financial gains for the company. Many researchers have been conducted on the endorsements done by celebrities, many of which proves that this technique has provided the company with positive effects, but in some cases researchers mentions that celebrity endorsement doesn't work all the time and do not get the marketers their desired

results. In fact, some times the advertisements using celebrities do not meet up the expectations of the advertiser.

It was initially considered that celebrity endorsement is a win-win strategy with no risk involved, but this was proved wrong and several potential hazards were spotted in this strategy. Celebrity endorsement is a two edged sword which may make or break a brand if not handled the way it should have been. Positive effects of celebrity endorsement (R. Croft) cited that as competition is increasing between the firms to attract more consumers towards their brands, celebrities are increasingly used by the marketers to endorse their products. (Kulkarni and Gaulkar 2005) mentions that featuring a famous personality helps marketers in solving the problem of over communication.

Celebrities because of their well knowness can assist advertisements to become more popular and stand out from the clutter and increase communicative ability. Celebrity endorsement helps in improving the brand’s image and also polishes the company’s image. It is also seen that those products which are endorsed by celebrities’ stand out from other competing products because of their high level of recall and celebrities also create an impact in consumers mind by making the advertisement memorable so it can be easily retrieved at the time of shopping.

Lastly, celebrities who appear in any advertisement for endorsing a product, they are actually capable of breathing life in a falling brand and can help that falling brand to rise, in order words, they create new interest and excitement in consumers.

All these arguments points to one conclusion that celebrity endorsement creates a positive impact on consumers buying behavior (Goldsmith, Lafferty and Newell 2000).

DATA ANALYSIS AND INTERPRETATION

BASIS	PERCENTAGE
Very often	40.8%
Occasionally	33.6%
Hardly	20.1%
Never	5.5%

Table 1: Encountered Celebrity Endorsed Advertisements

40.8% of the respondents said that they very often have encountered celebrity endorsed advertisements, 33.6% said that their encounter was occasional, 20.1% respondents believed their encounter to be hardly and 5.5% of the respondents never encountered celebrity endorsed advertisement.

BASIS	PERCENTAGE
Celebrity endorsed advertisement	75.1%
Non Celebrity endorsed advertisement	24.9%

Table 2: Advertisement Catches Attention

75.1% of the respondents said that the advertisement that catches their attention is the one with celebrities and 24.9% of the female respondents responded otherwise.

Basis	Percentage
Yes always	29.8%
No not at all	27%
Sometimes only	43.3%

Table 3: Trust in the celebrity endorsed advertisements

29.8% of the respondents said that they always place their trust in the celebrity endorsed advertisements, 27.0% of the respondents said that they don’t trust the celebrity endorsed advertisement at all and the

remaining 43.3% of the respondents said that only sometimes they trust the celebrity endorsed advertisements.

BASIS	PERCENTAGE
strongly agree	49.5%
agree	27%
neutral	11.4%
disagree	11.9%

Table 4: Celebrity Endorsement shapes their Purchase Intention

49.5% of the female respondents strongly agreed to the fact that celebrity endorsement shapes their purchase intention, 27.0% agreed to it, 11.4% remained neutral, 11.9% disagreed to the notion.

BASIS	PERCENTAGE
least Influence	2.4%
less Influence	4.3%
Moderate Influence	11.4%
More Influence	25.3%
most Influence	56.1%

Table 5: Trustworthiness

2.4% of the respondents say that trustworthiness has least influence, 4.3% says less, 11.4% believes it to be moderate, and 25.3% say it to be more and the remaining 56.1% believe it to be most influential.

BASIS	PERCENTAGE
strongly agree	45.70%
Agree	23.90%
Neutral	13.50%
disagree	16.90%

Table 6: Celebrity Endorsement Effectiveness

45.7% of the respondents strongly agreed that celebrity endorsement is effective, 23.9% agreed to it, 13.5% remained neutral to the fact, and 16.90% disagreed.

BASIS	PERCENTAGE
Strongly agree	41.8%
Agree	4.8%
Neutral	21.5%
Disagree	26.0%

Table 7: Celebrity Endorsement Influence on Public

% respondent strongly agreed that celebrity endorsement influence public, where as 21.5% of the respondents were neutral disagreed and 21.5% strongly disagreed to it.

CONCLUSION

The findings show that celebrity endorsement is effective and a relationship is four between two elements of celebrity endorsement with consumer’s purchase intention.

The first attribute of celebrity endorsement is “credibility” which comprises of two factors namely expertise and trustworthiness. As the research suggests, consumers, in the field of cosmetics frame their purchase intention in favor of those cosmetics which are endorsed by such celebrities who have some expertise in that field and are considered to be trustworthy. When these two conditions meet, a celebrity becomes credible and positively influences the purchase intention on consumers.

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Analysis of Growth of Microfinance Sector in India

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Abstract: Every economic activity is directed to empower the economy of a nation. Without finance, no economy can think of its development. An inclusive development is necessary which includes all the sections of society, be it rich or poorest. Microfinance as a concept is defined as a tool which is used to make finance accessible to those who lack financial security. The main objective of microfinance is to provide finance and financial services to the poorest so that they come out of the ambit of poverty. It is important to analyze the growth and development of microfinance sector in India in order to identify the opportunities and challenges in this sector.

Key- Words: *Microfinance, Poverty, Financial Services, Financial Inclusion.*

INTRODUCTION

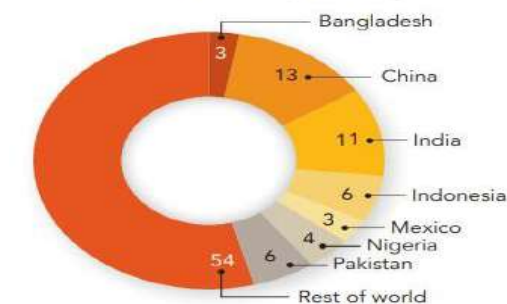
Microfinance refers to the provision of a broad range of financial services such as deposits, loans, payment services, money transfers, and insurance to poor and low-income households and, their micro enterprises. Microfinance is an approach that has been proven to empower people around the world to pull themselves out of poverty. Relying on their traditional skills and entrepreneurial instincts, recipients of small loans, other financial services, and support from local organizations called microfinance institutions (MFIs) to start, establish, sustain, or expand very small, self-supporting businesses.

Microfinance is not merely extending credit, but extending credit to those who require most for the family’s survival. It cannot be measured in term of quantity but due weight to quality measurement i.e. how credit availed is used to survive and grow with limited means. Microfinance is also known as Micro Finance Institutes, Informal sector, co-operative activity, Self helper groups (SHG’s), Non government organization (NGO), Micro credit, etc.

Financial inclusion refers to the unrestrained access to the financial services to the vast sections of society, thereby bringing everyone under the umbrella of financial services. Prime Minister of India Sh. Narendra Modi has also stressed on financial inclusion by initiating a scheme known as Jan Dhan Yojna. This scheme highlights the importance of including every citizen under the scope of financial services. Reports have shown that banks have collected more than Rs. 1500 crore under this scheme as deposits from new customers. More than 3 crore savings bank accounts have been opened in just three weeks since the launch of the scheme. However, it is also estimated that only 20% of the savings accounts opened under the scheme have a positive bank balance whereas only 80 % are still empty. Financial inclusion is on the rise globally. The 2017 Global Findex database shows that 1.2 billion adults have obtained an account since 2011, including 515 million since 2014. Between 2014 and 2017, the share of adults who have an account with a financial institution or through a mobile money service rose globally from 62 percent to 69 percent. In developing economies, the share rose from 54 percent to 63 percent. Yet, women in developing economies remain 9 percentage points less likely than men to have a bank account.

Nearly half of all unbanked adults live in just seven economies

Adults without an account by economy (%), 2017



Source: Global Findex database.

Figure-1: Adults without an account by economy (%) 2017

Globally, about 1.7 billion adults remain unbanked—without an account at a financial institution or through a mobile money provider. In 2014 that number was 2 billion.

MICROFINANCE EVOLUTION IN INDIA:

Traditionally, people have saved with and taken small loans from individuals and groups within the context of self-help to start businesses or farming ventures. These stages are described below: The evolution of Microfinance sector can be broadly divided into four distinct phases:

Phase 1: The cooperative movement (1900-1960) During this phase, credit cooperatives were vehicles to extend subsidized credit to villages under government sponsorship.

Phase 2: Subsidized social banking (1960s – 1990) With failure of cooperatives, the government focused on measures such as nationalization of Banks, expansion of rural branch networks, establishment of Regional Rural Banks (RRBs) and the setting up of apex institutions such as the National Bank for Agriculture and Rural Development (NABARD) and the Small Scale Industries Development Bank of India (SIDBI), including initiation of a government sponsored Integrated Rural Development Programme (IRDP). While these steps led to reaching a large population, the period was characterized by large-scale misuse of credit, creating a negative perception about the credibility of micro borrowers among bankers, thus further hindering access to banking services for the low-income people.

Phase 3: SHG-Bank linkage program and growth of NGOMFIs (1990 – 2000) The failure of subsidized social banking triggered a paradigm shift in delivery of rural credit with NABARD initiating the Self Help Group (SHG) Bank Linkage Programme (SBLP), aiming to link informal women's groups to formal banks. The program helped increase banking system outreach to otherwise unreachable people and initiate a change in the bank's outlook towards low-income families from 'beneficiaries' to 'customers'. This period was thus marked by the extension of credit at market rates. The model generated a lot of interest among newly emerging Microfinance Institutions (MFIs), largely of non-profit origin, to collaborate with NABARD under this program. The macroeconomic crisis in the early 1990s that led to introduction of the Economic Reforms of 1991 resulted in greater autonomy to the financial sector. This also led to emergence of new generation private sector banks that would become important players in the microfinance sector a decade later.

Phase 4: Commercialization of Microfinance: The first decade of the new millennium Post reforms, rural markets emerged as the new growth drivers for MFIs and banks, the latter taking interest in the sector not only as part of their corporate social responsibility but also as a new business line.

OBJECTIVES

The present paper is an attempt to analyze the growth of Microfinance sector in India for the period 2015 to 2019. This is required to have an overview of the growth and the underlying opportunities within the

sector. Also, an attempt has been made to highlight the key problems faced by the microfinance sector.

RESEARCH METHODOLOGY

The study is primarily descriptive in nature. Data have been collected from secondary sources that include reports published by microfinance agencies, NABARD and various status reports. The scope of study is microfinance units and data have been analyzed for the period 2015-2019.

DATA ANALYSIS

The total number of microfinance accounts was 9.33 crore at the end of March 2019, showing a growth of 21.9 per cent according to a report by Microfinance Institutions Network (MFIN), an RBI-recognized self-regulatory organization and industry association of the microfinance industry. The microfinance industry's gross loan portfolio (GLP) stood at Rs 1,87,386 crore at the end of March 2019.

Non-Banking Finance Company-Microfinance Institutions (NBFC-MFIs) hold the largest share of portfolio in micro-credit with the total loan outstanding of Rs 68,868 crore, which is 36.8 per cent of total micro-credit universe.

As on March 31, 2019, aggregated GLP of NBFC-MFIs stood at Rs 68,207 crore, 47 per cent year-on-year growth compared to March 2018. Compared with the financial year 2017-18, there has been a year-on-year increase of 28 per cent in number of loans disbursed and 44 per cent in loan amount disbursed. In 2018-19, NBFC-MFIs received a total of Rs 35,759 crore in debt funding (from banks and other financial institutions). This represents a growth of 63 per cent compared to 2017-18. Total equity grew by 42 per cent during the same period and is at Rs 14,206 crore.

Progress of Microfinance under SHG-Bank Linkage Model

(Numbers in lakh/ Amount in Rs. Crore)

	2015-16	2016-17	2017-18	2018-19
SHG Savings with Banks	13691.39	16114.23	19592.12	23324.48
Total Number of SHGs Extended loans	37286.90	38781.16	47185.88	58317.63
Total Number of SHGs linked NPAs	57119.23	61581.30	75598.45	87098.15
NPAs as % to loan outstanding	3686	4002	4628	4524
Total Number of SHGs	6.45	6.5	6.12	5.19
	7903002	8576875	8744437	10014243

(Source: Status of Microfinance, NABARD)

Table 1: Progress of Microfinance under SHG

Progress of Microfinance under MFI-Bank Linkage Model and Joint-Liability Group:

Micro Finance Institutions (MFIs) act as an important conduit for extending financial services to the microfinance sector in the country by raising resources from Banks and other institutions and extending loans to individuals or members of SHGs/ JLGs. The Indian Microfinance Sector has witnessed a phenomenal growth over the past few years. The number of Institutions providing microfinance services has gone up from a few to several hundreds.

(Amount ` Crore)

	2015-16	2016-17	2017-18	2018-19
Loans disbursed by banks/FIs to MFIs	20795.57	19304.38	25515.23	14625.95
Loans outstanding against MFIs as on 31 March	25580.84	29225.45	32305.92	17760.68
NABARD Refinance to Banks	6906.03	5659.51	6981.37	12885.68
No. of JLGs Promoted	1751722	2453345	3472744	5076400
JLG-Loan Disbursed during the year	6160.72	9511.17	13955.15	30946.88

Table2: Progress of Microfinance under MFI-Bank Linkage Model and Joint Liability Group

CHALLENGES AND ISSUES

The main aim of introducing Indian microfinance industry was financial inclusion of poorer and backward section of the society. Micro finance is important for rural India, especially women. The growth of Indian microfinance industry has been remarkable. In addition support of National Bank for Agriculture and Rural Development (NABARD) to link banking system with the self-help groups led to further success in the sphere of micro finance in India. But compared to the roaring success of commercial banks, micro finance institutions have a long way to go. They lag behind in terms of structural, operational, and financial processes. The challenges faced by Indian microfinance industry which restrain it from achieving their full benefits are as follows:-

1. Over-indebtedness
2. Lack of risk management framework
3. High rates of interest
4. Over-dependence on banking system for funding
5. Lack of awareness of financial services
6. Regulatory issues
7. Problem in identification of appropriate model

CONCLUSION

Indian microfinance industry came a long way from 1975 with the development of RRB (Regional and Rural Banks). It is one the major steps taken by the government to reach the poorer section of the society who are not part of the formal financial system. During the course, the industry faced various highs and lows and which can be seen through a spate of crises over the years. This industry needs to improve the quality of services and its operational structure.

Government has to involve in the course of the action in order to make this industry thrive. Smooth functioning of Indian microfinance industry can be enabled through setting up of a separate regulatory authority to discourage malpractice and political influence. Strengthening the credit check and debt collection processes and educating the villagers about products and consequences is important. Specific representatives of the legal system should be appointed who will visit the villages on a regular basis. The government is trying to aid this sector by helping the linkage between the self-help group and banks to grow through NABARD, the section of RBI that regulates the micro finance industry. However the stakeholders should take a lot more measures to address the issues identified above.

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Brand Awareness of Travel Agents in Hospitality Industry- An Exploratory Study

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Abstract: Brand awareness is the level of consumer consciousness of a company. It measures a potential customer’s ability to not only recognize a brand image, but to also associate it with a certain company’s product or service. With the variety of options in Hospitality Industry, having a differentiated message and an audience that can distinguish a company’s brand from its competitors is crucial. It can mean the difference between success and failure for a company. Businesses with strong branding are viewed as accepted by the market. Therefore, they are trusted more by consumers who are looking to purchase a new product.

This Research gives a comprehensive exploratory analysis regarding the Brand awareness of Hospitality industry with special reference to FabHotels in Travelling Agents Sales (TA sales) for expansion in the market. The result of the study may help hospitality industry to acquire more TAs and also provide base for companies to gear up to the consumer’s demand and expectations.

Keywords: *Brand Awareness, Hospitality Industry, Travel Agents*

INTRODUCTION

Brand awareness is best spread through both inbound and outbound marketing efforts. When competition in an industry is high, brand awareness can be one of a business’s greatest assets. Entire marketing campaigns can be constructed around promoting awareness of the brand. Spreading brand awareness is especially important during a company’s first few years, when they are trying to make a name for themselves. When consumers are aware of the product a company offers, they will more likely go straight to that company if they need that product, instead of researching other places that they can acquire that product.

