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From the Editorial Board

It is our proud privilege to present the Journal of IPEM, Vol. 14, July-2020. It is with great pride and enthusiasm; we report that the Journal is experiencing steady and healthy growth.

Research is an enduring field with persistent and focused efforts lead to positive results. When research is done in the field Management Studies or in any other domain, it has many fold impact and implications not only for the Industry but also for Academia. Publishing a Journal puts a great responsibility on the shoulders of Editorial Team. We have always made our efforts in the direction to promote Quality Research in the unexplored areas of Management and extend it further to the interaction of other disciplines with management studies. Our objective is to reach all management practitioners who find it difficult to record their experiences but working in the direction to improve their knowledge with right spirit.

This issue covers up-to-date, High-Quality, and Original Contributions - Research Papers, Reviews covering various dimension such as Employee Grievances Handling Mechanism, Female Labour Force Participation in India, Employee Engagement and Work Culture, Green Human Resources Management Practices, Work Life Balance of Women, Cultural Diversity Challenges and Opportunities, Significance of the Study of Behavioral and Psychological Factor & Traditional Finance Mechanism, Innovation in Global Business etc. All the papers we have included in this issue of Journal of IPEM are peer-reviewed.

We welcome your suggestions and comments on the published articles. We are greatly indebted to the authors who took keen interest and submitted their research articles on time. The sincere efforts of all contributors have made it possible for us to come out with the issue of Journal of IPEM on time. We thank our Editorial Review Board for their valuable input and guidance from time to time.

We are grateful to Mr. Anupam Goel, Secretary, who provided all the moral and financial support to publish the Journal of IPEM

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E-learning in Ethiopia: A Way of Transformation

Afendi Abdi[1]
Dr. Gavendra Singh[2]

ABSTRACT

In the era of technology, E Learning is most important activity for the growth of any developing nation.

E-Learning in developed countries and other Global perspectives, it is inferred that the demand for e-learning by various groups of users will push the education authorities and educational institutions to develop different forms of e-learning and implement new business models of universities. The various forms of E-learning allow both students and Teachers and other users to learn anywhere and at any time.

If E-Learning implemented in an effective way it can produce good results for the educational and research sector in this research paper, we are trying to explain the concept of E learning and the different ways of E Learning and its impact in the Higher Educational System of Ethiopia and how it can be beneficial for the development of the nation.

Keywords: *E-Learning, online education, Trends, Internet, Technology, Online Resources, E-Readiness.*

Introduction

E-Learning is learning utilizing electronic technologies to access educational curriculum outside of a traditional classroom. According to Nicoleta and Maria-Loredana (2012), E-learning is one of the most efficient ways to reach education at all levels, especially higher education systems. E-learning is evolving with the World Wide Web (WWW) as a whole and it's changing to a degree significant enough to warrant a new name: E-learning 2.0. (Downes, 2005). Online Learning or E Learning plays an important role in the growth of any country. If we see the trends in the developed nations, they are developed because of their internet and technology played a vast role in their development and growth. In Federal Democratic Republic Ethiopia, various schemes launched by Ethiopian Government to improve the literacy rate. These measured have resulted in increase in literacy rate Ethiopia literacy rate for 2007 was 39.00%, a 9.18% increase from 2005, and also many websites and online course materials are available. It's not possible to everybody to access the education formally due to different constraint. But due to E learning and online education can access and try to learn at any time and at anyplace.

There are three modes of e-learning: online mode: it's an Individualise self-pace. (Romiszowski, 2004), hybrid/blended mode: Blended learning is a combination of offline (face-to-face, traditional learning) and online learning in a complimenting way and e-enhancement mode but only e-enhancement mode is being presently used by the professional and nonprofessional courses' teachers in Ethiopian higher education System.

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Review of Literature

According to F. Lorillard's (2006) research "e-learning as the use of any of the new technologies or applications in the service of learning or learner support", and it has been considered as operational definition of e-learning. According to Marc Prensky's research different learning outcomes are best learning through particular types of learning activities.

He says that we all learn -behaviours through limitation, feedback and practice. b) creatively through playing c) facts through association, drill, memory and questions d)language through imitation, practice and impression e) reasoning through puzzles, problems and examples. These studies focus on the changing era and the implications of E- learning in near future.

Also supporting to say that E-earning is the wheel for new innovations.

Concept and Aspect of E-Learning

E-learning, according to OECD (2005), is defined as the use of information and communication technologies in diverse processes of education to support and enhance learning in institutions of higher education, and includes the usage of information and communication technology as a complement to traditional classrooms, online learning or mixing the two modes. E-Learning has been proven to be a successful method of training and education.

It is becoming a way of life for many citizens in the country. E.g. farmer's education, adult education, primary education, middle education as well as in higher education. In 2017, adult literacy rate for Ethiopia was 51.8 %. Though Ethiopia adult literacy rate fluctuated substantially in recent years, it tended to increase through 1994 - 2017 period ending at 51.8 % in 2017.

E-learning and Literacy in Federal Democratic Republic of Ethiopia (FDRE)

Definition of Literacy

This entry includes a definition of literacy and Census Bureau percentages for the total population, males, and females. There are no universal definitions and standards of literacy.

Unless otherwise specified, all rates are based on the most common definition - the ability to read and write at a specified age. Detailing the standards that individual countries use to assess the ability to read and write is beyond the scope of the Fact book. What is adult literacy rate? Adult (15+) literacy rate (%).

Total is the percentage of the population age 15 and above who can, with understanding, read and write a short, simple statement on their everyday life. Generally, 'literacy' also encompasses 'numeracy', the ability to make simple arithmetic calculations. This indicator is calculated by dividing the number of literates aged 15 years and over by the corresponding age group population and multiplying the result by 100.

Women and e–Learning

Traditionally women in African society suffer from various social and cultural handicaps and it is felt that unless the women are sufficiently empowered, the socio-economic development may be difficult to achieve. However in here, Ethiopia mostly women are now learning through Vocational Training (TVET). Ethiopian government policy has supported affirmative action for women since its inception in 1994.

Women are admitted to higher education with a 2-point GPA lower than men. This increased the female admission rate but also increased their attrition rate. For example, female enrolment in teacher education at Jimma University increased from 16.9% in 2001-02 to 26.23% in 2006-07 but 70.2% of females were dismissed in 2005-06 compared with 15.45% of males. Similarly, female enrolment at Debub University (Hawassa University) in 2004-05 was 18.22% but their dismissal rate was 35.1%.

Empowering women starts from initial involvement in analysing their own problems, proposing solutions and consequently taking collective action. Regional networking, social mobilization, changing the attitudes and knowledge of women is really needed to increase the women power. The e-learning strategies can really shape them and can bring it into reality.

The e-learning techniques would empower women, create legal awareness, encourage them to take up cases of women and also help the women litigants-learning software would bridge the gap between the laws and their effective implementation in rural and urban areas. E-Learning and Government of Ethiopia can make use of e learning medium in various ways. It can help the government to implement rules and policies effectively.

It can create awareness about various schemes and plans among citizens. It will give people an open platform to communicate or learn. E-learning can manage Semi-structured and unstructured information. It can deliver the government agenda. A good E-learning solution can help government in multiple aspects.

The Government can provide the Learning Portal around Government Policies, Rules & Regulations in Public Private Partnership (PPP) model. A government can bring transparency in governance by way of a meaningful education among the people through e-learning. Creating social awareness amongst the citizens, providing information about taxation and laws can also be done in an effective manner.

Developing online consultancy for growth of agriculture production using latest technology. E-Learning and Higher Education According to a recent study in a global level online learning program, after the United States, India has been reported to have the second highest number of online course enrolments with more than over 1,55,000 students from the country.

Addis Ababa University (AAU) was the first university established (in 1950) followed by Haramaya University (1954). By 2007, the seven existing universities were expanding and 13 new public universities had started construction. By 2012, the number of public universities had risen to 34, 31 owned by the MoE plus the Ethiopian civil service university, Defence university college and Kotebe college of teacher education.

There were 64 accredited non-government universities or colleges awarding degrees In Ethiopia, higher educational institutions like Addis Ababa University, Jimma University and other professional colleges are also providing online courses for the students due to this; there is an increment in the enrolled students for these online courses.

In higher education, there is a growing demand to create a virtual learning Environment (VLE) in which all aspects of courses are handled through a consistent user interface throughout the institution. Some of these programmes are initiated in our country and students need to attend orientation sessions in colleges, but the course content is delivered online.

Several universities do offer online student support services, such as online advice and registration, e-counselling, online textbook purchase and student newspapers. E-learning has the potential to overcome the non-availability of adequately qualified teachers in rural Ethiopia. Live online tutoring; streaming videos and virtual classrooms are some of the solutions that e-learning can offer to these problems.

While there is no substitute for effective and organized classroom teaching, e-learning's is the best option. Unprivileged students can be taught through e-learning as they feel insulted to go to school again due to their socioeconomic background. Computerized Assessment of student's performance becomes easier to the teacher/professor, for the courses where the number of students is large.