Hospitality: The concepts of hospitality is known since ancient times, the meaning of the term hospitality refers to welcome, warmth, kindness and generosity; in the ancient times, people considered hospitality to be very significant for their religious well being. Religion is regarded to be the primary encouraging strength in the concept of hospitality. In historic as well as in ancient times, priests, missionaries and pilgrims formed the large part of the travelling public, their journeys included travelling to religious, holy places, and temples that had a governing position in their religion; besides priests and pilgrims, the other people who were engaged into travelling were the military traveller or for the purpose of diplomacy or political. People travel to religious places, historical places, tourist and local attractions for some reason or for vacation, leisure, business and recreational activities. When people travel, they require accommodation and hospitality, therefore, hotels, resorts, motels or houses of friends and relatives in different areas were considered to be the places where people reside overnight while travelling or visiting. The main purpose of this research paper is to understand the meaning and significance of hospitality management, the main areas that have been taken into account are characteristics of the hospitality industry, hospitality industry in India, eco-friendly practices in hospitality management, skills required for satisfactory hospitality management, and role of hospitality industry in tourism.

Hospitality Industry in India : Hospitality business within the Asian country offers a comprehensive approach to those people UN agency shall create a career during this field; a private is ready to mass data of all the area units and fields that are a part of the cordial reception business. There are unit various fields during this business, like introduction to the lodging business, human resources management structure , facilities management, cordial reception law, employment law, food sanitation, food services operation, price management, career development, structure administration, money and social control accounting, money management and operations and strategic management area unit the important areas that come back beneath cordial reception business.

In India, there has been development within the fields of education, technology and industrialization; with these developments, there has been progress within the space of cordial reception management, cordial reception business has emerged into a replacement structure and their main purpose began to amass transformation from community to profitable benefits. The most objective of cordial reception business is to create accessible all the adequate facilities to pilgrims, scholars, adventurers and merchants.

There are characteristics of the welcome business, these are intangibility, inseparability, variability or heterogeneousness, decrease ability, mounted provide, high in operation prices and seasonality as to render adequate performance in welcome management, there are bound skills that human resources ought to possess; these are skill, reasoning, downside resolution and higher cognitive process, sturdy work ethics, independence and initiative, presentation skills and leadership. These skills not solely cause adequate performance of the manpower within the welcome business, however cause client satisfaction in addition, that is that the most essential demand. If any of those skills are lacking and also the customers don't feel glad with the service, then they'll ne'er build a visit thereto place in future, hence, this results in decline within the goodwill of the place or edifice. The foremost necessary demand on the part of the manpower ought to be politeness and respectful communication.

NATURE OF THE WORK

Market Mapping and targeting the customers who are linked with the 3 star segment (i.e, collection of primary data and working on the same to create more business).

Understanding the requirements to discuss with the assigned managers and approaching them accordingly.

Following are the set of questions asked in order to get responses for the following:

- ✓ Do they work on domestic packages or international packages?
- ✓ In which segment of hotel does they deal in.
- ✓ Which part of India does he get major query in?
- ✓ Currently which hotel chain they are using?
- ✓ Do they get direct customer booking or get from travel desk?

This study was conducted to evaluate the brand awareness and brand promotion adopted by FabHotel.

REVIEW OF LITERATURE

Customer Satisfaction: Vavra, T.G. (1997) in his book “Improving your measurement of customer satisfaction” revealed some strategies those helped in measuring the customer satisfaction in a better way in Hospitality organizations. The author emphasized that there are five precautions that any researcher should keep in mind if he/she want to measure the customer satisfaction. The first task is to do a correct sampling i.e. the selection of the right population; correct sampling is followed by the construction of a right questionnaire, then taking a right interview in a right way, doing a correct data analysis with right statistical tools and than putting right quality action plan. **Smith, A.K. et al (1999)** in their paper “A model of customer satisfaction with service encounters involving failure and recovery”

did a survey with the help of a mix –design model. The research was carried away on the belief that customers strongly 32 showed their displeasure if there is a service failure, so it was suggested by the authors that organizations must reacts with better service –recovery strategies to counter check the customer’s dissatisfaction.

Jay Kandampully and Dwi Suhartanto (2000) in their research paper “Consumers loyalty in the Hotel industry” stated that the objectives of the study was to find the elements those influenced the positioning of Hotel industry and affected the satisfaction level of consumers .The study helped researchers to understand the relationships among, brand image, customer satisfaction and loyalty of customers towards hotel services. Researchers advocated that competition in the industry has provided more choices, increased level of quality of services, and more value of money to consumers.

Holjevac, I.A. et al (2000) in their paper “Customer satisfaction measurement in Hotel industry: Content analysis study.” found that to provide and maintain customers satisfaction in Hotel industry was the biggest challenge for managers. The study was conducted in 25 hotels in Opatija, in which researcher analyzed the Guests Comments Cards of Hotels and customers satisfaction management schemes run by Hotels. Researcher used an approach which was given by Horeshell in 1988, and was named as Applied Content Analysis. The researcher stated that though there were other tools present in the Hotels those might have helped in assessing the customer satisfaction but Guests Comment Cards were more appropriate for this purpose because they were in small size and could be easily studied. Besides it they were easy to understand because they were simple.

Willard Hom (2000) in his research paper “An overview of customer satisfaction models” classified and studied two models of customer’s satisfaction. These models considered customer satisfaction variables, as the construct of models and in this way author has theorized the elements of customer’s satisfaction. Author has provided these models of customer satisfactions from the point of view of marketing research. **Silvia Figini and Paolo Giudici (2002)** in their research paper “Statistical model for customer satisfaction data measuring risks with ordinal variables” analyzed the various ways to collect the data which could be used to measure the satisfaction of consumers. Author discussed and proposed the various methodologies those were based on graphical model and data related with customers and its statistical analysis. Study further revealed two methods which can be used to analyze the data related with consumer’s satisfaction. Authors recommended the internet for collection of consumer’s satisfaction data. This method made possible the monitoring of visitors on internet.

Peyton, R.M. et al (2003) in their paper “Theories of customer satisfaction” did an intensive literature review on different theories of customer satisfaction and dissatisfaction. The paper discussed the four theories. The first theory analyzed was Consistency theory which included Assimilation theory, Negative theory, Assimilation contrast theory, and Contrast theory. The paper not only provided a theoretical base to the research but elaborated the important factors of most accepted models of customer satisfaction and dissatisfaction.

Malthouse, E.C. et al (2003) in their research paper “Customer Satisfaction across Organizational Units” analyzed the satisfaction level of consumers throughout all the units of organization. The authors analyzed and described the models of customer satisfaction for investigating the relations of satisfaction with particular attributes of products and services. The researchers investigated that, whether the factors influencing the satisfaction in totality are same or differ in different departments/units of organization. Authors highlighted the additional variables those were responsible for this variation.

Service Quality: Rizaldi and Vijay (2006) in their research paper “Analysis of Five SERVQUAL Dimensions through Disconfirmation Theory” studied the dimensions of SERVQUAL scales. The dimensions were analyzed with the help of disconfirmation theory. Authors used this theory to elaborate the quality of services and satisfaction which has been perceived by the consumers. **Gupta Sachin et al (2007)** in their research paper “Guest Satisfaction and Restaurant Performance” collected the data from a restaurant chain which has a national presence and constructed a series of mathematical models .These models could predict how the customers satisfaction level will bring them back to the restaurants. The researchers designed two models for their study. The first model found the relationship of customer satisfaction with dining experience with respect to 21 different attributes. **Rooma (2007)** in her research

paper "Developing a Service Quality Questionnaire for the Hotel Industry in Mauritius" advocated that evaluation of customer satisfaction is very important for all organization in service sector so that they can show the better performance in cut throat competitive world. The author argued about the applicability of SERVQUAL dimensions in Hotel industry i.e. whether the present five dimensions are sufficient to measure the quality in Hotel Industry or not, and in response of it author suggested some more dimensions, those were related with industry. The researcher carried his study in a tourist village in an Island and the respondents were interviewed with open ended questions. They were asked about their expectations and perception about the services offered at Island hotels.

Brand Management in Hotel Industry: Salver Jessica (2009) in her book "Brand Management in the Hotel Industry and its Potential for Achieving Customer Loyalty" found the correlation in between customer loyalty and brand name. To investigate and analyze the brand management practices and to implement these concepts in the services of Hotels was the core objective of 38 this research. The author selected this particular topic because brand management is the most discussed and researched topic in Hospitality industry. The objective of this study was to find out a link in between these two management concepts and to find out the positive aspects of Hotel services branding on consumers loyalty.

Gopal V.V. (2010) in his paper "CRM in Travel and Tourism - Concepts and Cases" explained the evolution and growth of Customer Relationship Management practices in Hotel and Aviation industry. The author revealed that Travel and Tourism industry is intensively training their employees with CRM practices so that they can tap maximum number of customers. The paper also covered the significance of technology in serving the customers. Technology can assist customers in providing the quality information's. Authors used a methodological framework to analyze the guests and hotel relationship and profile of hotel guests, statistical tools like moving average and trend analysis were used for analyzing the data which was collected through schedules. Secondary data was taken from published reports of government and non government bodies. The author laid stress on appealing body language of employees such as good dressing sense, pleasing and smiling personality and face expressions. The author found that Hotel industry was lacking in quality software's, product database and effective tracking systems. The study will facilitate the managers to find appropriate and effective Customer Relationship Management techniques which will help the organizations to keep their customers satisfied and happy.

Roya Ranimi (2010) in her research paper "Feasibility Study of Customer Relationship Management Application in Hotel Industry" did a feasibility study on Customer's Relationship Management in Hotel Industry and wrote and presented a thesis. The author selected this problem for study because of increasing privatization and globalization, higher attrition rate of employees, increasing cost of hiring and ever increasing customer's expectations in Hotel industry. Customer Relationship Management plays a crucial role in present competitive scenario.

Singh Sachid Nand (2011) in his research paper "Geography of Tourism and Recreation" wrote that if a tourist finds that the people in Hospitality organization are very charming and hospitable, he/she tended to develop a closer contact and even mutual understanding with such organization. Further this will enhance the image as well as the intensity of attractiveness of tourism companies, because it affects the consumers psychologically and give a homely touch to them. So to satisfy tourists, the strongest means of publicity was the cordial and hospitable attitude of the people. He further stated that a tourist will develop an image of a particular hospitality organization after coming in contact with a very limited number of people of that organization.

Enen (2011) in her article "The game has changed" stressed that customers were willing to develop relations with Hospitality organizations. The author believed that old beliefs regarding customers satisfaction those brought success for organization may not be successful in future. Besides goods and services, the environment now is expecting more from Hospitality organizations. People are going to be very important for Hospitality industry, these may be customers, employees, and sales partners and they all are expecting long term strong relations with Hospitality organizations. Customers are looking for organizations on which they can trust and those take care of their tastes and preferences and values. Organizations must not see their customers as a source of profit instead they should involve them in their

values and decisions. Author found that customers are cautious about their relationship with organizations and new strategies has to be developed to increase the loyalty of consumers towards Hospitality services.

Simons Tony (2012) in his book “The integrity dividend” described about his study which was conducted on 6800 employees in 76 Holiday Inns. He found a significant positive relation in between the profits of hotels and behavioral integrity of each hotel. The findings revealed that managers those scored highest integrity from their employees also were found to earn the higher profits, which positively affected the quality of services and enhanced the retention of customers. Author further found that employees those believed that their managers kept their words were found to be more committed to the organization businesses, which led to low employee attrition rate and quality customer services and ultimately resulted in increased profits. **Ellen Day and Melvin R. Crask (2000)** in their research paper “Value Assessment: The Antecedent of Customer Satisfaction” suggested that if satisfaction of customers is the motive then managers must focus on the factors those influenced the customer satisfaction. The objective of this research paper was 1. To review the literature and summarizing and finding the gaps found in previous researches. 2. To analyze the value assessment process with respect to perceived risk. 3. To give suggestions for future research. The authors claimed to be the first those have found out a link in between value and dissatisfactions. As per authors consumers had the following perception regarding value products. (1) A product must perform the desired function. (2) There must not any physical harm or injury ensuing from the use of product (3) Product must be recommended and approved from others (4) Achieving a sense of self-efficacy.

Dubé Laurette and Leo M Renganathan (2011) in their paper “Creating visible customer value” highlighted that for inducing loyalty in the customers, managers should provide value to their guests while they stayed in their Hotels, and it can be done by providing the excellent services to these customers. The authors in their study found out the factors those were perceived by the guests positively and those have significantly influenced them. Managers disclosed and discussed these factors while they elaborated their business strategies and success stories in media or business meets. **Jonathan Lee et al (2006)** in their research paper “Incorporating Word-of-mouth Effects in Estimating Customer Lifetime Value” researched on customer life time value (CLV) and word of mouth. The rationale behind the research was that there is a risk while customer values and marketing effects are measured with respect to finance which is contributed directly. The risk involved is that it may mislead marketing managers. The study found the influence of word of mouth in estimating customer’s life time value. The researcher had a sample size of 1493 customers and used a measuring scale of 10 points. The variables included level of overall customer’s satisfaction and willingness to recommend (word of mouth).

Nelson Tsang and Hailin Qu (2000) in their research paper “Service quality in China’s Hotel Industry: A perspective from Tourists and Hotel managers” discussed the perception of international guests as well as Hotel management towards the quality of services provided in Chinese Hotel industry. The research methodology consisted of a sample size of 270 international tourists and 90 Chinese hotel managers. The study was carried in Shanghai, Beijing and Guangzhou. Researchers set the following objectives of study. 1. To analyze the perception and expectations of international tourists, regarding the service quality and the products of Chinese Hotel industry. 2. To analyze the perception and expectations of Hotel managers regarding the service quality and the products of Chinese Hotel industry. 3. To find out the gaps in between perceptions of Hotel managers and international tourists, regarding products and services provided in Chinese Hotel industry. The study revealed that, “The gaps between tourists and Hotel management could be bridged. **Pei Mey Lau et al (2005)** in their research paper “Service Quality: A Study of the Luxury Hotels in Malaysia” investigated about the perception of customers of Hotels regarding quality of services. Researchers found that consumer’s perception came out to be lower than expectations and a significant gap was found in between the two. The research was carried in Malaysia in a five star Hotel of “Klag valley”.

Halil Nadiri and Hussain Kashif (2005) in their research paper, “Diagnosing the Zone of Tolerance for Hotel Services”, Managing Service Quality, researched the zone of tolerance of customers and found the level of satisfaction of customers. The study was carried in Hotels in North Cyprus. Researchers

selected four, five star and resorts hotels for their study. The study revealed that customers of these Hotels evaluated the quality of services on the basis of tangibles and intangibles dimensions. The researcher further found that Zone of Tolerance was very small among the Hotel customers.

RESEARCH METHODOLOGY

This Research uses exploratory study and Questionnaire method. The use of different methods allowed gathering different kinds of data, which provides different viewpoints to address different research objectives.

A questionnaire has been used to collect primary data and 60 respondents were used in the final analysis of objectives. Questionnaire was developed through a review of the previous studies.

The questionnaire was circulated among a sample size of 60 people and feedbacks were taken and then, the questionnaire was finalized after improving the contents of the questions.

SOURCE OF DATA

Primary Source

Primary source of collection of data will be purely survey method where retail shopkeeper will be given a set of questionnaires and then they have to respond without any biasness.

Secondary Source

The secondary source for me was Literature review, Reviews of different authors, different research papers, journals, websites, and blogs.

SAMPLING

The sample for survey would be taken on the following basis.

Sample frame: Geographic, Name, age, specific population of Delhi NCR.

Sample unit: Travelling agents, corporate office.

Sample size: 60 respondents.