Physically disabled students can also learn at home through e-learning study material. Ethiopia has one of the largest educational systems in the African

Continent, Even Agriculture industry is required to connect with higher education and E-Learning that will give better results. 4. Conclusion E-learning raises the level of education, literacy, women empowerment and economic development.

If the agricultural industry of Ethiopia targeted through E-learning, the growth rate will defiantly increase. It is proved that the developing wave of adaptive learning will help higher education, women empowerment and government. In a country like Ethiopia, where there is minimal or negligible transportation infrastructure, absence of long travel time would be one of the major positive aspects of online courses. By taking online classes, the students can save money on travel, wear and tear on their vehicle and transport expenses.

E-learning will play a dynamic role in educational development as a wheel of growth in educational sector in the country. It is expected that if Ethiopia and other developing countries e.g. India, China etc. proceed as joint venture and work mutually on the issue of e-learning, it will be beneficial for the development of educational sector.

Through E- learning lot of opportunities can be captured and speedy development will be possible.

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An Analysis on Competence of Employee Grievances Handling Mechanism in Axis House Noida

Dr. Isha Chaudhary*

ABSTRACT

Grievances among employees become obvious in each & every workplace. Handling Grievances was a crucial and difficult task and that too it was very common in Banking Industry due to its nature of stressful job. It was very important to realize that how grievances were handled in Banking industry and also what was the process followed in managing the grievances. Grievance may be of any kind of dissatisfaction with regard to pay, promotion, suspension, working condition etc. This study focused on understanding the effectiveness of Grievance Handling Mechanism in Axis House in Noida from the perspective of Employees. The objective of the study was to find the effectiveness of grievance handling mechanism being followed in Bank. Questionnaire was the tool to collect the data from employees and convenience sampling is used to select the samples for the study. The sample size was 173 and the tools used for analyzing the responses were frequency distribution and percentage analysis. The study outcome revealed that grievance management system followed in Bank is very effective and most of the employees were highly satisfied with the grievance management mechanism being followed.

Introduction

Grievance is any discontent or dissatisfaction that affects organizational performance. As such it can be stated or unvoiced, written or oral, legitimate or ridiculous. If the dissatisfaction of employees' goes unattended or the conditions causing was not corrected, the irritation was likely to increase and lead to unfavorable attitude towards the management and unhealthy relations in the organization. The grievances of the employees were related to the contract, work rule or regulation, policy or procedure, health and safety regulation, past practice, changing the cultural norms unilaterally, individual victimization, salary etc. Here, the attitude on the part of management in their effort to understand the problems of employees and resolve the issues amicably have better probability to maintain a culture of high performance. Effective grievance handling is an essential part of cultivating good employee relations and running a fair, successful and productive workplace. The formal mechanism for dealing with such worker's dissatisfaction is called grievance procedure. The primary value of grievance procedure is that it can assist in minimizing discontent and dissatisfaction that may have adverse effects upon co-operation and productivity. Grievances were very natural in organizations. However there is a need for handling or redressing grievances. For this, most of the large organization in India has evolved a formal grievance procedure which enables an organization to handle grievances satisfactorily. As a matter of fact, there were are several substantive reasons for having a formal grievance procedure in an organization.

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1. It provides an established and known method of processing grievances.
2. It brings grievance to the knowledge of management so that it can know and understand them to take necessary action for their settlement
3. It gives an assurance to the employee that there is a mechanism available to consider his or her grievance in a dispassionate and detached manner.
4. Venting his / her grievance and being heard gives the employee a feeling of being cared for. This not only gets it off his chest", but also helps him improve his morale and productivity.
5. Involvement of various levels makes them know the kinds of issues that concern workers and managers facing.
6. Lastly, it checks the managers from taking arbitrary and biased actions against the workers as they know that their actions are subject to challenge.

The basic factors for grievance management were timely action, accepting the grievance, identifying the problem correctly, collecting the facts, taking decision and implementing the decision. The grievances for the employees may be arising out of working condition (poor physical condition, non-availability of proper tools and machines etc.), arising out of management policy (salary, seniority, transfer etc.), arising out of alleged violation (rules and regulations, responsibilities etc.), arising out of personal maladjustment (over ambition, excessive self esteem etc.) and arising out of general conditions (disciplinary, medical benefits, leave etc.). The grievance identifying techniques were direct observation, suggestion boxes and easy and open access policy and exit interviews.

Definition:-

A grievance is any discontent or feeling of unfairness and in the workplace, it should be pertaining to work. A grievance is more deep-seated than a complaint. Complaints are expressions of grievances, but a grievance is deep-rooted such that the employee takes appropriate remedial action to seek satisfaction.

Review of Literature:-

Wyman (1971) stated in his study that the grievance procedure has been aptly described as the "heart of the collective bargaining process". Collective negotiations, of course normally result in a written agreement. However, an agreement is a static document presumably intended to cover all aspects of labor management relations, a task that no document can accomplish completely. Gordon, M.E. and Miller, S. (1984) stated in his study that the issues of grievances were normally associated with dissatisfaction among employees which were mainly related to salary, working procedure and working facilities. Dr. Nilesh Thakre (2013) stated in his study about resolving grievances, aggrieved employees will file their dissatisfaction through grievance procedure and their immediate managers or supervisors were responsible to take action within period given. Therefore, immediate supervisors were responsible to settle the grievance as they were the nearest personnel that represent managerial team, thus the result of the study is that the argument on the vital role played by supervisors in managing employees' grievances paralleled that of past studies. Pawan Kumar Taneja and Singh P.P, (2004) in their study argued that evaluations of grievance procedure effectiveness should include subjective evaluations by the participants as well as objective measures reflecting the operation of the grievance procedure. They argued that subjective evaluations are the preferred method for evaluating grievance procedure effectiveness.

Statement of research problem:-

Grievances were very common in all the industry and it might be for pay, promotion, suspension, working condition etc. In Banking Industry, Grievances were very common because of its complex nature of job and also very big challenge to handle or manage. But Banking Industries were also taking great effort to handle the grievances. But it was very important to evaluate the grievance process in banks to understand its impact. Hence there would be need for a study to understand how grievances were handled in bank industry, whether considered all the employee grievances and also what was the process followed in managing the grievances.

Objectives of the study:-

1. The aim of the study is to find whether the grievance handling mechanism identifies that the employee's problems were recognized and appropriately reviewed in a prompt and timely manner.
2. To identify whether grievance mechanism ensures a fair treatment of employee's concerns and prompt resolution of grievances without discrimination, coercion, restraint or reprisal against any employee who may submit or be involved in a grievance.

Research Methodology:-

Nature of this study was descriptive, as the main purpose of this study was to gain more knowledge about the level of grievance handling among the employees in the Bank. Primary data collection was through questionnaire method wherein the questionnaire was handed over to the respondents and the same were analyzed. The sample size was 173 and the tools used for analyzing the responses were frequency distribution and percentage analysis. Area of the study was Axis Bank House Noida.

Data Analysis:-

Table 1:- Demographic details.

S.No.	Variables	Respondents	Frequency	Percentage
1	Gender	Male	98	57 %
		Female	75	43 %
2	Age	< 30 yrs	12	7 %
		31 – 40 yrs	63	36 %
		41 – 50 yrs	39	23 %
		> 50 Yrs	59	34 %
3	Qualification	Schooling and Diploma	18	10 %
		Graduates	73	42 %
		Post graduates	54	31 %
		Doctorate	28	17 %
4	Marital Status	Single	33	19 %
		Married	140	81 %
5	Work experience	< 10 Yrs	46	26 %
		11 – 20 Yrs	91	53 %
		21 – 30 Yrs	20	12 %
		> 31 yrs	16	9 %

Interpretation:-

From the above table, it was inferred that

1. 57 % of employees were male and 43 % of employees were female respondents for the study.
2. 7 % of employees were less than 30 yrs of age and 34 % were above 50 yrs of age and majority of the respondents were in 31 yrs – 40 yrs of age group.

3. Only 10 % of employees were having schooling and diploma as qualification and majority of 42 % of employees were graduates.
4. 81 % of respondents were married.
5. 53 % of respondents were with 11 – 20 yrs of experience and 9 % of employees were more than 31 yrs of experience.

Table 2: Grievance nature

Grievances related to	Frequency	Percent
Work environment	19	11 %
Supervision	33	19 %
Work group	28	16 %
Economic (salary, reward, incentives)	74	43 %
Social injustice & others	19	11 %
Total	173	100 %

Interpretation:-

From the above table, it was inferred that
1. 11 % of grievances were related to work environment and social injustice and others issues.
2. 19 % of grievances were related to supervision and 16 % of grievances were related to work group.
3. Major grievance of 43 % was related to economic requirement.

Table 3:- Frequency of grievances

Grievances Frequency	Frequency	Percent
Mostly	19	11 %
Rarely	91	53 %
Sometimes	63	36 %
Total	173	100 %

Interpretation:-

From the above table, it was inferred that
53% of employees were responded that grievance occurring frequency was rare.36 % of employees were responded that grievance occurs sometimes and 11 % were responded that it occurs mostly.

Table 4:- Primary sharing respondent of grievances

Primary sharing respondent	Frequency	Percent
Superior	39	23 %
Colleagues	103	60 %
HR or Management	31	17 %
Total	173	100 %

Interpretation:-

From the above table, it was inferred that

1. 60 % of employees were responded that grievance was primarily shared with colleagues only.
2. 23 % of employees were responded that grievance was primarily shared with superior and 17 % were sharing primarily with HR or management directly.

Table 5:- Time taken for grievance redressal

Time taken for grievance redressal	Frequency	Percent
< 2 weeks	101	58 %
> 2 weeks	53	31 %
Long pending with > 2 Months	19	11 %
Total	173	100 %

Interpretation:-

From the above table, it was inferred that

1. 58 % of employees were responded that grievance was closed with 2 weeks of time.
2. 31 % of employees were responded that grievance was closed with time duration of more than 2 weeks. 11 % of employees were responded that grievance redressal was pending and it had crossed more than 2 months.

Table 6:- Level of satisfaction of grievance settlement

Satisfaction of grievance settlement	Frequency	Percent
Completely	95	55 %
Certain extent to satisfactory	59	34 %
Not at all	19	11 %
Total	173	100 %

Interpretation:-

From the above table, it was inferred that

1. 55 % of employees were responded that completely satisfied with grievance settlement.
2. 34 % of employees were responded that certain extent to satisfactory with grievance settlement and 11 % not at all satisfied with the grievance settlement.

Table 7:- Proper process, relevant fact finding, proper listening, transparent process followed in grievance redressal.

Proper process, fact finding, proper listening	Frequency	Percent
Strongly Agree	74	43 %
Agree	54	31 %
Don't know	3	1 %
Disagree	23	14 %
Strongly Disagree	19	11 %
Total	173	100 %

Interpretation:-

From the above table, it was inferred that

1. 43 % of employees were responded that they were strongly agree that proper process, relevant fact finding and proper listening was followed in grievance redressal. 31 % were responded that they were agreeing that proper process was followed.
2. 11 % strongly disagree and 14 % disagree that proper process followed in grievance redressal.

Table 8:- Grievance redressal committee possess necessary skills to handle the issue

Necessary skill to handle the issue	Frequency	Percent
Highly skilled	88	46 %
Moderately skilled	71	41 %
Not skilled	14	13 %
Total	173	100 %

Interpretation:-

From the above table, it was inferred that

1. 46 % of employees were responded that grievance redressal committee was highly skilled to handle the issue.
2. 41 % of employees were responded that grievance redressal committee was moderately skilled to handle the issue and 13 % responded not skilled.

Table 9:- Grievance handling policy of your hospital is very effective

Grievance handling policy is very effective	Frequency	Percent
Strongly Agree	79	46 %
Agree	56	32 %
Don't know	6	3 %
Disagree	21	12 %
Strongly Disagree	11	7 %
Total	173	100 %

Interpretation:-

From the above table, it was inferred that

1. 46 % of employees were responded that they were strongly agreed that grievance handling policy is very effective. 32 % were responded that they were agreeing that grievance handling policy is effective.
2. 7 % strongly disagree and 12 % disagree that grievance handling policy is very effective.

Findings:-

1. Major grievance in banks were relating to economic factor such as salary, reward, increment, incentives etc.
2. Most of the employees responded that grievance occurring frequency was rare.
3. Most of the employees were responded that grievance was primarily shared with their colleagues only.
4. Most of the employees were responded that grievance was closed with 2 weeks of time.
5. Most of the employees were responded that completely satisfied with grievance settlement.
6. Most of the employees were responded that they were strongly agree that proper process, relevant fact finding and proper listening was followed in grievance redressal.
7. Employees felt that grievance redressal committee was skilled to handle the issue.
8. Employees felt that grievance handling policy is very effective in banks.

Recommendations:-

1. Need to incorporate technology based grievance raising mechanism to make the process simpler, confidential and employee friendly.
2. HR has to meet all the department and employees in periodical basis to get the feedback and existence of any issues.
3. More awareness and training to be provided to employees on grievance procedures and policy.
4. HR and management must take responsibility in closing all the grievances at the very earliest to ensure employee feel confidence on the grievance redressal process.
5. Supervisors in the department were trained to handle the grievances of employees in proper manner and also to come out with optimum solution as recommendation to management for solving the grievances permanently.

Conclusion:-

Axis House in Noida is effectively progressed in a systematic way of working process in the organization and every data or transactions handling with the customer, employees are pre-planned so there was a very less chance for risk factors or any unexpected happenings like grievances. Bank also taken steps to rectify the grievances at the earliest based on the policy formulated. A balanced workflow is been followed throughout the bank which leads to an effective coordination among the employees. HR department also meets the need of every employee's directly and

brings them a positive result as soon as possible by taking the right action. Overall, the study outcome revealed that grievance management system followed in bank is very effective and most of the employees were highly satisfied with the grievance management mechanism being followed.

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Female Labour Force Participation in India: Trends and Factors Affecting It

Dr. Nitu Maurya*

ABSTRACT

The status of women's employment in India has been the subject of much debate late in the country, due to its strong ties with the exploitation of women. Women's labor force participation is a driver of growth and as a result, participation rates indicate that the country can grow at a rapid rate. However, the relationship between women's involvement in the labor market and the broader consequences of development is complex. According to a Deloitte report titled 'Empowering Women and Girls in India' the participation of women in India dropped to 26% in 2018 from 36.7% in 2005 and 95% or 195 million women were employed in the informal or unpaid sector work.

This study explores various factors that are affecting the labour force participation rate of women. Section 1 examines the nature and trends of female employment in India Section 2 Underlying reasons behind such trends. Section 3 concludes.

Keyword: *Female Employment, Labour Force Participation Rate.*

Introduction

The participation of women within the labour market varies greatly across countries, reflecting differences in financial development, training levels, fertility rates, access to childcare and other supportive services and, ultimately, social norms. For this reason, participation rates vary considerably across the world with some of the lowest rates witnessed in South Asian countries. The trends in the female labour force participation rate in South Asian countries reveal a number of puzzles. The Labour Force disparity is highest in South Asian countries, notably Afghanistan, Pakistan and India, and lowest in Bhutan and Maldives (Figure: 1)

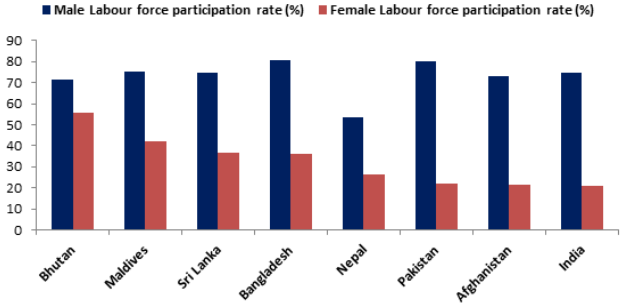


Figure:1
Source: ILO, ILOSTAT

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The conspicuous absence of girls in India's labour force is a component of a wider issue the country is facing when it involves jobs growth. The Economic Survey 2017-18 mentions an Organisation of Economic Cooperation and Development (OECD) analysis that indicates that the proportion of women who work has steadily reduced over time, from 36 percent to 24 percent during a decade, (when examined in 2015-16) signalling a decline of 33.3 percent in Female Labour Force Participation (FLFP) in ten years. It also showed that the gender gap in Labour Force Participation Rate (LFPR) is quite 50 percentage points in India. This gender gap is visible within the plot for Median Earnings also. As the Survey Report notes, women workers often constitute the most vulnerable of the workforce as they are "employed in the least secure, informal, unskilled jobs, engaged in low- productivity and low-paying work".

Labor force participation rate, female (% of female population ages 15+) in India has reduced from 30.38% in 1990 to 23.41% in 2019. As per liner trend regression it has reduced by 0.319 percent every year (Figure: 2).