Time frame: 1 Month

Sampling method: *Judgmental sampling*, also called *purposive sampling* or *authoritative sampling*

OBJECTIVES

Main objective of the research are as follows:

- **Primary objective**

The main purpose of this was to understand the brand awareness level and expectations of travelling agent. In order to do so the target market had to be surveyed thoroughly so as to understand what exactly the travelling agents is looking for in the company that will satisfy travelling agent requirements.

- **Secondary objective**

- To study the Hospitality Industry
- To understand the awareness level and perception of travelling agent
- To recognize the expectations of travelling agent at Delhi NCR
- To analyse the client acquisition of FabHotel.

DATA ANALYSIS

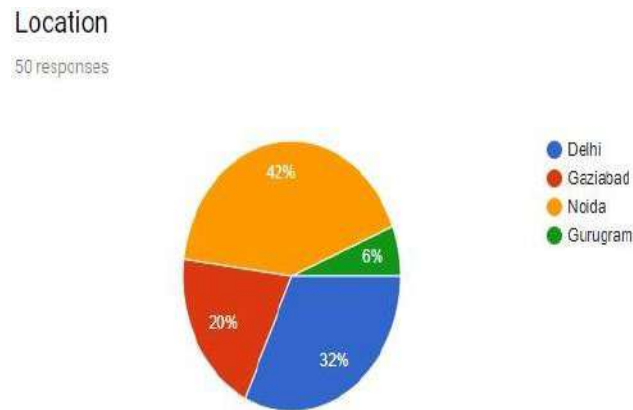


Figure 1

Interpretation: Highest respondents were from Noida due to proximity of the researcher. The results may be more appropriate for Noida and its close by areas.

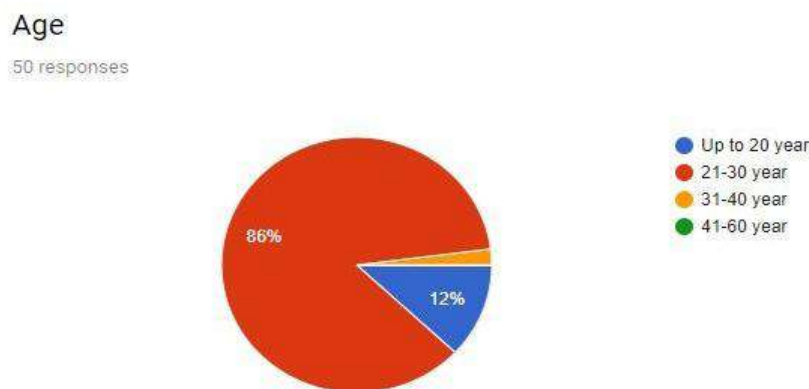


Figure 2

Interpretation: High percent of respondents fall in the age group of 21 to 30. This is due to the reason that majority of the Travel agents are of this age group.

Which of the following Brands have you heard of?

50 responses

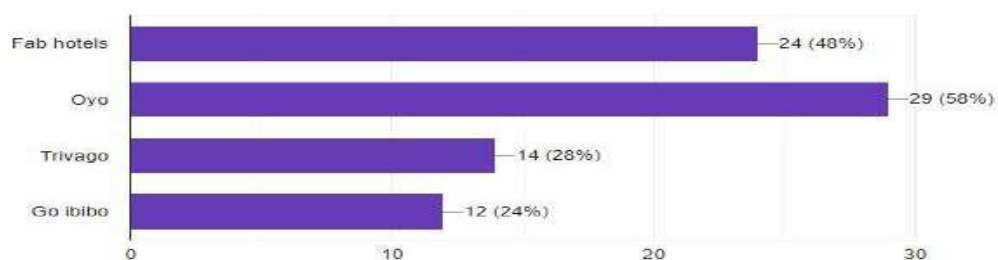


Figure 3

Interpretation: Oyo is having more brand awareness than any other due to its huge investment on advertisements and heavy publicity.

How familiar are you with our brand (FabHotel) ?

50 responses

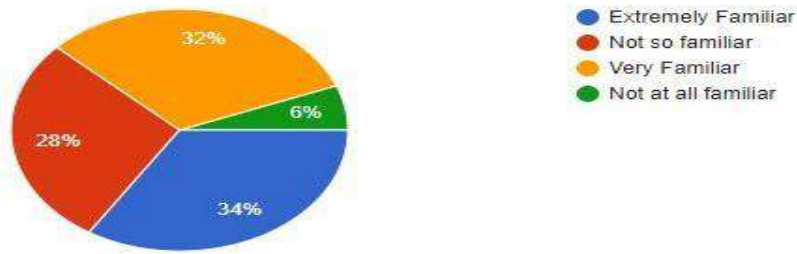


Figure 4

Interpretation: Nearly 60 percent of the respondents are in the range of familiar to not so familiar. This reflects the scope of improvement in the policies and strategies of fab Hotels for Travel Agents.

Have you ever visited the FabHotel?

49 responses

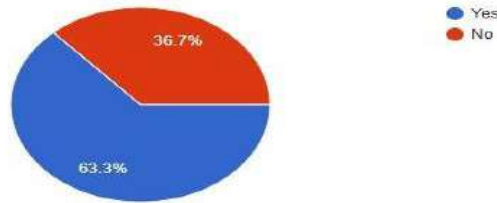


Figure 5

Interpretation: Out of all respondents 63% of them visited Fab Hotels at least once and used the services of Fab Hotels. The exposure and experience of Travel agents about Hotel Services is not extremely good.

Which brand is best service provider ?

50 responses

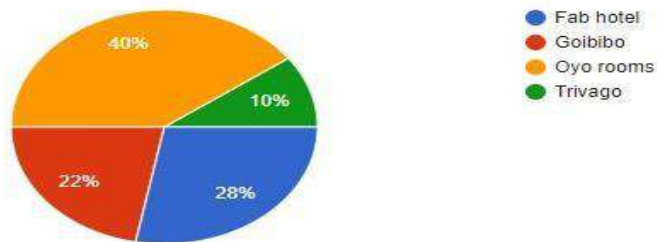


Figure 6

Interpretation: Approx 28% respondents think that FabHotels is a best service provider and 40% respondents think that Oyo rooms give best service provider. Due to high cost of FabHotels this percentage is little lower for FabHotels.

How would you describe your overall opinion of our brand ?

50 responses

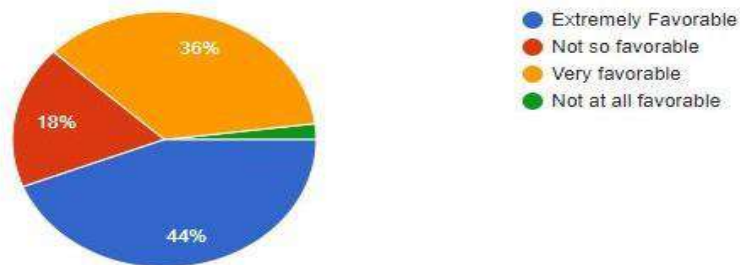


Figure 7

Interpretation: Out of those who have experienced Fab Hotel, 80% of all respondents describe their opinion as favourable.

How often do you go on holidays lasting at least 5 days?

48 responses



Figure 8

Interpretation: Maximum percent of all respondents go on holiday at least 5 days every few year or several times a year. The company is not tapping or encouraging the prospective customers with special schemes.

Are you aware of the Discounts or offers provided by the hotel?

50 responses

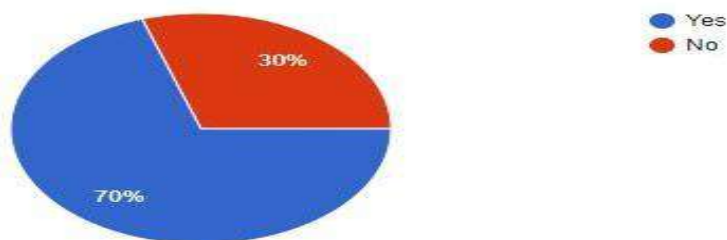


Figure 9

Interpretation: 70% of respondents are aware of discounts and offers provided by the FabHotel at different- different online portal.

Your opinion towards Quality of fabhotels compared to other Hotels:

50 responses



Figure 10

Interpretation: Approx 76% respondents are satisfied with the quality of FabHotels compared to other hotels, and 22% are little satisfied or moderate.

Are you satisfied with the services of FabHotels?

50 responses

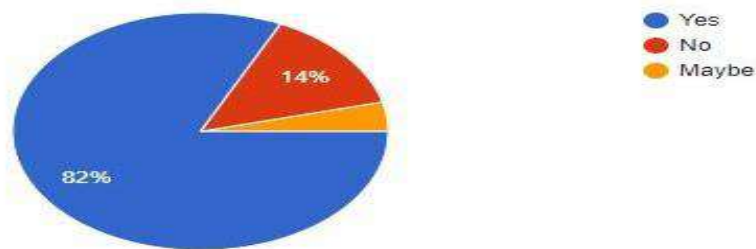


Figure 11

Interpretation: Around 82% are satisfied with services of Fabhotels which is the one of the best USP of this hospitality company.

Will you prefer FabHotels for conferences or corporate meetings?

50 responses

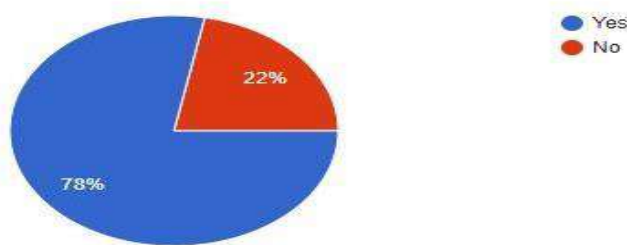


Figure 12

Interpretation: Around 78% respondents prefer Fabhotels for conferences or corporate meetings. It’s still facing a raising competition from OYO and ITC.

MAJOR FINDINGS

The data collected by the Google questionnaire which was shared with 60 respondents who belong to Delhi NCR. Out of 60 responses 42% respondent belong to Noida, 6% belong to Gurugram, 20% belongs to Ghaziabad and 32% belongs to Delhi. Below mentioned are the findings based on the analysis:

1. The age limit of respondent is mostly 21 to 30 years. More than 45% are aware of FabHotels as a trusted brand.
2. Out of 60 response 63 % of them visited FabHotels atleast once and 66% of them are familiar with FabHotels.
3. Out of 60 response 28% thinks that FabHotels is best service provider
4. 82% of respondent’s opinion is that FabHotels are favorable brand in hospitality
5. Around 78% respondents prefer FabHotels for conferences or corporate meetings other than Oyo hotels or ITC

CONCLUSION

FabHotels is one of the India’s most trusted brands which is famous with the tag of “Budget Hotels”. Due to which it gave headache to many big brands hospitality sector with the standard influences. The finding shows that there are many travelling perception which changes the decision of customers when they reach to hotels so FabHotels have to focus on travelling agent and give them many schemes to influence travelling agents to give FabHotels service in place of other brands. In this study large no of Agent and customer give negative feedback regarding policy of expiry pickup. While doing this study retailers are most interested to invest in FabHotels and hence research is working effectively and in Delhi NCR.

RECOMMENDATIONS

- Most of the travelling agent face problem that schemes is not available.
- Increase the profit margin to travelling agents.
- They can increase their supply chain so that product quality increases.
- FabHotels should work on its marketing strategies and manpower to give competition to other brands.
- FabHotels have to make new strategy to regain its position.

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THE INCREASING INCIDENCE OF BANKING SCAMS

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Abstract: Banks are the engines that drive the operations in the financial sector and growth of an economy. With the growing banking industry in India, frauds in banks are also increasing and fraudsters are becoming more sophisticated and ingenious. This paper focuses on finding out the reasons for major banking scams that have hit the country in the recent years and the impact of these scams. It was discovered from the indepth study that Nirav Modi scam was the biggest scam in the banking sector of India because of which PNB was severely hit (fraud amount of Rs 11400 crore).The paper also throws light on the suggestions in order to combat the incidence of more such banking scams in the near future.

Keywords: *Banking, Scams, Authenticity, Online, Frauds*

INTRODUCTION

Fraud is any dishonest act and behaviour by which one person gains or intends to gain advantage over another person. Fraud causes loss to the victim directly or indirectly. As per the Indian Contract Act, Sec 17 suggests that a fraud means and includes any of the acts by a party to a contract or by his agents with the intention to deceive another party or his agent or to induce him to enter in to a contract.

Bank fraud is the use of potentially illegal means to obtain money, assets, or other property owned or held by a financial institution, or to obtain money from depositors by fraudulently posing as a bank or other financial institution.

As per the latest Reserve Bank of India (RBI) data, an unprecedented 6,801 frauds, totalling Rs 71,500 crore, were detected in FY19. That amounts to a 15% rise in volume and 80% climb in value from last year. This rise eclipses the FY18 banking fraud at Punjab National Bank(PNB), the most infamous in India’s history when it was revealed that over the course of 7-8 years, fugitive diamond merchants Nirav Modi and Mehul Choksi allegedly siphoned off nearly Rs 13,000 crore from the lender.

Bank Frauds are on the increase and effective defence against this scourge is knowledge about them. If the information is available, it is easier to fight back : detect the crime, collect evidence against the perpetrator and provide against recurrence.

Banking Frauds constitute a considerable percentage of white-collar offences being probed by the police. Unlike ordinary thefts and robberies, the amount misappropriated in these crimes runs into lakhs and crores of rupees.

OBJECTIVES OF THE STUDY

1. To find out the reasons underlying major banking scams
2. To judge the impact of the banking scams on the banks as well as general public.
3. To suggest measures to combat the incidence of such banking frauds in the near future.

REVIEW OF LITERATURE

Upadhyay(2019) presented theoretical descriptions of the following scams -Nirav Modi bank scam, bank scam by Vijay Mallya, Allahabad Bank scam, Rotomac Pen scam, RP Info Systems bank scam, Simbhaoli Sugar Mills bank scam.The paper included an overview of the above mentioned scams and the introductory content on frauds. Moid(2016) studied the significance of forensic accounting and the techniques used in it for detecting and preventing frauds . The study is based on secondary data and the theoretical descriptions of few scams of corporate sector have been discussed. It has been observed that

the financial scams in India are unbridled due to lack of stringent surveillance authority. Khattar(2018) discussed the banking fraud that is plaguing the banking sector and attempts to give out solutions for the same. The focus is on the problem of NPAs and it was concluded that to achieve the goal of a faster yet inclusive growth, in the banking sector, the government and the banking sector should undertake a comprehensive relook into the existing policies and structures. Narayanan & Supreen(2004) highlighted the major share scams perpetuated between 1991 and 2001 and the financial measures adopted to deal with them. The theoretical framework relating to corporate governance was also described. The use of secondary data was made to finally conclude that the underlying reason behind difficulty in exercising corporate governance and scams is the poor legal systems, corruption and bankruptcy.

Soni & Neena(2013) reviewed and analyzed the cyber fraud in Indian context. Secondary data has been taken published by Reserve Bank of India. Tables and graphs have been used for comparative analysis- intra sector (banks within same sector) comparison and inter banking (between sectors) comparison. It was concluded that a bigger share of private and foreign banks in frauds related to online banking, ATM, cards and other digital banking transactions. Siddiqui(2014) suggests the use of biometric techniques- use of fingerprints, iris scan, voice recognition ,palm scanning along with the PIN authentication and verifications, to control the incidence of ATM scams. Once issues and objections like invasion of privacy, undue physical harassment etc. are sorted out, biometrics security products will have more acceptance from people and will work out as the most effective security system ever. Mohanty analyzed the current financial difficulties in the banking sector due to the scams and frauds in India by analyzing notable cases and suggested that the main solution for these problems is to avoid it at the first place. It can be done through the internal scrutiny of the financial systems, avoiding nepotism and conflict of interest, use of advanced technological Tools like applications based on Artificial Intelligence (AI). Verma & Ravi(2018) presented the major frauds in the Indian banking sector for a period of 2014-15 to 2016-17 and studied the number of frauds, staff involvement and cheque/debit card/credit card related fraud cases in banks for the same period. Secondary data was used in the study. Tables and graphs were employed for the purpose of analysis. It was found out that most of the fraud cases during this period were reported in the State Bank of India.

CONCEPTUAL FRAMEWORK

Major reasons underlying the banking scams

1. The lack of adherence to compliance is perhaps the single biggest reason for bank frauds.
 2. The problem of underreporting on the part of banks, stems due to a reluctance to engage with the prescribed system of due diligence.
 3. Their reluctance stems from reputational risks, interference of probe agencies, and the instinct of self-preservation or even political interventions.
 4. Sometimes, it may also be the failure on the part of the third-party ecosystem, such as credit rating agencies or auditors to highlight risks.
 5. Banks are hesitant to report frauds. The banking industry is not speedy in reporting and initiating an action.
-

MAJOR RECENT BANKING SCAMS

1. Nirav Modi Scam

Year	February,2018
Fraud amount	Rs11400 crore
Bank involved	Punjab National Bank
Main accused	Nirav Modi-Billionaire jeweller and his uncle –Mehul Chokshi(owner of Gitanjali Gems)
Nature of scam	<ol style="list-style-type: none"> 1. Fake bank guarantees were issued in excess of Rs 13800 cr. Aiding the companies of two jewellery groups led by Nirav Modi and his uncle. 2. They had withdrawn funds from the foreign banks on the guarantee of PNB.
Consequences	<ol style="list-style-type: none"> 1. PNB suffered the highest ever net loss by any Indian lender—Rs13,417 crore in March quarter. 2. Kolkata based Allahabad Bank claims fraud case of Rs 2363 cr. stating that there was misuse of SWIFT codes

Table 1.

2.Allahabad Bank Scam

Year	2018
Fraud amount	Rs 2363 crore
Bank involved	Allahabad Bank
Nature of scam	<ol style="list-style-type: none"> 1. Kolkata based Allahabad Bank claims fraud case of Rs 2363 cr. 2. The scam in Allahabad Bank involved the misuse of SWIFT technique by internal employees of the Allahabad Bank.

Table 2.

3.Bank Scam by Vijay Mallya

Year	2016
Fraud amount	Rs 9432 crore
Main accused	Vijay Mallya
Nature of scam	<ol style="list-style-type: none"> 1. Vijay Mallya borrowed money from many banks to allegedly fund Kingfisher Airlines, but siphoned off the money to buy properties and teams across the world. 2. When the banks were after him, he became a Rajya Sabha member, sponsored by the congress. 3. He pledged the Kingfisher brand and borrowed further money. When KFA was a huge loss making company, IDBI lent it Rs. 900 crores under pressure from the Congress Government. 4. To avoid any hassle of inquiry,he ran away from India, using the diplomatic passport.

Table 3.

Lending institution	Amount lent(Rs crore)
SBI	1600
PNB	800
IDBI	650
Bank of Baroda	550

Table 4.

The table above depicts the major lender banks in the Vijay Mallya case. Inclusive of the following banks, a total number of 17 banks were involved which had suffered losses due to this case.

The graph below is the diagrammatic representation of the tabular data which depicts the major lending institutions alongwith the amount lent (Rs crore)

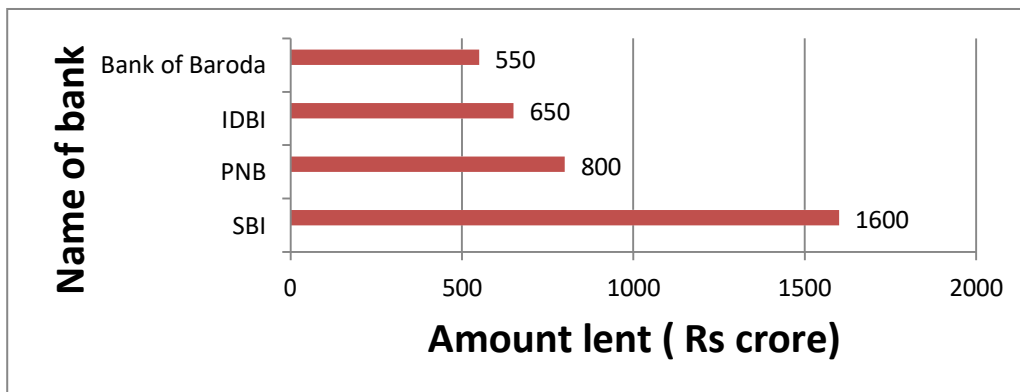


Figure 1.

4. Punjab and Maharashtra Cooperative Bank Scam

Year	September,2019
Fraud amount	Rs 4355 crore
Main accused	HDIL Promoters- Rakesh Wadhawan and his son Sarang Wadhawan PMC Bank Chairman- Joy Thomas Former Chairman-Waryam Singh Inspection still going on.
Nature of scam	<ol style="list-style-type: none"> The higher management of the PMC bank has given huge loan to the Housing Development and Infrastructure Ltd (HDIL) and its group entities. The PMC bank allegedly favoured to the promoters of Housing Development and Infrastructure Ltd (HDIL) and allowed them to operate password protected ‘masked accounts’. It is found that around 21,049 bank accounts were opened by bogus names to conceal 44 loan accounts. The bank's software was also tampered to conceal these loan accounts.
Impact	<ol style="list-style-type: none"> The customers of the PMC bank rushed to the PMC bank to withdraw their hard earned money but they were refused to give their deposited money and withdrawal limit is set by the bank. Total NPA of the bank has grown to 73%.

Table 5.

DATA ANALYSIS

Data collection-The data has been collected from the secondary sources including websites, books, journals, etc.

Data presentation and analysis

Following is the table showing showing the major banking scams that have recently hit the country along with the fraud amount (Rs crore).

Year	Name of banking scam	Fraud amount(Rs. crore)
2018	Nirav Modi Scam	11400
2016	Bank Scam by Vijay Mallya	9432
2018	Allahabad Bank Scam	2363
Sept, 2019	Punjab and Maharashtra Cooperative(PMC) Bank	4355

Table 6.

The pie chart below indicates the Fraud amount (Rs. Crore) involved in the major banking scams of India.

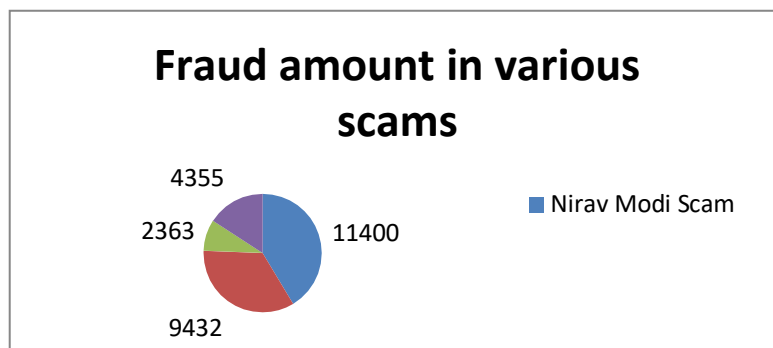
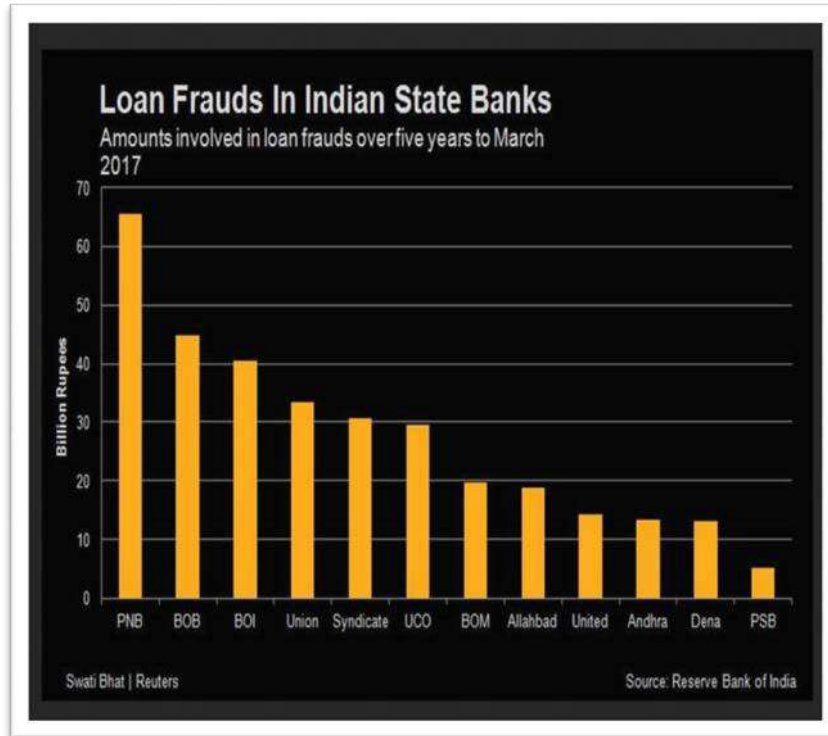


Figure 2.

From the above table and diagrammatic representation, it is inferred that Nirav Modi Scam was the biggest scam of the banking sector in India involving fraud amount of Rs 11400 crore. It has shaken the roots of the banking sector in the country.



The above diagrammatic representation depicts the amount of loan frauds in Indian State Banks. Among the various banks, PNB is the worst hit. Later, the bank had to face severe hardships due to the scam done by Nirav Modi.

Impact on PNB of Nirav Modi’s case:

Phase	Impact on PNB
March quarter earnings	PNB suffered the highest ever net loss by any Indian lender—Rs 13,417 crore.
October-December 2018 period	There was a surprise profit of Rs 247 crore
Bank’s market value on Feb. 13, 2019	Rs 26,424 crore which was 27% lower than on Feb. 14 last year.

FINDINGS

1. It has been observed that Nirav Modi Scam is the biggest scam in the banking sector of the country. It has shaken the roots of the Indian banking sector.
2. PNB was very badly hit by the Nirav Modi Scam-(fraud amount of Rs 11400 crore).
3. It led to highest ever net loss by any Indian lender—Rs13,417 crore in March quarter earnings of the year in which scam was held.
4. The most recent scam of PMC Bank where the investors were prohibited from withdrawing their own money is a disgrace on the banking sector.
5. The major reason underlying the incidence of such scams is the under-reporting of frauds by the bank or the hesitant nature of the banks in reporting frauds. This reduces any possibility of timely actions.

6. Thus, the emphasis should be laid on timely reporting of frauds so that timely action can be immediately taken so that small amounts do not pile up to create huge fraud amounts in multiple crores. It is clear from the study that all big banking scams are possible only over a period of time be it Vijay Mallya scam or Nirav Modi Scam.
7. There is a dire need of forensic accounting to combat the incidence of such frauds and to catch hold of the dishonest bank officials.

CONCLUSION

People are losing faith in the banking industry. There were times when keeping money in banks was considered safe than keeping the money at home. But due to the rising incidence of such scams, people are not finding it safe to deposit their hard-earned money in a suspicious zone. The increasing banking scams in India are a cause of worry as it is harming the reputation of the country at an international level. So, as understood from the indepth study of such scams, that lack of timely actions is a major reason leading to such scams. The banks are hesitant in reporting about any such fraudulent activity as they think that it would harm their reputation. However, it is always advisable to nip the problem in the bud and the banks must follow this sincerely. As soon as, the bank officials smell something fishy, instant actions should be taken to combat them. The scams of such massive amount are possible only when the main accused join hands either with the dishonest top bank officials or the auditors. One reason sometimes, may also be some kind of political intervention.

So, it is advisable to follow forensic accounting so that the banks can easily detect the financial discrepancies and financial fraud. Forensic accounting is the combination of the accounting, auditing and investigation skills. It includes, in its sphere the legal framework also. The study can be further enhanced by considering the impact of scams individually on the public sector and private banks.

SUGGESTIONS TO COMBAT SUCH BANKING SCAMS

The incidence of such banking scams can be reduced only when there is timely reporting of any fraudulent activity. The banks must comply with the rules and there should be a proper check on the auditors’ activities as in most of the cases, they are the ones who conceal the information for their own good or even manipulate the facts, for supporting the top officials of the company in indulging in any scam. As per the RBI report-“The central bank has already fined banks a record 76 times, totalling Rs 123 crore, for non-reporting of fraud. RBI deputy governor MK Jain urged all present and non-present senior bankers to start developing a ‘compliance culture’ within their respective banks”

This calls for a proper system of forensic accounting which is helpful in Fraud Examination. Fraud Examination is divided into three basic aspects -Fraud Detection, Fraud Investigation and Fraud Prevention. The detection process is carried out by the auditor (or the employees performing the similar supervision functions). Fraud Investigation is the work of the law enforcement officials like police department in India and the prevention is the work of the management.

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Integration of Ethics and Social Responsibility in Marketing

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Abstract: The term Ethics means our belief of concepts regarding what is morally right and wrong. Marketing ethics mean applying moral principles of right and wrong in marketing decision making. When we talk of social responsibility in marketing, we mean the overall impact of various practices of marketing on the society as a whole. Social responsibility imposes an obligation on an organization to act ethically so that the society benefits at large. Ethics and social responsibility should be the first and foremost consideration for the marketing department of any company. For successful marketing, a company carries out market research before launching a product, but due care must be taken that all laws and regulations are being followed ethically and honestly in the best interest of the society. This paper highlights the unethical behavior of companies as they try to fool the society by practicing greenwashing, by showing that it is socially responsible when in fact it is not. The society today is more concerned about protecting the environment and taking care of the health of individuals. The companies should understand that although adherence to ethics and social responsibility is not earning them profits, but in the long run, this leads to overall greater benefits. This paper focuses on the need of integration of ethics and social responsibility in marketing and the various challenges faced in marketing in fulfilling the expectations of society.

Keywords - Ethics, Greenwashing, Integration, Moral, Social Responsibility

INTRODUCTION

The environment in which the businesses operate is very dynamic and changing rapidly. Besides acquiring the skills and knowledge, the managers need to specialize in holistic understanding of the environment with a 360-degree viewpoint, taking into consideration the ever evolving developments and at the same time expectations of the society. It is the Marketing Department of a business that promotes the mission and vision of an organization. So, the ultimate responsibility of representing a company lies in the hand of a marketer, as it is the marketer who reaches out to investors, customers, and/or the community. So, while formulating marketing plans, a marketer must take into consideration the constantly changing developments in the society and the expectations of a society from an organization. Over the past decade or so, the concepts of ethics and social responsibility have gained much momentum. The society expects a business organization to behave ethically and perform all its social responsibilities while offering its products. The concern for environmental degradation has risen much, and the consumer wants to secure himself against the ill effects of the products. Either the companies do not understand fully the importance of ethics and social responsibility or have become ignorant of their responsibilities. Even a handful of companies, who follow the standards, take a backseat after some time, seeing that others are also not following. This has become a greater concern, and in this context, this study brings a clear overall awareness on the need of integrating ethics and social responsibility not only for the betterment of society, but also for the overall sustainable growth and development of a business organization.

OBJECTIVES

The objectives of this study are:

To comprehend the concepts of ethics and social responsibility in the context of marketing.

To focus on the need of integration of ethics and social responsibility in marketing.

To highlight the ethical implications faced while dealing with social marketing and the solution thereof.

LITERATURE REVIEW

ETHICS IN MARKETING

The term ethics means our belief of concepts regarding what is morally right and wrong. Although the perception of right or wrong, is subjective in nature, varying from individual to individual, but it does not mean that the ethics are subjective in nature. Ethics is not an individual concept. It is not entirely subjective. The certain actions, that the majority of people agree upon, to be either right or wrong based on moral principles, are rightfully described as ethics. So, ethics is a widespread set of moral principles formulated for the benefit of society, and an organization is expected to establish its marketing policies in such a manner that that it ensures equity and integrity to all the stakeholders in the society. Ethics prevents an individual or an organization to act immorally. The main reason of marketing ethics is to address principles and standards for growing desirable conduct inside the market place.¹ (Mohamed, 2007)

Ethics are a collection of principles of right conduct that shape the decisions people or organizations make. Practicing ethics in marketing means deliberately applying standards of fairness, or moral rights and wrongs, to marketing decision making, behavior, and practice in the organization.²

Marketing/business ethics are the business conditions that a marketer is required to observe while dealing with customers and other participants. The ethics are self-observed or imposed by relevant bodies for the benefits of customers and society as a whole.³ With the continuous growth of business, industry and increased push for marketing efforts, marketing ethics is growing to be the top of the corporate agenda.⁴ (Kotler et al, 2013).