The possible cause of this decline trend is: Teenagers and young adults, in recent years, are remaining in school longer and are reducing their labour force attachment. Since schooling is an important activity for young people, the changing pattern of school enrollment is an obvious potential source of change in the labour force attachment of youth (Aaronson, et.al. 2006)

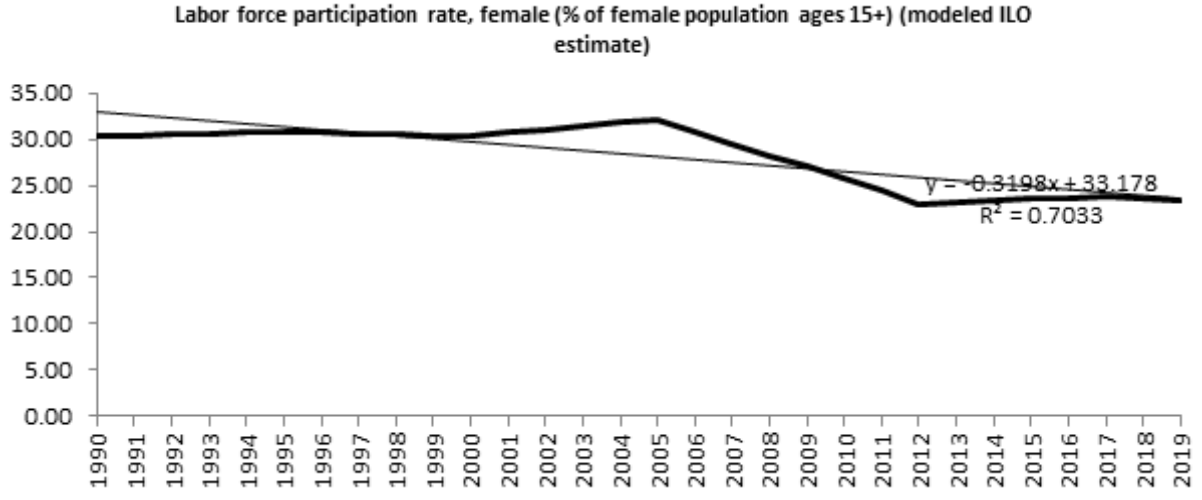


Figure: 2

Source: World Development Indicators

India's rapid economic growth has been accompanied by falling fertility rates and better educational attainment among women. These advances often lead to a boom in female getting into the labour force, but there has been a surprising decline on this front in India. Less than 30 per cent of working-age women are currently in work compared to nearly 80 per cent of men in India.

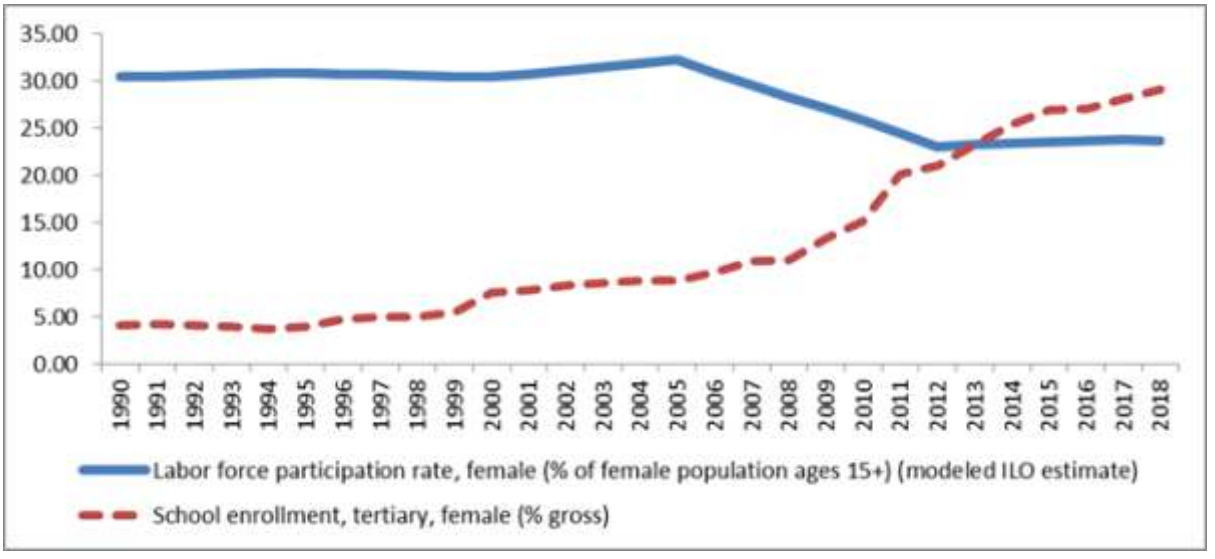


Figure: 3

Source: World Development Indicators

Education should cause jobs; this logical link is broken India. Female tertiary school enrollment in India has increased significantly from 4.02% to 29.06% during 1990 to 2018. During the same time period Labour force participation rate of female (% of females ages 15-24) has also decreased significantly from 30.38% to 23.60%. Even more inexplicably, after 2013, women went missing from the workplace at precisely the same time that girls were making massive advances in education (Figure-3). In India female labour force participation and education followed U-shaped pattern, with the lowest participation rates experienced by women with secondary schooling (Kapsos et al. 2016).

To know the exact direction and magnitude of association between Labor force participation rate, female (% of female population ages 15+) and School enrollment, tertiary, female (% gross) during 1990 to 2018 in India, Pearson correlation method has been applied. Calculated value of correlation coefficient using Pearson method between Labor force participation rate, female (% of female population ages 15+) and School enrollment, tertiary, female (% gross) is -0.93; this means there is strong negative linear correlation exists between these two variables.

Review of Literature

There are few studies (Bardhan, 1979; Dasgupta,2005; Kingdon,2001) focuses on behaviour of female labour supply in India and the causes of not to opt in labour forces in recent years has been addressed in some studies (Rangarajan, et. al. 2011; Indrani & Neetha, 2011). Nevertheless, these studies explain labour force participation either through education (age effect) or through changes is employment pattern (period effect). According to Nigam Aditi (2013), it is difficult to measure the participation of women in labour force; because of the nature of the work they do i.e. home-based work, agricultural labour, etc.

Despite being Indian women wish to join labour force in higher proportion but they are lagging behind in adequate skills, moreover social norms limiting their mobility. Women who work apart from agriculture are normally associated in informal sector and home-based occupation (Rohini et al, 2016).

A number of studies show that labour force participation typically changes substantially over the life course tracing a well-known overall inverted u-shape profile of participation rates that peaks around the prime working age (Balleer et al, 2009).

The female labour force participation and its contribution to economic development has been addressed in many studies (Esteve-Volart, 2004; Klasen & Lamanna, 2009) hence, drawing women into the labour force can be an important source of future growth of the Indian economy. It has been pointed out that demographic dividend, coupled with high female participation rates, and is alleged to have accounted for about a third of East Asia's high per capita growth rates (Bloom and Williamson, 1998). Beyond economic benefits, women's participation in the labour force can be seen as a signal of declining discrimination and increasing empowerment of women (Mammen & Paxson, 2000).

Reasons for Low and Declining Female Labour Force Participation Rate in India

In India, much of the discussion on the falling trends has focused on four key explanations: 1) rising educational enrolment of young women; 2) lack of employment opportunities; 3) effect of household income on participation; and 4) measurement (Chaudhary and Verick, Kapsos et al., 2014; Mazumdar and Neetha, 2011).

World Banks has discussed and described various reasons for low and decaling female labour force participation rate in India in its publication entitled 'India Development Updates: Unlocking Women's Potential (World Bank, 2017). The reasons are as follows:

(1) Around 30% decline in female labour force participation in India is due to younger women staying in school longer as both secondary and tertiary enrolment rate increased substantially.
(2) Female labour force participation declines along the rural-urban gradation. It means as area become more urbanized, women who reside in those areas become less likely to work.
(3) 42% of India's science and technology graduates are women; this is a significant 'brain drain' from modern service sector.
(4) The female labour force participation rate for college graduate and above is only around 34%.
(5) During 2009-10, the female labour force participation rate declined for women of all level of education compare to 2004-05
(6) Jobs for Indian women remain primarily in agriculture sector. The share of women in service and industry is less than 20% which is lower compare to overall female labour force participation rate.
(7) Women enter the workforce at older age and exit early. Nearly all men between the age group of 24-49 are in the labour force.
(8) Among the working age (15+), only 25% of working age women work, compare to nearly 80% working age men in 2011-12.
(9) During 2011-12, the female labour force participation rate declined for women of all ages compare to 2004-05 (Gaurang Rami, 2018)

Conclusion:

The study finds that the Labor force participation rate, female (% of female population ages 15+) in India has reduced from 30.38% in 1990 to 23.41% in 2019. The aim is not only to upturn participation of female in labour force, but to make environment and providing opportunities that will contribute significantly in economic empowerment and holistic development of women. This requires complete approach for broader participation of women in the labour force.

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Innovation in Global Business

Kashish Verma*

ABSTRACT

Innovation could be recognized as a key success factor in an increasingly competitive, global economy. The purpose of this paper is to examine the relations among market orientation, innovation strategy, innovative capability and innovation success in small and medium-sized business in developing countries.Great companies put under pressure of international competition have instruments for the management of innovation. Coordination specialists and organizational impediments are the main problems facing companies. Innovation is generally considered as the main engine of economic growth in the global economy today. This study builds a model related to the most important factors that influence mostly innovative capability of firms, such as market orientation, technological orientation and innovation strategy. Then it examines the relationships between these factors and the innovative capability. Analysis, futurity and proactiveness dimensions of innovation strategy influence the innovative capability of software firms. Results of this study could lead to effective management of innovation for the software firms and benefits for the firms' managers.

Keywords: *Global Business, Cultural effects, Innovation, Global Economy, Global Anaysis.*

Introduction

Innovation is primarily technological, but if going to compete overseas, the organizations have to be culturally sensitive and compatible. The level of competition among firms is getting harder day by day due to globalization, deregulation, increasing global and domestic competition, new technologies, and e-commerce.Innovation itself can be affected by cultural differences, including language, tradition and local customs. To create growth, to sustain performance and to develop performance in such a dynamic and changing environment, one way is to make innovations. Innovation is a main strategic tool to have a competitive advantage in such complex environments. Also, innovation is a necessity for long-term success, growth, sustainable performance, and to survive as the firm's industry. For this reason, firms accept that innovation is a strategic necessity, not a strategic choice, and innovation is generally introduced as the key factor for competition in various markets.

The context selected to develop the theory is the software industry. Software industry is the quintessence of high technology industry. It is characterized by a high rate of product and process innovations, high knowledge intensity, rapidly shrinking product and technology life cycles, global market. Therefore, the software industry presents a valuable context to explore issues related with innovation studies. Software industry does not require more capital or investment to begin, so it is an important opportunity for developing countries that have limited economic resources. For ex, despite of knowing for its tea, jewelry and garment

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exports,India has now become a significant exporter of its software. Consequently, the industry, government and the scholars are banking on the continued expansion of the sector. Software firms have significant experience in adopting innovative practices, Innovative Capability, Innovation Strategy and Market Orientation designing and developing products. India attracts the most attention, especially from the viewpoint of software, in the developing countries. India's software export was approximately US$130 billion dollar for the fiscal year 2019. The software industry is often called the heart of the information society. Therefore, software can be a crucial sector for developing countries as the software industry is at the boundary between product and service industries, it has an important position within sector hierarchy and it may be a value for other manufacturing industries. Therefore, researches and studies should be intensive. This paper examines how the innovation strategies, market orientation and technological orientation influence the innovative capability of SMEs in the developing countries. Because of inadequate researches related with innovative capability, market orientation and innovation strategy of software firms in the literature, there is a void. Therefore, the purpose of this study is to fill this void by developing an understanding of factors influencing innovative capability among small software firms in the developing countries.

In this paper, firms' innovative activities were considered in the context of innovative capability and innovation success. Effects of market orientation, innovation strategy and technological orientation on innovative capability and innovation success were investigated. It was determined that dimensions of innovation strategy influence innovative capability very strongly. Specifically, proactiveness is the most effective factor of innovative capability. This finding is very important and not surprising because proactiveness is one of the most important characteristics of the innovative firms. Proactive innovation strategy provides firms more flexible organizational structure that facilitates innovations, and being more innovative. In this way, it assists improvement of innovative capability. Today, firms are able to define successful innovation by means of core capabilities of firms. Therefore, a proactive strategy that provides planning and managing innovations is an obligation because organizations evaluate and utilize potential opportunities. Proactiveness provides firms to perceive new opportunities, to estimate changes in market beforehand and behave more rapidly from competitors while responding to these changes. Other important result of this research is that analysis influences innovative capability positively and very strongly. Innovation activities of firms require a continual analysis activity, because, today's business environment changes rapidly and continually. To be alive and successful in such environment, firms must have strong analysis ability. Because analysis helps firms to determine own strengths and weakness to notice opportunities and threats in their environments, to exploit them, and to transform them innovations. Then firms develop their own capabilities appropriately as a result of analysis. In this manner, they make best innovation decisions. Therefore, analysis is a very critical factor for firms' success. According to the results of this study, there is a significant relationship between futurity and innovative capability. This is an expected result. Because firms should be prepared in advance to situations, opportunities and threats in the future and firms should have a long-term view to be successful and develop competitive power in the future. Futurity allows firms to focus on new opportunities and creative ideas. It provides that innovative firms focus on future customers and potential competitors. To explain in a single word, firms must be future oriented to sustain their success in the future. Futurity affects innovative capability positively and significantly by helping firms to notice opportunities in the future, create new ideas and transform these ideas into innovations. On the contrary, it was determined that there is a negative relationship between aggressiveness and innovative capability. This relationship is not significant statistically, but poor and negative. This result shows that respondents did not reveal aggressiveness especially. Other interesting finding is the relationship between defensiveness and innovative capability. Direction of this relation is negative, but not significant. This finding shows that software firms give importance to radical innovations more than incremental innovations. As a result, defensive firms focus to protect their current situation, current customers and current products. But innovative firms already prefer a proactive behavior. Therefore, this finding is not surprising. Proactiveness decreases the effect of defensiveness

on innovative firms. Innovation Strategy and Market Orientation Even though there is a positive relation between riskiness and innovative capability, the effect of riskiness on innovation capability is not significant. But risks related to innovations could be decreased by means of other dimensions of innovation strategy, especially analysis and futurity. Because observing competitors and customers continually, and analyzing environment orderly provide firms to be ready to all manner of threats and opportunities, future customer needs and wants, competitors' actions in the future. Therefore, futurity and analysis decrease the effect of riskiness. Customer orientation is one of the core and important factors influencing innovative capability. Effect of customer orientation on innovative capability is very strong. This result is quite important because customer orientation comprises determination of customer' needs and wants, understanding them in the organization and produce appropriate responses by developing new products and services. Customer needs and expectations are one of the basic idea resources for innovation activities. Therefore, customer orientation is one of the core components to improve innovative capability of the firm. A high degree of emphasis on innovative capability tends to be linked with a higher level of customer orientation because the commitment to innovation will force a software firm to become externally focused and more customer-oriented. Inter-functional co-ordination has a positive and significant effect on innovative capability. Inter-functional co-ordination plays an important role to constitute an organizational climate that supports innovations. Also, it provides a chance to inform related departments of innovation opportunities in external environment, and to transform them to successful innovations. Inter-functional co-ordination ensures a good integration and co-ordination among the departments of the firm. This causes effective knowledge exchange in the firm. Knowledge acquired from the external environment are conveyed to all department efficiently. Therefore, this component of market orientation is one of the most required factors or innovations. In software industry, firms may establish co-operative relations with competitors to develop new software products. Therefore, competitors in software industry are generally seen as a partner, not a rival. So, relations between software firms are partnership. As a result, as innovative capability of a firm is very strong, so also innovation success is very high.

Market orientation and innovation

Market orientation was defined by Narver and Slater (1990) as "the organization culture that most effectively and efficiently creates the necessary behaviors for the creation of superior value for buyers and, thus, continuous superior performance for the business". They determined three behavioral components of the market orientation: customer orientation, competitor orientation and inter functional co-ordination. Customer orientation refers to firms to understand target customers adequately to create superior value for customer. A customer-oriented firm can be defined as a firm that has an ability to define, analyze, understand customer wants and response to this wants. Competitor orientation can be defined as ability of firm to define, analyze competitors' activities and to response to them. In other words, it means that firms understand the strong and weak sides of competitors in short-term, and capabilities and strategies of current and potential competitor in long-term. Inter functional co-ordination is an efficient factor in order to work departments coordinately, to inform all department about customer needs and to be responsive to customers because market orientation is not the responsibility of a single department, i.e., marketing. Inter functional co-ordination is the integration and usage of firm resources, Innovative Capability, Innovation Strategy and Market Orientation to create a superior value to the target customers. Market orientation is necessary and important factor for optimal organizational culture, and it is necessary and sufficient for constitution of an optimal environment related to innovation. But it is not sufficient alone for that innovation to achieve success. A market-oriented culture, as a part of organizational culture, supports openness to innovations and innovative ideas. If a firm has available resources, innovativeness of the organizational culture facilitates to apply innovations. Firms that have high innovative capability will be more successful to develop new capabilities that will cause response to environment, competitive advantage and high performance. Market orientation means being

responsive with innovative marketing programs and innovative strategies to changing customer needs.

Innovation strategy

Strategic management assists successful product and process innovations. Especially, interaction of users and manufacturers assists innovative success effectively. Linkage between innovation and strategy is important for effective innovation management. Strategy determines configuration of resources, products, process and systems in order for the firms to adapt to their environments. It requires firms to make decisions about which work and functions should be made in which market. A successful innovation needs determination of a strategic orientation. Without a strategy for innovation, innovative capability and innovation success is not possible. Innovation must take the reality needs of customers and the possibility of the upcoming big demand or improve as the foundation, or innovation constantly tend to stay in the technology and the ideal level, must come out from the misunderstanding. The base includes the market impetus, market efficiency. Effective embodiment of the new cognition in the market efficiency and the internal and external. Therefore, there is no market, ineffective behavior, cannot be attributed to innovation ". Innovation must be effectively communicated with information and market awareness.

Innovative capability and innovation success

Innovative capability is defined as:

(1) The capacity of developing new products satisfying market needs;
(2) The capacity of applying appropriate process technologies to produce these new products;
(3) The capacity of developing and adopting new product and processing technologies to satisfy the future needs; and
(4) The capacity of responding to accidental technology activities and unexpected opportunities created by the competitors. In this study, innovative capability is defined as an important factor that facilitates an innovative organizational culture, characteristics of internal promoting activities and capabilities of understanding and responding appropriately to the external environment. In order to make the small high-tech firms such as software firms to survive in today's fast changing environment, innovative capability is likely to be crucial to gaining dynamic competitive advantage. Also, firms need skills to choose, install, operate, maintain, adapt, improve and develop technologies and products. Therefore, innovative capability is an absolute requirement for small high-tech firms specifically in developing countries.