Ethical marketing isn’t a strategy; it’s a philosophy. It includes everything from ensuring advertisements are honest and trustworthy, to building strong relationships with consumers through a set of shared values. Companies with a focus on ethical marketing evaluate their decisions from a business perspective (i.e. whether a particular marketing initiative will deliver the desired return) as well as a moral perspective (i.e. whether a decision is “right” or morally sound).⁵

To sum up, ethical marketing is a philosophy that is governed by the principles of fairness, honesty, truthfulness, transparency, etc. If an organization is fair and honest, the customers take interest in the products offered and the marketing practices. Ethics is the keystone to customers’ healthier and stronger relationship with the company. Marketing can be sustainable only if it based on good ethics. It is the ethical conduct of marketing that helps it to achieve the objective of long-term customer relationship and long-term welfare of organization. The unethical marketing practices results in damage not only to the customer and society at large but also to the company’s reputation.

SOCIAL RESPONSIBILITY IN MARKETING

Social responsibility refers to the duty that someone has towards the society in which it lives, the responsibility to bring welfare to the society without causing any undue harm and the responsibility to stop or reduce the actions that are against the best interest of society. Social responsibility is an ethical framework and suggests that an entity, be it an organization or individual, has an obligation to act for the benefit of society at large.⁶ Social responsibility is a large concept that pertains to a business obligation

¹ Labbai, Mohamed (2007). Social Responsibility, Ethics & Marketing. *International Marketing Conference on Marketing & Society*, Vol.8, 17-28.

² Ethics in Marketing (2019, October 8). Retrieved from <http://www.encyclopedia.com/finance/finance-and-accounting-magazines/ethics-marketing>

³ Jaideep, S., Business Ethics and Marketing: Definition, Principles and Needs. Retrieved from <http://www.yourarticlelibrary.com/business/business-ethics-and-marketing-definition-principles-and-needs/48589>

⁴ Kotler, P. & Keller, K.L (2013). *Marketing Management*. 13th edition. New Jersey: Pearson/Prentice-Hall.

⁵ Shewan, Dan (2018, November 8), Ethical Marketing: 5 examples of Companies with a Conscience. Retrieved from <https://www.wordstream.com/blog/ws/2017/09/20/ethical-marketing>

⁶ Wikipedia. Retrieved from https://en.wikipedia.org/wiki/Social_responsibility

to maximize its positive impact on society whilst minimizing its negative impact.⁷(Anatasia, 2015)

When we talk of social responsibility in marketing, we mean the overall impact of various practices of marketing on the society as a whole. The policies of an organization should not be driven by profit only, but the organization should also consider the impact of these policies on all the stakeholders of the company (including shareholders, employees, customers, etc.), the individuals living in the society, the environment, and the society as a whole where it is conducting its business. The aim of fulfilling social responsibility should not be a temporary effort but a continuous one. So, an organization is said to be socially responsible in true sense when it considers not only the present benefits to society but also the future benefits to society. The main responsibility of marketers in this regard is to package and communicate the organization’s decisions that will impact the various communities with which they interact⁸ (Marinova, 2013). Recyclable packaging, promotions that spread awareness of societal issues and problems, and directing portions of profits toward charitable groups or efforts are examples of social responsibility marketing strategies.⁹

In the current scenario, the consumer is much more vigilant about the protection of environment and the impact on his health from the offerings of the marketers. He thinks green for him as well as for the generations to come. The consumer is aware of his rights and expects every marketer to be socially responsible. So, an organization cannot sit back on the social aspect of marketing. It must understand its responsibility to all the stakeholders, its responsibility towards maintaining a balance between economic profit and environmental protection, and its responsibility towards present as well as future generations.

It must determine the social expectations first before designing and implementing any marketing plan. All the marketing programs should be planned, analysed, and implemented in a way to boost the welfare of individuals as well as society. When the marketing strategies aim towards social good, a company is said to be doing social marketing. The principles and techniques of social marketing consider the social benefit in general and target customers’ benefit in particular. Social marketing is usually interested in the subjects of public health, environmental protection, prevention of damages, and enabling the improvement of society¹⁰ (Cheng et. al. 2011).

CONCEPTUAL FRAMEWORK

NEED OF INTEGRATING ETHICS AND SOCIAL RESPONSIBILITY IN MARKETING

Often, the two terms “ethics” and “social responsibility” are used in place of each other, but the meaning and essence of the two terms are different. Simply because of the fact that social marketing is based on the activities targeting the benefits of individuals in the society, it does not mean that social marketing is ethical in nature. An organization which adopts social marketing may still be unethical in its behavior, and vice versa, an organization showing ethical behavior may or may not work for the benefit of society. So, the two concepts ethics and social marketing need to be integrated together while formulation and implementation of marketing strategies.

When a marketer claims that it has adopted social marketing and the products offered are in no way harmful to the individuals or the environment, it must practice the ethical behavior. It must be fair that the product satisfies the consumer expectations of the product as it was advertised. All the marketing

⁷ Anatasia (2015, February 6). Social Responsibility & Ethics in Marketing. Retrieved from <https://www.cleverism.com/social-responsibility-ethics-marketing/>.

⁸ N. Marinova (2013). Marketing Ethics and Social Responsibility. *Trakia Journal of Sciences*, 11(1), 535-538.

⁹ Investopedia (2019, March 10), Why is Social Responsibility Important in Marketing? Retrieved from <https://www.investopedia.com/ask/answers/042215/why-social-responsibility-important-marketing.asp>

¹⁰ Cheng, H., Kotler, P. and Lee N. R. (2011). *Social Marketing for Public Health: Global Trends and Success Stories*. Canada: Jones and Bartlett Publishers.

practices should be transparent, and no information or fact should be disguised. Social responsibility and marketing ethics ought to go hand in hand. It is the social responsibility to formulate rules and regulations which might be applicable ethically and which work not for maximizing the profits of the businesses but which targets at the larger interest of all the stakeholders.¹¹ (Anatasia, 2015)

The companies need to keep all these things in mind while formulating an ethical social marketing plan comprising all the components of marketing mix with respect to product, price, place (distribution), and promotion. Best results from the integration of ethics and social responsibility can be achieved only when the following points are kept in mind:

Understanding and Accepting the social responsibility ethically: A marketer should understand and accept its responsibility towards society in a real sense. He needs to understand that whatever he is offering to society must be good in real sense and not merely to look good from outside only.

Ethical and Social Product: A marketer must ensure that the product so offered is safe and in no way is harmful to the individual health and environment. Warnings, if any, associated with the use of product, must be mentioned clearly.

Ethical and Social Pricing: A marketer should show ethical behavior by charging fair prices from the customer. A thorough market research should be done beforehand to know in advance the society's inclination to pay. They should not indulge in charging unduly high prices by creating the situation of false shortage, etc. Also, they should not be too low to drive out the competition from the market.

Ethical and Social Promotion: While communicating the features and benefits of the products, the message should be constituted in a very transparent manner without the intention of hiding any information or giving any misleading or false statements about the product. The advertisements or sales promotion ideas should not promote the features that are actually not the part of that product.

Ethical and Social Work Environment: A marketer should also take into consideration that the company is adopting social values such as providing good working conditions to its workers, practicing indiscrimination and gender equality at workplace, promoting social ideas, good relations with its dealers, etc. The work environment of the company should be favorable and ethical.

Ethical and Social Government Policies: The government and various professional bodies establish some rules and regulations from time to time in the best interest of society. It is the duty of marketer to comply with the government policies in a true and honest manner. A marketer should show ethical and social behavior by paying its taxes honestly and timely.

Ethical and Social Profits for himself as well as Society: A marketer should not merely focus on selling products to earn profits only, but it should also take into consideration the expectations of society. He must balance the product and policies in such a manner that his need of profit gets fulfilled but not at the cost of harm to the individuals' health or environment of society.

Long-term perspective of ethical and social behavior: The adoption of such ethical and social behavior should not be a one-time goal, rather the perspective of the marketer for such practices should be long term for the sustainable growth of organization into the society.

Acknowledging the social responsibility ethically: An organization should always be ready to accept the consequences of its product or strategies on the society and should always work honestly on modifying its practices in the best interest of society.

Often, the companies try to fool the society by presenting their products as conforming to the social standards of society, but they actually are not. They just whitewash their products with green paint and claim themselves to be green through promotional activities like advertisement, etc. The practice of this greenwashing is really unethical and against the society. The society might at first believe them but sooner or later, the society realizes the ingenuity of the product. The behavior of falsely promoting themselves as green ultimately leads to decline in brand's image and success.

¹¹ Anatasia (2015, February 6). Social Responsibility & Ethics in Marketing. Retrieved from <https://www.cleverism.com/social-responsibility-ethics-marketing/>.

Almost two-thirds of 100 venture capital (VC) investors — 64% — polled in an IBM study claim 'unethical business conduct' is a major reason for startups failing in India.¹² Current research suggests that brands that are perceived as operating unethically are avoided by specific groups of consumers¹³ (Rindell, Strandvik, & Wilen, 2014), whereas an ethical image can be observed to build equity¹⁴ (Sierra et al., 2015), influence loyalty and positive word of mouth¹⁵ (Markovic et al., 2015). The customer values the products of such organizations and spreads positive image about the company and its product. This in turn increases the goodwill and builds strong reputation of the company. The society forms a positive attitude towards such companies.

ETHICAL IMPLICATIONS IN IMPLEMENTATION OF SOCIAL MARKETING – THE CHALLENGES

The non-adherence to moral practices in marketing has paved way for two major actions such as consumerism and environmentalism¹⁶ (Kotler et al., 2013). The organizations are under a pressure to follow the social responsibility marketing and that too with ethical behavior. But the companies often come across with some situations, in which implementation of both the concepts simultaneously, social responsibility and ethical behavior, becomes difficult. Some of these challenges are:

1. **Ethical implications with sensitive products** - Defining what is right and wrong in marketing is not that easy, especially for the products that are controversial/sensitive, for example contraceptives. What is considered right by one group of society may be wrong in the eyes of the other group of the same society. One may argue that contraceptives are anti-life, bring bad consequences to the health of the individuals, and spreads sexual immorality. Hence, it violates the principles of social responsibility and ethical behavior of marketers. The others in the society may favour that contraceptives are needed for uninterrupted enjoyment in married life and for controlling social problem of population explosion. So, what maybe ethical from the perspective of one group of a society or even the marketer himself, may be unethical and socially irresponsible from the viewpoint of other group of society.
2. **Individual versus Society Interest:** The marketer based upon the market research offers a product as demanded by the customers, the use of which is opposed by society, e.g. alcohol, cigarettes, etc. Further, it is a well recognised fact in social marketing that what we are often dealing with is a trade-off between individual and community good (e.g., the right of the individual to smoke a cigarette, which is currently a legal product, versus the right of others to be protected from passive smoking)¹⁷ (Jones and Hall 2006). In such cases, a marketer faces the problem of choosing either meeting customer demand and promoting his sales and profit (and ignoring society benefit) or meeting society's expectations (and ignoring customer demand).
3. **Conflicting Interests Of Different Departments:** There may prevail the conflicts in the beliefs and interests of different departments of an organization. What maybe ethical and social responsibility in the eyes of a marketer, may not be feasible from the perspective of other departments in the organization. So, the implementation of such marketing plan becomes a problem.

¹² Talgeri, Kunal (2017, May 17), Unethical business conduct a major reason for Indian startups' failure: IBM. Retrieved from <https://economictimes.indiatimes.com/small-biz/startups/unethical-business-conduct-a-major-reason-for-indian-startups-failure-ibm/articleshow/58707138.cms?from=mdr>

¹³ Rindell, A., Strandvik, T. and Wilén, K. (2014). Ethical consumers' brand avoidance. *Journal of Product & Brand Management*, 23(2), pp.114–120

¹⁴ Sierra, V., Iglesias, O., Markovic, S. and Singh, J. (2015). Does Ethical Image Build Equity in Corporate Services Brands? The Influence of Customer Perceived Ethicality on Affect, Perceived Quality, and Equity. *Journal of Business Ethics*, 144(3), pp.661–676.

¹⁵ Markovic, S., Iglesias, O., Singh, J. and Sierra, V. (2015). How does the Perceived Ethicality of Corporate Services Brands Influence Loyalty and Positive Word-of-Mouth? Analyzing the Roles of Empathy, Affective Commitment, and Perceived Quality. *Journal of Business Ethics*, 148(4), pp.721–740.

¹⁶ Kotler, P. & Keller, K.L (2013). *Marketing Management*. 13th edition. New Jersey: Pearson/Prentice-Hall.

¹⁷ Jones, S. C. and Hall, D. V. (2006). Ethical Issues in Social Marketing. Proceedings of the 3rd Australasian Non-profit and SocialMarketing Conference. 10-11 August 2006, Australia: University of Newcastle, <http://ro.uow.edu.au/hbspapers/507>

4. **Cost consideration:** Most companies argue that the biggest hindrance in the implementation of ethical social marketing plan is higher costs. The marketers say that the cost of being socially responsible is too high but they also know that the business, be it small or big, cannot survive without going green. So, they often try to make false claims of being socially responsible.
5. **Lack of Expert Marketing personnel:** The concept of social marketing is complex and requires more expertise for reliability, relevance, and validity in terms of market research and collection of data. The companies lacking in expert marketing personnel often try to escape themselves from social responsibility.
6. **Limited Promotional Effectiveness:** The marketers argue that the concept of social responsibility and ethical behavior puts restrictions on the promotional message of their product. Attracting the large number of customers without effective promotion (exaggerated advertising) becomes a challenge for them.
7. **Competitors do not follow:** Some organizations do not follow the standards simply because their competitors are not following it and are making huge profits by falsely claiming to be green.

WHAT TO DO? – THE SUGGESTIONS

The benefits that arise due to social responsibility marketing in integration with ethical marketing cannot be denied, but still we see a large number of companies who do not follow these practices. Some companies just ignore the standards of ethics and social responsibility as they are motivated by higher profits and lesser efforts and on top of that, motivated by greenwashing. The marketers those who want to follow these standards face a lot of issues and conflicting situations. So, they put themselves under an umbrella of choice between following or not following. If the companies are left to themselves, they will most probably keep themselves out of the area of social marketing and their behavior sooner or later will become unethical. With the increasing concern of environment and rising consumerism, it has become necessary for the marketers to be ethical while delivering their social responsibilities. The companies should create an understanding that although adherence to ethics and social responsibility involves higher cost and lower profits, but that is the feature of short run only and in the long run, this will yield them overall greater benefits in terms of not only profits but also in building stronger relationships with their customers and overall increased value of the company itself. The marketers should not simply follow the others who are behaving unethically in the market. There is need to focus upon the corporate regulations governing the ethics and social responsibility in marketing. Broad guidelines should be developed that every organization need to comply with respect to product development, pricing strategy, promotional standards, distributor relations, customer relations, society expectations, etc. and anyone who breaches these codes of conduct should be penalized. Also, the customer has become vigilant enough to seek relief in the court against the malpractices of a marketer. So, it rather keeps a company safe and legal and reduces the risk of uncertainty. Apart from all these, the marketer should develop in himself the better understanding to solve the dilemmas arising out of integration of ethics and social responsibility. He should have better sensitivity towards the conflicting interests among the different departments of organization, different segments of market, and different individual groups within a society.

CONCLUSION

To sum up, there should be a complete understanding of right and wrong in marketing from the perspective of customers and/or all the stakeholders in the society, and the marketers should have complete understanding and acceptance of their responsibilities towards the society. The consumers expect that the companies deal with them in a fair and environmental-friendly manner. They want to build strong bonds with the marketers who are offering them goods and/or services. The companies need to understand that they can win only by building strong relationships with the customers and the society in which it is functioning, and this can be achieved only by being ethical in its social responsibilities. It is because of the increasing environmentalism and consumerism, the companies have started making

their way towards social responsibility. Marketers should constantly pay attention to keep themselves away from deceptive practices of marketing of unethical products, unethical pricing, false claims/messages, unreliable guarantees, etc. They need to accept that the long-term benefits of following the ethical practices of social responsibility outweigh the short-term cost. Strict regulations and constant monitoring is needed to keep them on track. Above all, a marketer should be able enough to handle the ethical dilemmas arising out of social marketing. Rather than seeking areas to escape from its responsibilities, a marketer should constantly work to find out new ways of solution. It is only when a company feels that the social marketing is its ethical responsibility, then only it can integrate the ethics and social responsibility in true sense.

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Managing Talent: The Eustress Way

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Abstract: Organizations are facing challenges in managing talent in an evolutionary and competitive business era of today. Efforts are being made in attracting employees but retention and development remains a far-fetched strategy. More workload implies more productivity and better profits but only for the organizations; what about the employees facing the job pressures? With employees, it backfires! The solution therefore lies in the adoption of Eustress thereby motivating employees for better performance leading to more job satisfaction and thus less employee’s turnover. Thus this paper would deal with the influence of Eustress as a talent management strategy for better organizational efficiency.

Keywords: *Talent management, Employee Engagement, HR Strategy, Eustress.*

INTRODUCTION

Organizations are aware that in order to succeed in such a complex global environment, they must have the best talent. They should be aware of the fact that hiring the best talent might be easy but retaining and developing them is not. Talent management is a magical tool that organizations use to keep back their top talented employees. According to Bryan (2004) too, creation and preservation of knowledge has become a key tool in accelerating competitiveness and enhancing organizational capabilities in order to respond to market changes wherein employees’ skills and personalities are appropriately deployed. The idea of talent management is also not new rather it has been taken seriously as a separate function of management. It ensures the attraction of top talent just like employee engagement or employee recognition, as a business strategy. Now-a-days, corporate and industries want to nurture their talents to move forward the business in the competitive era. Developing human resources has become a better idea than acquiring new talents. Therefore, the significance of talent and talent management has been of high priority in the life cycle of Human Resource Management. Organizations can improve their image and performance in a better way when they are utilizing the capabilities of individuals more accurately and successfully. Now-a-days, the concept of knowledge economy is more in demand which aims at attracting, developing and retaining the talented people. Thus organizations should focus more on having competent people and retaining them in order to bring transformation.

OBJECTIVES OF THE STUDY

- To understand the concept of Talent Management
- To comprehend the factors determining Successful Talent Management
- To suggest how organizations can improve their talent management strategies.

LITERATURE REVIEW

Lot of studies have been done on the negative linear relationship between stress and performance and very little is researched on their positive relationship which is termed as Eustress. Even Mesler (1996) is of the view that there are "relatively few studies, and no adequate models, highlighting the importance of eustress".

After Mesler , few other advocates of Eustress were Lussier, 2002; Certo, 2003 and Schermerhom, 2003.

Even when few researchers stressed on the importance of Eustress, few were of the view that it is the absence of stress or the negative phenomenon but none realized the benefits of Eustress. Milsum considers Eustress as an important phenomenon. Another important contribution was given by H. Selye, who was not known to be precise with terminology but he also at least stressed on the qualities of Eustress. Quick et al. also identified eustress as "healthy, positive, constructive results of stressful events and stress response." Thus, eustress is considered as the positive body's response to a stressor.

Distress also receives some treatment in the popular and scholarly literature but there is no systematic treatment of distress as contrasted with eustress. Thus, if taken in the broader sense, the construct of stress has become synonymous with distress.

On the other hand, talent management is also the need of the hour and lot of research has been done on it too.

According to (Yllner, 2013), the scarcity of specific human resources was the basis for talent management. From then, organizations were trying to attract and retain those effective human resources which they could separate from the rest. So the organizations were having control over the career of the individual in 1980s but all this proved to be very expensive and often failed. So the individual employee was made responsible for his/her career. Current trends in talent management indicate that the organizations are taking control of the career of the high potential employees only.

Regarding importance of Talent management, various researchers like Barner (2004), Berger and Berger (2004), Rothwell (2005), Cappelli (2008) and Meisinger (2009) advocate the importance of talent management. According to them, this concept would become an important part of every organization. Even (Axelrod et al., 2002; Michaels et al., 2001) suggested that talent management would be a driving force for effective competitiveness and performance in the corporate world. Talent management is related to some of the HR concepts like HRM, Human Resource Planning (HRP) and employability (Brown and Hesketh, 2004; Lewis and Heckman, 2006; Collings and Mellahi, 2009).

In this paper, one of the ways for talent management can be Eustress too. This eustress can not only manage the best talents but can also deal with the talents hidden in the individuals. It is rightly said that according to Johari window there are four selves of every human being and the blind one can't be found by the person himself. The information related can be found by someone else and eustress is a way by which talent management can become an easy affair.

CONCEPTUAL DISCUSSION

Workplaces have now become high stress environments in many organizations cutting across industries. The problems of employees have a direct bearing on the company's performance and ultimately affecting the well being of an employee. The most common triggers are high workload, tight deadlines, high targets, lack of job satisfaction, long working hours and pressure to perform all the time. Stress leads to fatigue, irritability, poor communication and reduces productivity. But not all stress is bad. We also experience eustress or positive stress just as much we experience negative stress. Eustress helps us stay motivated, work toward goals, and feel good about life. Working and living outside of our comfort zone is a good thing. It's when we feel overwhelmed that stress can turn negative. This is the reason why eustress becomes a vital part of our existence.

Eustress is all about sufficiently challenging yourself without increasing all our means and resources.

This type of stress helps us in these few ways:

Emotionally, as it can result in positive feelings of contentment, inspiration, motivation and flow of positive energy.

Psychologically helping us build our self efficacy, autonomy and resilience.

Physically, it helps us build our body when we complete a challenging workout.

Eustress at work is taking on a new project that may help in leveraging the current strengths and needing us to build up on existing skills or learn new ones.

Mc Gregor was of the opinion when he devised his theory X that employees are lazy by nature and they shirk responsibilities until and unless there is strict supervision on them. And ultimately who wants to

work; if salaries were coming home for free, would there be a person who would want to get up early, get ready, bear all traffic snarls, meet deadlines and pressures and work hard day in and day out. The answer is a big NO. Life would have been so much better and easier without coming to work every day and experiencing tremendous pressures. But an obvious question arises... would such a life be worth living, with no purpose, no sense of fulfillment and no talent learnt in life. Again the answer is a big NO. So what is the right strategy? A work life surely comes with all due pressures but without one there is no life too. Development, an overall development on everyday basis and a continuous development is what is significant here but that surely calls for lot of hard work and dealing with pressures. But as said before: not all pressure is bad and wrong. Eustress helps employees to come out of their comfort zones, when experiencing stress and perform better under deadlines and learn something new; thus managing **TALENT**. Had employees learnt new skills if the organisations did not send employees for training and development programmes bringing undue pressures? When employees are called for brain storming sessions, is that not stress for employees to participate but that’s how innovations take place.

Talent management could be seen as a collection of typical human resource department functions. It implies managing required human base for an organization and the required planning to meet those needs. Overall, talent management is about talent pools which ensure desired flow of talent across the levels of the organization. Some set of philosophers opine that talent management is a resource facilitating higher levels of performance. Others view talent management as to identify the key positions in the organizations that can lead to competitive advantage. It has been found that talent management practices bear a technically higher impact on a company’s plus areas, its goal orientation, customer satisfaction and ultimately profit maximization.

The concept of talent management emerged after McKinsey & Company in 1997 created the now legendary catchphrase “War for Talent” to describe the contemporary business world as required by the scarcity of talent and the struggle of the firms to attract and retain human capital – their most important asset.

Talent management is basically an organization’s efforts first to attract talent, selecting the best at the right time for the right job. But the process does not come to an end after hiring them and making them a part of the organization. In fact the real process starts here to develop them and retain them and keep developing them through various training and development measures.

So talent management system is recommended to be used in business programming and implemented in routine processes. The involvement for talent management at all levels becomes imperative and cannot be left solely to the human resources department.

Organizations should comprehend the cost benefit analysis and minimize the risk and mismatch between the supply and demand of employees with the required set of skills. Risk of keeping an untalented pool stands in the way of organization’s efficiency and the profits suffer which becomes the prior goal of the company.

The business strategy must make line managers responsible for developing the skills of their immediate subordinates. Departments within the company should openly share information with other departments for employees to gain knowledge of the overall organizational objectives.

Talent consistently uncovers benefits in these critical economic areas: productivity, customer satisfaction, cost, quality, and market capitalization. An organization having good talent management is the one whose employees have good cognitive abilities, knowledge, skills and the potential to do well. Therefore, it becomes vital for employees to acquire necessary skills to perform. Last but not the least; talent management becomes a need of the competitive hour and sooner it is realized the better it is for the business. Overall, it’s a challenge to maintain the talented workforce even though hiring them is not difficult.

FACTORS DETERMINING SUCCESSFUL TALENT MANAGEMENT:

- ***Attracting Talents:***

Employer branding is one of the most important and crucial issues that can attract external talents easily. The potential candidates can match the values of the organization; and understand whether they can survive or not. So they soar for high reputation companies. It is supported by various eminent authors: The invention of an attractive employer brand is a critical issue in attracting external talent (Iles et al., 2010a). They were of the view that attracting external talents has a direct relationship with ‘employer brand’. Talented people join those organizations, which they find to be attractive and can provide added advantage to them.

- ***Deploying Talents:***

Deploying talent management includes decisions regarding hiring, positioning and exiting of talents. These decisions include analytical skills and should be carried by a talented manager. Every organization must examine the deployment process. And check its feasibility too. This way organization can implement their strategic plans more effectively. There has to be a good strategy to recruit talent that matches between important aspects of position and person’s competencies which helps the organizations to identify the high performers. Deployment is similar to assembling a car. If we have all the pieces to complete the car, still there is no car unless we assemble and fix them in the correct spot (Williamson, 2011).

- ***Developing Talents:***

In order to achieve high potential in the organization, it should be associated with further learning and development plans. Talent development may or may not be useful to an organization. In slow growth organizations, it might be beneficial but could be risky for those with high growth. In addition to skills and knowledge, talent development also depends on modifications which can be brought in their performance and perception. It is necessary that talent management should continuously develop those employees who are high performers for upcoming new positions and if there are knowledge gaps and try to minimize those so that their retention can be certified.

- ***Retaining Talents:***

Now-a-days, retaining talent is gaining importance due to the fact that lot of persons with potential would retire from 2012-2018 and there would be a huge loss of talent. On the other hand, it is not easy to bank upon Generation Y. As they are less loyal and are always ready to lose their talents to their rivals headhunting (Whelan & Carcary, 2011). There are several factors that can help in talent retention. Factors like hygiene benefits, compensation, location can really help and reduce talent loss (Whelan & Carcary, 2011).

- ***Succession Planning:***

There are different opinions regarding Succession planning. Some consider it as a process of choosing the next senior team. Some consider it as an adequate pool of proper talents for in-house recruitment. According to (Hills, 2009), it is a “future-proofed” strategy that enables the organization to grow and perform in the future successfully.

Therefore in short, it means “having the right people in the right jobs at the right time” (Hills, 2009). In this way, organizations can save money and win the trust and commitment of the existing workforce but less opportunity to bring new ideas and knowledge into the organization which can be brought from the external source only. Overall, to bring stability and achievement of organizations, it has a mixture of both intrinsic and extrinsic pool of talent.

STRATEGIES TO EMPLOY TALENT

A vital step in the process of talent management is the creation of certain root strategies working as a premise for talent management. These could be:

- The first strategy to manage talent in the organization is the “buy strategy”. As change being the norm of life, so would change or adding new set of employees could work as a successful tool to manage talent.

- Another strategy is to focus on the “Build” side of the equation which calls for getting smart, enthusiastic and flexible people on the payroll even if their current set of skills do not match the desired. This matching of talent could later on be nurtured by training and mentoring. Most organizations will employ a mixture of build and buy efforts in their talent management strategies. The exact ratios used depends on the individual employer's needs and situations but one should be careful about under-selling the 'build' part leading to problems with retention.
- Another strategy is to put people first. Gone are the days when employees were treated as mere factors of production thereby leading to a toxic culture of workplace. The work culture has evolved gradually being the need of the hour. Therefore it becomes vital to treat employees as members of the family rather as machineries working in the organization.
- The most required part of talent management is to take care of employees training, employees development, employees motivation, employees performance management, employees counseling, employees stress management, employees relations; the thrust being ‘employees’. Therefore talent management calls for an obsession with employees and for employees.
- Talent management has to cover all the levels of the organization therefore the right strategy is to cover the length and breadth of the organization. Programs on talent management should recognize the critical positions in the organization and identify the right kind of people for right kind of job at the right time in the organization.
- There should be pursuance of the best talent right from stage one and this process should be done on a continuation basis and on some concrete principles. If the organization wants to be the leader in the field of talent it should not compromise with anything less than the best. It will leave a job open until it fills it with a talent. Great talents are not kind to those who cannot excel. Talented people should not be surrounded by second-raters. Organization is in the talent business – full time. The employers should not have any tolerance for non excellent talent.
- For managing talent, all sorts of statistics, facts and figures are usually looked for. For talent to be promoted the organization’s job is not only to focus on statistics, facts and figures but something more vital behind the statistics which is- the intangibles of people.
- Giving good financial benefits does not necessitate winning war for talent management. What is important is giving opportunities of advancement to employees and if the response is exceptionally great, it calls for rewarding the employees accordingly. It can include other factors also like opportunities to work independently, non-financial benefits, security etc.
- Another key to manage talent in the organization is to set up high standards. It is beneficial to recruit quality people and urging them to sign up for great quests in the future can surely be a measure of talent management.
- Talent management is adventure-creation; the chief goal being to make discoveries in an environment marked by energy and enthusiasm – an environment that vibrates positively. So it is better to create opportunities to lead and let employees take the charge to lead.
- Talent management: the Eustress way:
- Researchers across the globe commonly agree that stress is a major detriment to personal and organisational stress. Organisations need to bear high cost in terms of money, as opined by International Labour organisation as inefficiencies that arise out of occupational stress can cost up to 10 percent of a country’s GNP. Personally also the rate of mortality that has risen due to stress is not to be undermined. Studies reveal that work life can become so disharmonious due to work pressures that employees would try to avoid it by withdrawing either psychologically, or by quitting or through any physical means. But yes all stress is not harmful just before the start of a sprint, the athlete and the singer just before his performance may be experiencing great deal of stress but such positive stress can be exhilarating and a satisfying experience. Such stress helps in finding solutions to problems forcing an individual to tap one’s capabilities and stretch one’s limitations. It is certainly in the hands of the individual to perceive it a distress or eustress and react accordingly. Any stimulus would have distressful or eustressful nature which can have

bearing upon the interpretation of the individual and its subsequent reaction. If handled and comprehended well stress could be growth producing for the individual as well as for the organisations. Now the question that arises is how to manage *Talent* in the middle of stressful situations.