Conceptual Framework and Hypotheses

Innovation activities are a critical factor for firms to develop their market position and to achieve success. In the market orientation literature, effects of market orientation on innovative activities are getting important gradually. Firms with innovative capability supported by market orientation are more successful about response to their environment rapidly, and making innovations that provide high performance and competitive advantage. Market orientation is a required and important factor to constitute a suited environment for innovation. It is a behavior that supports innovation because it contains response to changing customer needs with innovative strategies. Selection of innovation projects requires consideration of internal and external factors. Market orientation supports innovative capability of firms, then it provides firms to understand their own internal abilities better. In this way, it influences new product decisions directly.

Strategy determines an appropriate configuration of resources, products, processes and systems to cope with uncertainties when firms come across. Innovation strategy determines how an organization uses innovation to adapt or change its environment and in which degree, and how an organization uses innovation to develop firm performance. Discussing innovation success of firm is impossible without having appropriate and strong strategy for innovations.

Innovation strategy contains activities such as development of specific new products and services, entering new markets and undertaking of great R&D

projects. From this viewpoint, innovation strategy is one of the most important supporting factors for innovative capability. Firms might develop their own innovative capabilities by determining a suited combination of the dimensions of innovation strategy. Because technological orientation provides firms to follow technological developments at close range, to perceive technological opportunities before competitors, and to transform them innovations, it develops innovative capability of the firms. Firms with a strong technological orientation give importance to new products and new markets. Technological orientation also plays a critical role for the success of innovations.

Transforming Global Workforce Diversity into an Instrument for Organizational Growth & Development through Workplace Spirituality

Mr. Shashank Chaudhary*

ABSTRACT

Spirituality is the term which has different connotations for different people and it keeps evolving with passage of time and with the issues of environment. In broad sense, Spirituality expresses connecting to something bigger than oneself which may be tangible or intangible in nature. Therefore accountability, caring, honesty, integrity, respect, service and trustworthiness are often associated with Spirituality as suggested by literature from time to time. Neck and Milliman (1994) observed that now-a-days people are more spiritually oriented not only in their regular life but also in their work. Workplace Spirituality prevails in the culture and increases knowledge of each other and it facilitates their feelings toward each other (Giacalone & Jurkiewicz, 2003). Workplace Spirituality inculcate a feeling of trust between individuals who are part of a certain work regimen consisting of Employees from diverse backgrounds in a Global Context and help in developing a culture of motivation, positive response and Relationship for Organizational Growth and Development. It can lead to a better understanding of the actual status of the International Organizational Climate. It may also help to reveal about the conditions in which employees conduct their activities in globally diverse work arena.

Spirituality at work is essentially comprised of two factors viz. individuals and organization. By organization it means policies and practices. Individuals follow these policies and practices and give real meaning to it. It is therefore essential for the individuals to be spiritually competent to promote Spirituality at work. Spiritual Competence can be exercised for Transforming global Workforce Diversity into an Instrument for Organizational Growth and Development only when the workforce understand the transition from being religious to philosophical and ultimately strive to achieve spiritual Quotient. The concept in practice observes variation in approach from Top Management to entry level employees and entails diverse results. The paper aims to explore these variations with the help of literature Survey and Questionnaire survey on a sample of respondents and suggest the course of action to improve Work place Spirituality to achieve the desired transition from diversity related divisions and conflicts to right understanding based collective consciousness. The paper would also try to establish a relationship between Intelligence Quotient (IQ), Emotional Quotient (EQ) and Spiritual Quotient (SQ) and their implications towards Organisational oneness.

Introduction

The most dangerous challenge before the world today is to tackle the human greed and absence of compassion and love from mankind which is increasing the magnitude of social, environmental and economic problems. This has given fuel to the quest for harmony and peace of each one of us (Cacioppe, 2000). In this 21st century when the world economy has been globalized, associations are confronting more complexities, rivalry and structural changes which inspire the presentation of deep sense of being inside the work environment to empower human hearts, spirits and souls to develop

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so that representatives and managers end up being more creative, inventive, imaginative, sympathetic and gainful. This spiritual approach recognizes that people work not only with their hands but also with their hearts or spirit (Ashmos & Duchon, 2000). Organisations today are undergoing a significant transformation – they are exploring what knowledge is and how it can be created, transferred, and used more effectively. According to Harrington (2002), the latest change ("The Knowledge Worker Revolution") is simply a further progression that is the inevitable result of economic development. He stated that low-level needs no longer motivate knowledge workers actions. Therefore, the organizations require an environment that cultivates the growth of human spirit for their employees in order to prosper. Spirituality at work has to do with how you feel about your work—whether it is just a job or a calling (Thompson, 2001). Workplace spirituality refers to the ways we express our spirituality at work, both for personal support and in making ethical and just decisions (Smith, 2002). As pointed out by Biberman, 2003, that interest in spirituality at work is motivated by one's own spiritual practices, beliefs or experiences. Spirituality at work addresses human activities relating to personal development, compassion, meaningfulness, joy at work, honesty, trust, job commitment, and wellbeing of employees (Petchsawange & Duchan, 2012). Successful organizations such as Hewlett-Packard, Tom's of Maine, Ford Motor Company (Burack, 1999), the World Bank (Laabs, 1995), AT&T, Chase Manhattan Bank, DuPont, and Apple Computer (Cavanagh, 1999), have created programmes to bring spirituality to the workplace. In Nigeria, there is dearth of research studies as to the application and impact of spirituality on employees at the workplace. The existing ones, Mojoyinola (2010) is on the study of the role of spirituality in health, illness and treatment while Ajala and Mojoyinola (2013) discussed the need for the integration of spirituality in social work education, are not on spirituality and employees' wellbeing at the industrial sector. Knowledge workers who might be engaged in jobs that have a cycle time of years (Ledford, 1995) and who are in service oriented jobs e.g. doctors and teachers have a greater need to understand themselves and be at peace with self. Since, it is when they themselves will feel good about their work and themselves that they are likely to be more effective. This is more because their nature of job requires them to be inner driven unlike other jobs, where performance can be measured immediately. Increasingly, the better-educated, new generation of workers is insisting that their spirituality be welcomed in the workplace just as their intelligence is (Smith, 2002).

In the management studies, commitment is a central variable. The more-committed people tend to devote higher efforts to work, thus contributing to organizational performance. When organizations perform better, managers become more able to improve the working conditions of their employees and the quality of life of society as a whole. However, It is not easy, to grant "spiritual richness" joy and meaningful work to employees. The paper would also try to explore the impact of Intelligence Quotient (IQ), Emotional Quotient (EQ) and Spiritual Quotient (SQ) in holistic development of the organisation.

Spirituality

Spirituality does not mean any particular practice. It denotes the mental aspect of life, as opposed to the material and sensual aspects of life.

Furman, Benson, Canda and Grimwood (2005) define spirituality in terms of an attitude or approach to encompassing a search for meaning, purpose and morally fulfilling relations with self, other people, the encompassing universe, and ultimate reality. Similarity, Staude (2005), saw spirituality as a transformational process through which the different aspects of life are integrated (physical, emotional, occupational, intellectual and rational). That is, spirituality involves a connectedness to oneself, others, nature and to a larger meaning or presence. It is strongly associated with creativity, play, love, forgiveness, compassion, trust, reverences, wisdom, faith and sense of oneness.

Spirituality and Religion

Whenever any human being experiences something bigger than himself, the traditional way of looking at that is, "this is God…" The whole idea of God is just that – anything bigger than you. It could be a human being or an experience or some aspect of nature. But is this spiritual? No, this is just life. When I say "just

life", I am not trying to dismiss it as a small thing. It is the greatest thing. Only when life becomes an overwhelming, powerful, blissful experience for you, you want to know what could have created this. (http://isha.sadhguru.org/blog/yoga-meditation/demystifying-yoga/what-is-spirituality/)

Spirituality goes beyond religion and religious practices. Mitroff and Denton (1999) found support to the view that religion and spirituality differ. In a study conducted by them the participants differentiated a great deal between spirituality and considered religion as highly inappropriate form of expression and spirituality as appropriate subject for discussion at workplace. They defined "spirituality" as "the basic feeling of being connected with one's complete self, others, and the entire universe" Mitroff and Denton (1999). Psychological research on spirituality and religiousness was strongly influenced by some of Allport's early work. He distinguished between internal and external religiousness (IR vs. ER), "the extrinsically motivated individual uses his religion, whereas the intrinsically motivated lives his" (Allport & Ross, 1967). When the IR-ER concept was related to mental health, it was found that internal religiousness was positively associated with mental health, external religiousness negatively (James & Wells, 2003). It is also said that "Every person has the 'will' to seek meaning in life or to achieve purpose in life" (Ishida, 2011). This has induced the idea that spirituality, which is associated with internal or self-development also affect positively the mental health of all human beings and contribute to the growth of the organisation. Examining more complex models of religiousness shows that various aspects of spirituality are generally positively associated with mental health and well-being, i.e. any form of belief seems to help patients (Mohr & Huguelet, 2004; Mofidi, Devellis, et al., 2006; Mofidi, DeVellis, et al., 2007). Religion and workplace spirituality are poles apart (Afsar & Rehman, 2015; Milliman et al., 2003). Workplace spirituality is more focused on the theme of tolerance, patience, the feel of interconnectivity, purpose and acceptability of the mind to the norms of the organization, integrated together to shape personal values, whereas religion is marked by a specific belief system, a particular system of faith and set of beliefs (Afsar & Rehman, 2015).

Workplace Spirituality and Impact of IQ, EQ and SQ

Spirituality is undeniably a human need for many people (Hart and Brady, 2005), and workplace spirituality is a "reality" that must not be ignored by society and organizations (Judge, 1999; Sanders III et al., 2003). In many of today's organizations, people only bring their arms and brains to work, not their souls (Mitroff, 2003). The consequence is that organizations do not trigger the full creativity and potential of their employees. Employees, in turn, do not succeed in developing themselves as holistic human beings. Workplace spirituality can be defined as the "recognition that employees have an inner life which nourishes and is nourished by meaningful work taking place in the context of a community" (Ashmos and Duchon, 2000, p. 137). It is about employees who view themselves as spiritual beings whose souls need nourishment at work, who experience a sense of purpose and meaning in their work, and a sense of connectedness to one another and to their workplace community (Mitroff and Denton, 1999; Ashmos and Duchon, 2000; Harrington et al., 2002; Milliman et al., 2003). Workplace spirituality (i.e. workplace opportunities to perform meaningful work in the context of a community with a sense of joy and personal fulfilment) can mitigate and/or remove what several authors have pointed out as allegedly present in many modern organizations: injuries to employee mental health, vassalage, people humiliation and destruction, dehumanized practices and serious threats to the "human soul" (Hancock, 1997; Brown, 2003; Mitroff, 2003). Most of us are familiar with the concept of the Intelligence Quotient (IQ). In the mid '90s, Daniel Goleman started talking about EQ or Emotional Quotient. (http://vishwaas.blogspot.in/2007/03/spiritual-quotient-nice-article.html). While Intelligence Quotient or IQ refers to an ability of thinking in solving problems and is supposed to predict whether a person will be able to do a certain work or not, EQ refers to intelligence by which people recognize feelings, motivate and manage emotions in life. EQ is very important to human being as a solution for them to nurture success with other people. It is because emotional quotient or EQ comprises of high quality of soft skills. Further, Goleman (1998) noted that, emotionally intelligent persons are categorized to succeed at communicating whether interesting and affirm ways, that could others feel better in the job

circumstances. Then, Bar-On (1997) pointed out that, EI is also useful for group development since that large group of smooth and effective workers, knowing each other's strength and weaknesses and always strong influence whenever possible. It is contributes to creating a working environment that is driven by greater cooperation and greater sensitiveness among the human resource. The present research work is a study of these findings as they are tested and verified by researchers from time to time in different settings and link them in the present work environment for the sample work places. Neck and Milliman (1994) observed that now-a-days people are more spiritually oriented not only in their regular life but also in their work. Workplace spirituality prevails in the culture and increases knowledge of each other and it facilitates their feelings toward each other (Giacalone & Jurkiewicz, 2003).

So far, we have travelled From IQ to EQ. The new Buzzword in most of the organisation now is SQ-Spiritual Quotient. It is the ability to understand and comprehend the spiritual aspects of life, which may are not necessarily be connected to religion. The spiritually intelligent person derives performance through understanding, support, and targeting the innate strengths of the employees/co-workers whereas an emotionally intelligent person is able to derive high performance through empathy and awareness of the co-workers'/employees' needs. SQ has several dimensions: Compassion, wholeness, self-esteem, gratitude, spirit of surrender and service and the ego. In order to achieve Spiritual Competency, all these dimensions ought to be handled very carefully. And this is dependent on the IQ and EQ of a person. "While computers have IQ and animals can have EQ, it is essentially an SQ that sets human beings apart". Therefore, for the 'Wheel of Life' to roll smoothly, all the spokes of the wheel - IQ, EQ and SQ - have to be equally developed. The journey from IQ to SQ represents moving from gross to subtle, finite to infinite and from tangible to intangible. (http://vishwaas.blogspot.in/2007/03/spiritual-quotient-nice-article.html). Empirical work performed by researchers in various countries has shown a positive correlation between positive attitude towards work cultivated by top level management spiritual inclination in organisations and performance of employees at middle and lower level (Friedman, Kane and Cornfield, 1998) and (Salzmann, 1997) (Adams et al, 2002) and development of their own spiritual inclination.

Methodology

The literature survey helped us to identify various factors working to improve the spiritual competency at various workplace settings. A survey was also conducted on the basis of the standard questionnaire developed by Gale Rognan (2000) which was modified according to the present culture of organisation. The questionnaire consisted of statements to which the employee has responded on Likert's five-point rating scales varying from strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5). The questionnaire was administered on professionals mostly with academic profession. For initial analysis correlation (shown in bracket in discussion) of various parameters with each other was evaluated and to assess the impact of spirituality quotient on productivity regression analysis was used.

Discussion

There is a positive and significant Correlation between the importance given by an individual to spirituality in his or her life and their belief in contribution of spirituality towards better productivity and quality at workplace (+0.881). This finding is consistent with previous studies done by Dalton & Mesch, 1991; Hinshaw & Atwood, 1983. The results are further supported by Regression analysis showing that 56 percent change in productivity is explained by variables representing spirituality whereas the workplace spirituality can be enhanced by 59.6 percent if top management positions are with people who have spiritual inclination. The work done by Leigh, 1997; Milliman, J., Czaplewski, A. J., & Ferguson, J. 2003; Giacalone & Jurkiewicz 2003; Jurkiewicz & Giacalone, 2004 also supports these findings that workplace connectedness enhances commitment with the organisation and job satisfaction. The people who have higher score of spirituality show values such as Honesty, Hard Work, Positive attitude and Belief in God in general. On the contrary those who identify themselves more with their work are the people who meditate and pray less at work (-0. 319). In fact the observations show that these respondents believe

more in self when faced with the difficult situation at work. The sample also showed a positive and significant relationship between spiritual inclination of top management and its potential for improvement in productivity or quality of workplace (+0.767). Those who place more importance to spirituality in their life consider it important at work place too (+0.906). This finding is generally consistent with previous studies done by Neck and Milliman (1994). It can also be observed with the result of the questionnaire that the most important aspect for a person in his or her job is to realise full potential and after that feeling associated and being more creative becomes the focus of one's life. The people who place more importance to spirituality focus more on quality of work and less on money and security. Another observation which highlight that spiritually inclined professionals meditate or pray more at workplace (+0.654) and on these occasions their focus is more on to prepare themselves for difficult situations which ultimately result in better productivity at workplace. Their prayers are seldom for personal gains and are more towards creating a better place for work. This matches with the already published literature by Hancock, 1997; Brown, 2003; Mitroff, 2003 that Workplace spirituality (i.e. workplace opportunities to perform meaningful work in the context of a community with a sense of joy and personal fulfilment) makes people more positive and ultimately result into holistic development of the organisation. The survey also observes that people with high spiritual inclination recommends more welfare programmes taking care of emotional well being and morale of the employees whereas those with higher IQ level are more concerned with the welfare programmes taking care of health and individual stamina. Stress Management and Prayer Groups are in the priority list of people with high SQ. As stated by Chand & Koul, 2012 that spirituality in the organisation environment create equality between work satisfaction and life satisfaction by increasing the performance as the value of employees would become part of organisational values would thus create a better workplace.

Conclusion:

Organisations today are undergoing a significant transformation – they are exploring what knowledge is and how it can be created, transferred, and used more effectively so as to bring about holistic development within the organisation. With the changing work demands to face competition and to motivate knowledge workers actions it has become essential for the spiritual oriented work environment and high spiritualism in individual to perform their best. For this, an employee needs to maintain his/her inner and outer equilibrium. Therefore it has become important to focus on the spiritual needs and competence of the employees. The study shows that great importance is given by an individual to spirituality in his or her life and their belief in contribution of spirituality towards better productivity and quality at workplace. Better productivity is explained by variables representing spirituality such as Will Power, Honesty, Hard Work, Positive attitude and Belief in God in general. Their focus is more on to prepare themselves for difficult situations which ultimately result in better productivity at workplace. According to the study, such spiritually inclined professionals believe more in self when faced with the difficult situation at work. The study also tried to establish a relationship between Intelligence quotient (IQ), Emotional Quotient (EQ) and Spiritual Quotient (SQ) of an individual. In order to achieve Spiritual Competency, various dimensions of SQ, be it compassion, gratitude, self-esteem, belief in self or ego, ought to be handled very carefully. And this is dependent on the IQ and EQ of a person. The survey observes that people with high spiritual quotient take care of emotional well-being and morale of the employees whereas those with higher IQ level are more concerned with the welfare programmes taking care of health and individual stamina.