- The most crucial condition to manage talent is to see that the skills of the employee match with the challenges of the task. To create such viability it is imperative that such candidates be chosen for the job who have had past leanings and experiences. This can never be the case always, so in such condition employees should be sent for *training programmes*. Training and learning a new skill calls for coming out of one's comfort zone which to some extent is stressful for the employee. Now if the employee perceives it positively that he will learn something out of the training programme, he can experience Eustress and perform better and more talented. The fear of being evaluated after the training programme brings pressure because of which the employee is sure to be attentive despite being under stress.
- Another way that Eustress can manage talent could be *designing the jobs* of the employees in a much challenging way. Challenges are bound to add pressures. But a slightly challenging task can exert pressure on the employee thus motivating him to perform in optimum conditions and emerge out as a better candidate. *Job Enrichment, Job Enlargement and Job rotation* could be effective means to manage talent as these ways of designing jobs will bring the employee out of its complacency. Such methods would call for more autonomy for the employee to exercise his ingenuity and creativity and also thus lead to innovation.
- *Employee engagement* is yet another way to manage talent through the eustress way. Any variant of engaging employees be it decision making, or Workers Participation in Management or producing a new idea or service means added work and responsibilities and added check on one's performance; bringing stress. How it is understood, depends upon the employee which certainly is facilitated by the reward system. If better the rewards, higher is the effort made and ensuing performance.
- *Employee empowerment* or resting powers in the hands of the employees in the areas that affect their performance could be helpful in addressing the issue of talent management. Power cannot be enjoyed solely without added responsibilities thus bringing yet more stress on the individual. But organisations benefit through cost savings, improved employee relations as and when empowered teams are made. Employees get opportunities for individual career development and a positive work culture which is responsive to their personal concerns. An employee gets more recognition and respect. For eg, line managers at Toyota Corporation can intervene in the production process to stop defective cars from coming off the assembly line. Managers should ensure the right training to make right decisions and employees talented enough to take decisions without supervision.
- In the academic institutions the pressure on the faculty for completing their Phds and remain involved in researching new ideas and philosophies and write research papers surely again is a time consuming and taxing job. Is it not making the faculty get into new areas of development and get more equipped with knowledge and thus acquire more talent to beat the competition of today?

CONCLUSION

Overall, the organizations which would be able to master talent management would be favored for long-term growth in workforce performance in the coming future. It should be the responsibility of the management to define clear job roles, the skill level requirement and competencies thereof. Though, in many organizations, the necessary parameters are established by the management and they ensure that they are having the right person in the right job at the right time and above all with the right skills but

still there are organizations who have assigned these roles to HR and hence there is a lack of effective talent management specially in the global and dynamic environment. Organizations should understand the importance of talent management as workforce is the only net asset who can take the organization towards the peak of success thus striving for the best people to reach strategic goals at all levels.

HR is the most critical element of not only business management, but also for every profession on this planet. Whether it be an established multinational industrial conglomerate, a small scale or cottage industry, a business start-up venture, teaching, medicine, Armed Forces, Police or any service industry; the key to success lies in identifying and then deploying the best man for the best job. However, it just doesn’t stop at that. That individual must be nurtured, groomed and trained for growth within that environment. One’s skills and abilities must be continuously tested, as also further refined to enable him or her to handle additional responsibilities efficiently. It is absolutely vital to test these abilities under at least some amount of stress, to gauge an individual’s performance limits as also to provide him with the requisite motivation and satisfaction of having surmounted a challenge.

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Yllner Emelie Baedcke; Brunila Alexandra.2013. “Talent management– Retaining and managing technical specialists in a technical career” Master of Science Thesis ME200X. KTH Industrial Engineering and Management. Industrial Management. SE-100 44 STOCKHOLM

A LITERATURE REVIEW ON FACTORS AFFECTING THE INTENTIONS TO BUY HEALTH FOOD

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Abstract- In today’s modern world a new consumer lifestyle has emerged especially in the attitude of consuming organic food. This phenomenon has occurred because people are becoming aware of the importance of consuming healthy food in their daily lives. A natural, clean and good healthy food is important as there are a lot of ordinary foods that are mostly prepared with the use of unsafe additives, preservatives, flavor and coloring. This present paper attempts to review the literature available on factors affecting intentions to buy health food.

Key words: *Organic Food; Health Consciousness, Perceived Value, Food Safety, environmental concern.*

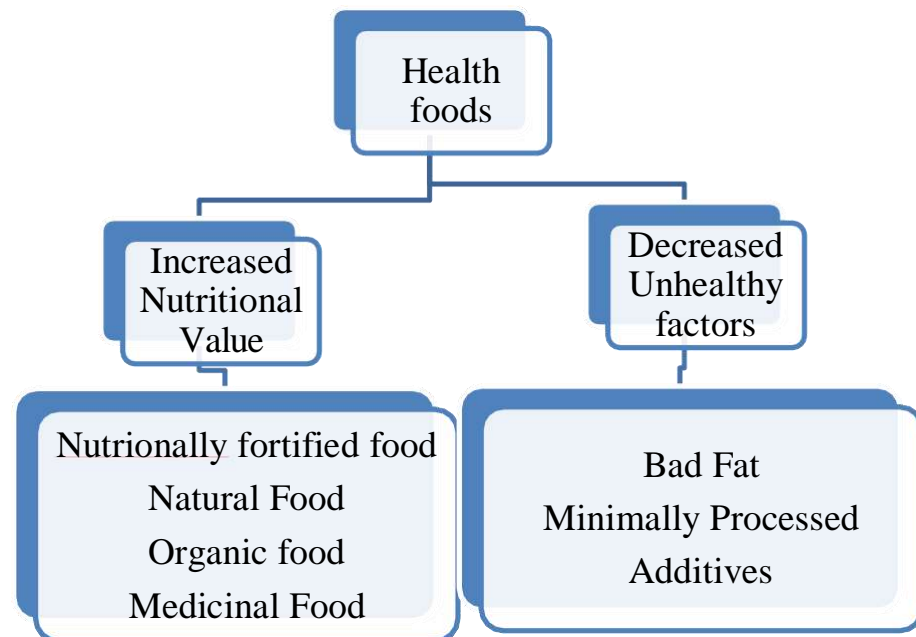
INTRODUCTION

India is a country, which is having 1.2 billion populations in the age group of 20-35. Due to increased higher disposable income, trade and improved transportation facilities, greater numbers of working women, increased health awareness and looking for better & healthier food products, —Indian consumers prefer organic food products in their diets. The market for organically-produced food has expanded considerably in recent years. Continuous use of chemicals and fertilizers, resulting in low-quality food with a harmful impact on human health, has forced people to find an alternative solution which is natural and healthy. This is where organic food is seen as the most sustainable solution. In addition to the health benefits, organic food makes it sustainable for the environment without compromising on the quality of the produce. There is a shift in the thinking and perception of a consumer towards health and wellness (people are back to basic). This momentum has pushed food manufacturers to make hard core changes throughout their product line and depth before distribution.

With shift in affluence and rising rate of urbanization, numbers of health-conscious individuals are rising and Demand for healthier natural and less processed ingredients is increasing. Healthier food products have entered the global markets with force in the past years and rapidly gained market share. Consequently, the food industry has reacted to this trend by developing a growing variety of new products with health-related claims and images, including organic and functional foods that are selected by Consumers for their health-promoting properties. Today foods are not intended to only satisfy hunger and to provide necessary nutrients for humans but also to prevent nutrition-related diseases and improve physical and mental well-being of the consumers.

HEALTH/ORGANIC FOODS MARKET

The USDA National Organic Program (NOP) defines Organic food as “Food produced by farmers who emphasize the use of renewable resources and the conservation of soil and water to enhance environmental quality for future generations. Organic food is produced without using most conventional pesticides; fertilizers made with synthetic ingredients or sewage sludge; bioengineering; or ionizing radiation. Before a product can be labeled “organic,” a Government-approved certifier inspects the farm where the food is grown to make sure the farmer is following all the rules necessary to meet USDA organic standards.



Source: Lee et al., 2011

Figure 1: Classification of Health Food

EMERGING TRENDS IN ORGANIC FOOD INDUSTRY

According to TechSci Research report, Global organic food market stood at \$ 110.25 billion in 2016 and is projected to grow at a CAGR of 16.15%, in value terms, during 2017 – 2022, to reach \$ 262.85 billion by 2022. The organic markets in India are largely spread across the food and beverages, health and wellness, beauty and personal care and textile industries. The key trends in the Indian organic food industry are as follows:

- Increasing demand for organic food
- Increasing use of online marketing channels
- Increasing number of organic food restaurants and cafes
- Increasing awareness regarding organic foods
- Increasing investment in organic food companies
- Increasing retail shelf space for organic products
- Introduction of new product categories and varieties

OBJECTIVES

The paper is an attempt to review systematically the literature on concept of health foods and the factors that affect the consumer intentions to buy it.

LITERATURE REVIEW

Literature review on Organic food is classified under two heads –

- a. LR on concept and benefits of Organic Food
- b. LR on factors affecting the intentions to buy health foods

A. LR on concept and benefits of Organic Food

Narayanan, S., & Narayanan, S. (2005). *Organic farming in India: relevance, problems and constraints in their study explained the relevance, problems and constraints of organic farming in India.* This study stated the ill effects of the conventional farming system in India in terms of the unsustainability of agricultural production, environmental degradation, health and sanitation problems, etc. Organic agriculture is gaining momentum as an alternative method to the modern system. The demand for organic products is growing fast (at the rate of 20 per cent per annum in the major developed countries). It appears that India is lagging far behind in the adoption of organic farming. Problems like lack of awareness, lack of infrastructure, marketing problems, costly inputs and lack of quality standards persists.

Ramesh, P., Panwar, N. R., Singh, A. B., Ramana, S., Yadav, S. K., Shrivastava, R., & Rao, A. S. (2010). *Status of organic farming in India.* In their study they made a survey on certified organic farms in the country to ascertain the benefits and possibility of organic farming in terms of production potential, economies and soil health in comparison to conventional farming. They determined that organic farming leads to less productivity but at the same time increase in net profits to farmers only because of premium prices of organically produced food and less cost of cultivation.

Thøgersen John, *Country Differences in Sustainable Consumption: The Case of Organic Food,* (2010) This study concluded that organic food's share of total food consumption depends severely on political regulation, comprising legal definitions and standards, financial support to farmers, and a national labeling system. Other significant structural factors are soil conditions, an effective and efficient distribution system, and the size of the premium price demanded for organic food products. Macro factors such as the food culture and the culture's level of post materialism and environmental concern play an additional role.

Jahanban, L., & Davari, M. (2013, February). *Prospects and problems of organic farming and its environmental impacts* explained the prospects and problems of organic farming and concluded that Organic farming opens up the prospect of producing enough food in the long term without destroying our natural resources. It can boast a better energy and environmental balance and makes a substantial contribution to conserving biodiversity and agricultural diversity. Challenges like high input cost, lack of equipment or infrastructure, and lack of experience in marketing organic products should be taken care of.

Mercati V. 2016. *Organic agriculture as a paradigm of sustainability: Italian food and its progression in the global market,* this study clearly stated that In Europe in particular, organic farming has such a positive public image that it is commonly touted as the paradigm for sustainable agriculture

Gregory, N. G. (2000). *Consumer concerns about food.* This paper examines some of the food scares that have occurred during the past forty years. It looks at why food scares have become increasingly common, and why some countries are particularly affected. It then considers food buyers' attitudes towards food safety, environmental issues, animal welfare, organic foods and genetically modified foods, and the impact that those attitudes have had on food choice. It finishes with some thoughts on how food labeling and WTO measures could change in the future.

Winter, C. K., & Davis, S. F. (2007). *Are organic foods healthier?* This study States that the growth of the organic foods industry in the United States has been dramatic in the past two decades. This rapid growth may be traced to increased consumer confidence in organic foods as well as to concern about possible health risks and environmental impacts of conventional food production methods that may use pesticides, antibiotics, and other chemicals in food production. It indicates that many consumers purchase organic foods because of the perceived health and nutrition benefits of organic products.

B. LR on factors affecting the intentions to buy health foods

Emma Lea, Tony Worsley, (2005) "*Australians' organic food beliefs, demographics and values*" Purpose was to examine consumers' beliefs about organic foods and their relationship with society. The majority of participants believed organic food to be healthier, tastier and better for the environment than conventional food. However, expense and lack of availability were strong

barriers to the purchasing of organic foods. Generally, women were more positive about organic food than men.

Anthony Worsley, Emma Lea, (2008) "Consumer concerns about food and health: Examination of general and specific relationships with personal values and demographics "The aim of the study was to investigate the relationships between consumers' food concerns and their personal values and demographic characteristics. A questionnaire was administered in a cross-sectional random population survey conducted among a sample of 1,000 adults in South Australia. The findings suggest that personal values may be stronger predictors of consumers' concerns about food and health issues than demographics.

Pandurangarao Chiranjeevi and Suryachandra Rao (2017), This study identified factors affecting consumers to buy organic food products in Hyderabad and Secunderabad, India through a sample of 500 consumers and were interviewed using structured questionnaire. The results revealed that ten factors such as labels, health, concern, environment concern, brand advertising, safety, accessibility, affordability, freshness and store location that are influencing customers to buy organic food. Out of these, health, environment and safety are key factors that are found as primary influencers.

Shashikiran L., C. Madhavaiah (2015), This study examines the impact of Socio-Economic factor on purchase behavior for organic food products. The study was carried out in Bangalore City with the sample size of 200 respondent's using cluster sampling technique. The Hypothesis was tested for the socio-economic factors and its impact.

J. Padmathy and R. Saraswathy (2016), This study found out that the consumers prefer organic food for their survival and value environment. When it comes to purchase the main factors are environment concern, quality and price plays a major role. Convenience sampling method was used to select 200 respondents living in the district and who make purchases for the products. The primary data was collected from the respondents with the help of pre-tested structured opened and closed ended questionnaires. The findings of the study reveal that there is significant relationship between the variables which affects consumers 'buying behavior for organic products.

Baisakhi Mukherjee (2017), This study aims to explore the acceptance of the consumers and their insights towards organic products which in turn will reveal the market potential and rising trend of organic consumerism in the proposed area of study. Primary data is collected through online survey through social media and collecting feedback through various means of interview. The study reveals that consumers are still hesitant to shift their consumption to organic products mainly because of lack of product information, increased price, unavailability of the products, lack of product choices and assortments.

Rushdi Ahmed, Khadiza Rahman (2015), This paper explained the factors that influence consumer buying behavior of organic foods in Bangladeshi Supermarkets. In Results it was observed that majority of the participants of the survey questionnaire expresses that organic food is healthier than industrially manufactured food, they are high in nutrition, and perceives the organic production methods with a positive approach. The major problems identified through the research are lack of awareness and sufficient knowledge about organic food, lack of availability and limited range of products, high price and high regard for certification labeling.

Brijesh Sivathanu(2015), : This research was conducted in Pune city and in particular the educated population. From this study, it is seen that the consumers prefer to buy organic food products, factors impacting the preference including demographic characteristics of the consumers. It has been observed that females have more preference for organic food products as compared to male respondents. More number of educated respondents prefers to buy organic food products. Age group of 29-39 prefers to buy organic food as compared to other age groups. Also, people of higher income group

prefer to buy organic food. Consumers prefer to buy organic food products because of their perception that the organic food products are healthy and safe, nutritious and environment friendly.

Dr. Geetika Sharma , Dr. Rakhee Dewan , Santosh Bali (2014) This study titled “Factors Influencing Consumer Buying Behavior & Awareness towards Organic Food: A study of Chandigarh & Panchkula Consumers. This study was based on primary survey of 100 respondents via structured questionnaire living in the Chandigarh & Panchkula. The questionnaire was designed to record the responses on food safety concerns, frequency of buying behavior, from where they buy the products, awareness, attitude, factors effecting buying behavior, price effect on purchasing behavior towards organic food and effectiveness of sources for organic information.

Singh Anupam , Verma Priyanka,(2017), This study examines the factors prompting the consumers' actual buying behavior towards organic foods. For conducting the study, data was collected from 611 Indian consumers through a structured questionnaire and analyzed using factor analysis, independent t-test, ANOVA multiple linear regression, and hierarchical multiple regression analysis. It concluded that four factors (health consciousness, knowledge, subjective norms, and price) that influence the consumer attitude towards organic food products along with one additional factor (i.e., availability). Further, socio-demographic factors also found to have an impact on actual buying behavior.

Xuhui Wang , Frida Pacho , Jia Liu ,and Redempta Kajungiro ,Factors Influencing Organic Food Purchase Intention in Developing Countries and the Moderating Role of Knowledge (2018), This study focuses on understanding the factors (subjective norms (SNs), personal attitude, and perceived behavior control (PBC)) that influence consumer purchase intention regarding organic food from the theory of planned behavior and health consciousness as an additional factor in Tanzania and Kenya. It further explains the role of knowledge as a moderating variable in organic food purchase intention. A total of 331 responses from Tanzania and 350 responses from Kenya were obtained. It found out that SNs, personal attitudes, and health consciousness were found to be significant predictors of organic purchase intention in both countries.

Mhlophe Bongani, (2016) Consumer purchase intentions towards organic food: insights from South Africa, the purpose of this study was to determine the antecedents of consumer purchase intentions for organic food in Johannesburg, South Africa. In this study a questionnaire was used for data collection and the gathered data was used to quantitatively test the hypotheses. The findings revealed that consumer attitude, availability, price, subjective norms, health consciousness and environment concern are the key antecedent that provided the highest level of explained variance in consumer purchase intention of organic food.

P. Pomsanam, K. Napompech and S. Suwanmaneepong, 2014. This study aims to explore the influence of attitude, subjective norms, perceived behavioral control, health consciousness and environmental concern on organic food purchase intentions among Thai-Cambodian cross-border consumers. Data was collected from 400 Thai consumers in Sa Kaeo province, Thailand and 400 Cambodian consumers in Banteay Meanchey province, Cambodia. The regression results of Thai consumers indicate that all variables are significant and health consciousness and subjective norms were important and found to be the top two predictors of organic purchase intention.

RushdiAhmwed, Khadiza Rahman (2015). This study was conducted to identify and explain the factors that influence consumer buying behavior of organic foods in Bangladeshi Supermarkets. In this research majority of the participants of the survey questionnaire expresses that organic food is healthier than industrially manufactured food, they are high in nutrition, and perceives the organic production methods with a positive approach. The major problems identified through the research are lack of awareness and sufficient knowledge about organic food, lack of availability and limited range of products, high price and high regard for certification labeling.

Wee, C. S., Ariff, M. S. B. M., Zakuan, N., Tajudin, M. N. M., Ismail, K., & Ishak, N. (2014) this study attempts to examine consumer’s perception, purchase intentions and actual purchase behavior and the interrelationship between them in the context of organic food products. Data was collected in

supermarkets and surrounding areas in the district of Kluang, Johor, Malaysia. A total of 288 completed questionnaires were gathered and result indicated that intention to purchase organic food was significantly influenced by the consumer’s perception of safety, health, environmental factors, demographic factors and animal welfare of the products.

Mehra, S., & Ratna, P. A. (2014). In their study titled” Attitude and behavior of consumers towards organic food: an exploratory study in India” identified the factors influencing the attitude and behavior of consumers for organic food, which is currently gaining momentum in tier 2 cities in India. Six significant factors were found to influence the attitude towards organic food which includes perception towards organic food, health consciousness, product information, value for money, accessibility, demography and trust.

Sharma, N., & Singhvi, R. (2018). In their study titled “Consumers perception and Behavior towards organic food: A systematic review of literature” determined consumers’ perception regarding organic food in India and found out that health, safe, availability, taste and environmental concerns were the most important factors deciding consumer’s attitude and preference towards purchasing organic products.

Balaji, V., & Injodey, J. I. (2017). Organic food products: A study on perceptions of Indian consumer states that the concept of organic food products is not new to Indian farmers. This study was conducted to understand the factors of consumer perception towards organic food products. Data was collected with the help of a structured questionnaire and was analyzed using percentage analysis and factor analysis to identify the factors of consumer perception.

Chandrashekar, H. M. (2014). Consumers Perception towards Organic Products-A Study in Mysore City stated the perception of consumers in Mysore city and identified the reason for buying or not buying organically produced products. Main factors include price, availability, non- certified products, and lack of awareness .

Thaker, D. K., & Jain, D. (2019). Users & Non-Users: Their Behavior towards Organic Food Products with Special Focus on Ahmedabad. In their study they investigated consumer behavior i.e. awareness, attitude & barriers towards purchase of organic food products in Ahmedabad. The most important motivational factor to buy organic food was produce without pesticides ,price ,availability& it is healthier.

Misra, P (2014). **Consumer buying behavior towards organic food with reference to Haryana**, in his study focuses to assess the demographic profile and organic food purchase behavior of the respondents, to determine the Preferences of consumer towards organic food products and their attitude when they choose it in restaurant and hotels. Findings of the study revealed that people were ready to purchased organic food products and even in higher prices and they prefer to go in such restaurant where they have option to get organic foods specially educated and working females.

Lee (2016) conducted a study titled” Individual and Situational Determinants of US Consumers ‘Buying Behavior of Organic Foods” in U.S and found that health and environmental consciousness were extensively influenced the attitudes of consumers for buying organic foods and they are ready to pay 5 to 10% more for organic food than conventional food.

Ueasangkomsate and Santiteerakul (2016) titled “A Study of Consumers ‘Attitudes and Intention to Buy Organic Foods for Sustainability” found in their study that health was the most important reason to select organic foods by the consumers and other reasons were consumers ‘attitudes with local origin, environment, and food safety.

Vukasovič, T. (2015) in their study titled” Attitudes Towards Organic Fruits and Vegetables” indicated that consumers find organic fruits and vegetables are more healthy, delicious, and of fine quality and most important reasons of purchasing organic fruits and vegetables were fresh and it has nutritional value.

Justin Paul and Jyoti Rana (2012), The study is also to determine the factors influencing consumer behavior towards organic food. The result indicates that consumer attitude towards buying organic food are positively influenced by health, availability and education from demographic factors. This study suggests that retailers can develop strategies and effective marketing program to influence consumers

positively.

Jan P. Voon. et.al., (2011), study investigated the determinants incentive to purchase organic food products among consumers in a Malaysian city, using a survey. This indicates the efforts to promote consumption should focus on influencing consumer attitudes.

Sonia Attanasio. et.al., (2013), This paper examines about the consumer's intention to purchase the organic food products in Pontina Province, Italy and 280 respondents were interviewed using semi-structured questionnaires and the results indicated that the buying intention for organic products is influenced by the perception about the value of organic food products and belief in the health and safety of the product.

Susane Padel,Carolyn foster,(2005), this study explores the values that underlie consumers purchasing decision of organic food. They interviewed 181 regular and occasional consumers of organic food and concluded that decision –making process is complex and the significance of motives and barriers may vary between product categories.

J Ali,Sanjeev Kapoor,(2009),This Study aims at identifying the factors consumer’s perception on food labeling and its impact on food purchase decision-making through personal interviews of 631 respondents using a structured questionnaire and factors analysis has been carried out .It indicates that socio-demographic, information on quality and nutrition , basic information about the product , production and storage ,labeling are found to be significant factors affecting purchase decisions.

Shaharudin,Pani,Mansor,Elair, (2010),This Study highlights the factors affecting the purchase intentions of organic food in Malaysia and identifies factors i.e. health consciousness , perceived value, food safety concerns and religious factors which impacts the purchase intentions of customers.

Tiziana deMagistris,(2013),This Study examines the consumer decision –making for organic food in Italy(Naples).The Results of the study concluded that consumer attitude towards organic food is affected by health attribute and environment concern.

Shijuyin,Lin haiwu,Lili Du, Mochan,(2010), In their study they examines the consumer intentions of organic food in china..This Research surveyed 432 consumers from three cities in china and indicates that Chinese consumer’s intentions to purchase organic food is affected by factors like Demographic factors, degree of trust in organic food, price ,awareness, degree of acceptance of organic food products and concern for self health.

Smith, S., & Paladino, A. (2010). This study discovered the effects of health consciousness, environmental concern, organic knowledge, availability, quality, price consciousness, subjective norms, risk aversion, perceived control and familiarity on organic attitudes, organic purchase intentions and organic purchase behavior.

Nina Michaelidou, Louise M. Hassan, (2007) in their study titled “The role of health consciousness, food safety concern and ethical identity on attitudes and intentions towards organic food” examines the impact of health consciousness, food safety concern and ethical self intention of people buying organic food.

Gottschalk, Ingrid, & Leistner, Tabea. (2013) in their study titled Consumer reactions to the availability of organic food in discount supermarkets. Conducted a consumer survey ($n = 231$) and indicated that an initial purchase of organic food in a discount store is indeed very likely to lead to follow products, reliable information and easy comparison with non organic food.

Lee, K. (2009). Gender differences in Hong Kong adolescent consumers' green purchasing behavior, in their study they examine how gender differs in environmental attitude, environmental concern, perceived seriousness of environmental problems, perceived environmental responsibility, peer influence, self-identity in environmental protection and green purchasing behavior in Hong Kong adolescent consumers.

Efthimia Tsakiridou, Christina Boutsouki, Yorgos Zotos, Kostantinos Mattas, (2008) titled Attitudes and behavior towards organic products stated that Greek consumers seem to be informed about environmental and health issues. The results of the study say that most consumers associate organic consumption mainly with fruit and vegetables. The results confirm that health, concern for the environment, animal welfare and support of the local economy are driving factors for organic

consumption.

Marija Radman, (2005) Consumer consumption and perception of organic products in Croatia through their study states that there is no sufficient knowledge about organic consumers in Croatia.

Attitudes, purchase frequency, supply satisfaction and beliefs about organic foods were studied with a sample of 179 consumers. Croatian consumers consider organically good quality and tasty. However, these products are perceived as rather expensive and of questionable appearance. Consumers are not very familiar with the supply of ecologically market and they exhibit an increased willingness to pay higher prices for these products.

Hamzaoui, L. and Zahaf, M. (2006). Exploring the decision-making process of Canadian organic food consumers in their study examined what, how, where, and why Canadian consumers buy by exploring consumers' motivations and decision orientations with regards to OF. They identify health, the environment, and support for local farmers as their primary motivators for organic consumption. Results also show that distribution, certification, country of origin, and labeling are all related to consumers' level of trust when consuming Organic food.

Brown, M., Pope, N., & Voges, K. (2003). in their study titled Buying or browsing? An exploration of shopping orientations and online purchase intention identified the factors that are more likely to influence purchase intention which includes product type, prior purchase, and, to a lesser extent, gender.

Zhen, J. S., & Mansori, S. (2012). Young female motivations for purchase of organic food in Malaysia. This research studies the impact of factors that (4As: Acceptability, Affordability, Availability and Awareness and Consumer Innovativeness) might influence the consumer intense to purchase organic food. 145 questionnaires were collection from the female participant age between 20-34 years old based on convenience sampling.

RESEARCH GAP

In view of the above literature, it is evident that there is dearth of studies related to health food behavior of consumers in India. And in India no research has been done with respect to Delhi/NCR. Hence, there is a good scope of doing a research on identifying the effect of the factors on the purchase intentions of buyers specifically in Delhi/NCR.

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Labour As a Factor Of Production

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Abstract: Labour is a term that defines a person who does activities physically or mentally. Labour refers to the human efforts to produce any type of goods and to provide any services in economic terms. Labour plays an important role in any enterprise, basically in production work. Skilled labour in company leads effective and fast growth. Labour is an active and effective factor of production because alone capital and land can't perform production. Without labour all other factors are useless as we need to manage labour and also, we need to enhance efficiency and effectiveness of employees. In India the wages are low that affects production capacity of workers. In agricultural activities, the labours are exploited even more due to which the level of poverty also escalates. This paper presents the role of labour as a production factor and its importance in production houses. The key recommendations of this paper are towards labour satisfaction for better productivity. In addition through this research it has been attempted to observe that to what extent the labour productivity has benefited from educational expansion. The data used for the analyses is primarily secondary in nature. The present paper symbolizes all the basic research, work done on this, a must have business module in the days to come wherein various tools & techniques have been used are incorporated in the best possible capacity.

Keywords- *Exploitation, Gender, Labour, Production, Satisfaction*

Influence of Intellectual Capital on Performance: An Analysis of IT and Pharmaceutical Firms

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Abstract: The terminology “Intellectual Capital” has gained recognition in enhancing the firms' value and gain a competitive advantage in the developed world. The present study examines the impact of Intellectual Capital on firms' financial performance. The study takes into account 48 (22 IT and 26 Pharmaceutical) companies for the time period of 10 years (2009-2018). The paper has used modified Public's Value Added Intellectual Coefficient (VAICTM) as a proxy to measure intellectual capital. In order to analyse the robustness, correlation and multiple regression technique has been applied. The results of this study indicates that overall intellectual capital, human capital, relational capital and capital employed has a significant impact on financial performance. Also, innovation capital and process capital have no significant relationship with firms' financial performance. The results are helpful for managers, policymakers, government, and investors so that they can properly manage and regulate the intellectual capital of their organization. Study also shows that inclusion of relational capital, process capital and innovation capital in VAICTM model increases the explanatory power of the model.

Keywords: *Human Capital, Intellectual Capital, India, M-VAIC, Structural Capital*

Social Media Advertising: The Changing Landscape of Advertising Industry

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Abstract: The adoption and integration of Social media Platforms by the companies in their promotion channels. has greatly altered the advertising Industry. Seeing the influential impact of social media advertisements, this paper has proposed a conceptual advertising model which examines the impact of advertising content such as Informativeness, Entertainment, Credibility, Interactivity, Intrusiveness, Personalization and Incentives on Social Media Advertising Value and further see the impact of Social media advertising value on Attitude towards Social Media Advertisements. Data has been collected from 457 activesocial media through a self-designed questionnaire. All the adapted scales have been used for collecting responses which have been validated through Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) and then path analysis has been deployed for examining the formulated hypothesis on the proposed relationships between the predictors and outcome variables. The results show that all the Independent Variables such as Informativeness, Entertainment, Credibility, Interactivity, Intrusiveness, Personalisation and Incentives had a significant impact on Social Media Advertising Value, which further had a strong and significant impact on Attitude Towards Social Media Advertising. This paper theoretically adds to the advertising literature and practically will benefit the companies engaging consumers on these new advertising avenues, in knowing the essential features of social media ads in order to positively influence them which will also help in gaining long term customer relationships and edging competitive advantage.

Keywords: *Social Media; Informativeness; Entertainment; Credibility; Personalisation; Intrusiveness; Incentives; Interactivity; Social Media Advertising Value; Attitude Towards Social Media Advertisements*

Issues of Indian Banking Sector and Priority Sector Credit: An Empirical Analysis

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Abstract: A paramount role is played by commercial banks in the dispensation of financial resources for economic activities. Towering Non-Performing Assets (NPA) is becoming a matter of concern for the banking industry of India. Many studies have found the root of this problem in the credit extended for the priority sector. Many developing and developed economies have utilized directed credit schemes or priority sector lending (PSL) to channelize funds at concessional interest rates for certain specified sectors which are important for the balanced growth of the concerned economy. Thus, the present study aims to examine the relationship between NPA and priority sector lending (PSL). The study has used proportion of PSL in total loan portfolio of banks as the major determiner of NPA, while controlling for certain other bank-specific factors influencing the predicted variable, NPA. The Indian banking sector, including 46 commercial banks, has been studied for a time period of 14 years (2005-2018). The conclusions have been drawn applying static panel regression models. The findings have revealed that contrary to expectations, PSL bears a negative impact over NPA. As expected profitability is having a negative influence on GNPA, which implies that highly profitable banks face less of NPA issue. As per

the results shown highly capitalized banks are expected to have relatively more of bad loans. Similarly, income diversification and size have shown a positive association with GNPA ratio. As per various published by RBI most of the loan defaulters topping the list of NPA are actually corporate borrowers. Hence banking institutions should be encouraged to lend more to these specified sectors so as to ensure regular growth and development of the particular sectors. However, proper monitoring of the financed projects and loan repayment should also be taken care of in order to safeguard lending banks from the issue of problem loans.

Keywords: Directed credit; Indian banking sector; Non-performing assets; Panel data; Priority sector