Suggestion for further Research

Based on the limitations of the present study, it is proposed that further research should consider following areas or aspects: The survey was conducted in Management Institutes in NCR of India. Moreover response was collected from 30 odd respondents. The findings may not reflect the overall situations in the education sector. As such, further research should be conducted in other organizational culture and environment in order to examine the generalizability of the findings of this study. The study employed in the present study was the survey method that used a set of questionnaire as measurement scale. Future studies should consider

the use of other tools such as through observation to collect the required data for having an in depth understanding of Spiritual Competency of an individual and how it can lead to holistic development of an organization.

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Employee Engagement and Work Culture

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ABSTRACT

Work culture and Employee engagement are the backbone how an organization can run effectively. Employee engagement refers to the level of commitment of an employee to his organization. This is a two way road which helps in the development of both the employees and the organization. It is the responsibility of the organization to provide good work culture within organization so as to improve the productivity with greater output. If both of them goes side by side then we can get highly motivated and competent employees with updated skills.

How to Assess Corporate Culture Through Engagement

Employees who are more satisfied and engaged in their work had a positive impact on culture on daily basis.

At smaller companies, the best way to inspect employee engagement is in a personal manner, through weekly, one to one and a regular feedback . But even for more compact firms, it can be daunting to receive and track all of this information. Therefore, tools such as employee Net Promoter Score and pulse surveys, are prominent in measuring current culture and culture trends over time. Plus, even the act of implementing an employee engagement software shows to your team members that you care about their opinions and their happiness at work.

At Companies, we utilize TinyPulse for big picture engagement questions, like "How connected do you feel to companies mission and values?" as well as for in-the-moment pointers like "How happy are you at work today?" This way, we can measure and track over time how much our team is engaged in with the company culture.

How to Adapt Organizational Culture

Now after knowing about employees feeling about the company culture, it's important to identify how your organization's mission and values connect to and support the culture you're striving for. What needs to happen to create this desired culture? What ways do you want employees to be engaged?

Top-Down Support

It is pivotal that all levels of your organization actively indulge in whatever course of action you take. The 2017 Gallup State of the Workplace report also concluded that employees supervised by highly engaged managers are 59 percent more likely to be engaged than employees supervised by actively disengaged managers. When superiors are engaged, so are their direct reports; the reverse is also true.

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Company Culture is Crucial to Success

Your culture is your brand. Not only does a strong company culture create financial gains and boosts in productivity, but it also represents your company to your clients: it clarifies your values and shows how you implement them.

"Corporate culture is the only sustainable competitive advantage that is completely within the control of the entrepreneur."

How to Establish A Culture of Employee Engagement

It might be time to make employee engagement one of your top priorities.

Because having a successful business is every employer's dream, companies emphasize employee engagement. With an engaged staff of employees, you lower your risk of turnover, boost customer satisfaction, and increase your company's overall chance of success.

I've learned that nobody can force workplace engagement. It has to be inbuilt in your business and within each individual employee.

5 Ways to Encourage Employee Engagement

Employee engagement is the level of commitment, passion, and loyalty a worker has toward their work and company. The more engaged an employee is, the more work they'll put forth.

As per the studies only 32% employees of United States are engaged, according to a Gallup poll. That means over two-thirds of employees nationwide are not indulged with their work.

Some employees comes into work 10 minutes early each day, is excited to be there, and constantly comes up with and shares ideas for improving operations. The other employee gets to work on time every day, does the bare minimum, and counts the time until they can leave. Which employee is highly engaged?

The Four Pillars of The Coaching Mindset

For a business owner, the answer is simple. Every company wants hard-working employees who are actively engaged with the work they do. We can create a culture of organizational engagement by following.

1. **Don't Skip Onboarding and Training**
   If an employee doesn't know their responsibilities, they won't be engaged. Instead, they'll be confused, frustrated, and rushed to catch up, which leads to their least involvement.

   Employees who can master their workload have a better shot at taking pride in what they do. Workers who are Desperate to meet their goals are engaged with the company. Onboarding and training new hires are some of the most important steps can be taken to ensure employees are engaged at work. Survey reported that one-third of new joinees left their jobs just after six months. Organization have less than six months to get employees engaged with their position.

   With a successful onboarding and training program, employees will accommodate how to effectively get their jobs done. This is the time they can engage with and ask questions, offer ideas, and voice concerns.

   For most employees, onboarding and training is also crucial when they create harmony with co-workers and develop a connection to the company. Studies have shown that the more colleagues have at work, the more indulged they are.A survey found that only 28% of employees with no colleagues were engaged, versus 69% with 25 or more co-workers. Onboarding encourages relationships among employees.

2. **Set Company Goals**
   To run a successful business, you need a business plan with a list of goals you want to accomplish. To get the employees engaged, you need to involve them in reaching business goals.

Set annual, semi-annual, quarterly, and monthly goals so that employees have something to work toward. Reaching goals is something that encourages employee engagement.

Employees want to know how their position fits in with the other positions in the company. And, they want to learn how their work affects your business as a whole. General company goals has to be set as well as goals within each department. That way, each employee knows how their work is impacting the departmental and overall success of your business.

3. Acknowledge Employees

Employees don't automatically engaged themselves until and unless organization praise, thanks, or any other type of acknowledgment they had made. But, employees can quickly become least participative if they feel like they're invisible.

Engaged employees have a sense of comfort and camaraderie with their business. Again, it's important for employees to know their co-workers and develop relations with them. But it's also important to develop a relationship of respect and friendship between employer and employee.

If we talk about the acknowledgement of employees, it doesn't mean to give them praise for every little thing they does. I'm talking about things like saying "Hello," "Have a good night," or "Thank you." And when the employee puts in extra effort, acknowledge them.

Employee engagement management should emphasize acknowledging employees for their hard work. According to Gallup, employees who aren't recognized are twice as likely to quit.

At many companies Software, having TVs that broadcast accomplishments, anniversaries, birthdays, and more. Companies acknowledge employees in their monthly newsletter as well.

4. Focus on Employee Development

There are many reasons job seekers apply for and accept a position, like salary and benefits. But, many workers also want the opportunity to grow their career. One Gallup poll found that 87% of millennials (and 69% of non-millennials) view development as important in their jobs.

Employees want to develop their skills and continue challenging themselves. They don't want to do monotonous tasks that require minimal effort. Engaged employees constantly use their mind and enhance their skills.

You can focus on employee development in a few different ways. You might add new duties to the employee's position to prevent boredom, allow room for growth in the position, or offer a job rotation program so employees do different tasks every so often.

Another way you can emphasize employee development is by offering educational assistance. This is a great perk that lets employees further their education. It shows employees that you value their career growth, and it also allows you to add new skills to your business.

5. Don't Micromanage

If employees have been told exactly what to do and how to do it, they won't feel it important and haven't shown interest or motivation to indulge with the work. They'll be more like robots. Employees can't be engaged if they don't have freedom in how to do their jobs.

Micromanaging can be damaging to your business. One business found that micromanaging resulted in 68% of employees saying their morale was dampened and 55% saying it led to a decrease in productivity. Lost morale and productivity leads to actively disengaged workers.

I don't like micromanaging at Patriot Software, and my managers don't like it, either. We

encourage employees to work on their own, come up with their own ideas, and bring those ideas to the table. If we are watching over their shoulder every step of the way, employees wouldn't have the freedom to develop their own ways to problem solve and engage with the work.

Instead of micromanaging, I let each employee make decisions about how to accomplish their work. This leads to higher levels of engagement. And, employees know they can reach out to their managers (or me) if they ever have any questions.

Start by looking at the big picture. Leave the details up to your employees, and you'll end up with workers happy to put their own methods and ideas into action

Conclusion

Create value statements and put them into practice : To achieve a lasting and impactful culture change, you must first change any behaviors that hinder your ideal company culture. Establishing value statements is a way to give employees the ability to track their behaviors with those that uphold the desired culture.

For example, at many companies we have a mission, vision, and values statement that is displayed across the office. Our values are:

- We are dynamic
- We work as a team (for real)

These short but impactful phrases are an effective way to summarize and gauge our actions at work. They guide how we work with each other, our clients, and even how we encourage continuous learning opportunities for the team.

In addition, they provide us a framework for recognizing coworkers who are ambassadors of our culture. During monthly staff meetings, we give cheers to others for exhibiting these values clearly. Seeing where the bar is set is an important step to maintaining those company-wide principles.

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A Study of Green Human Resources Management Practices in Industries in NCR Region

Dr. Smita Singh*

ABSTRACT

Green Human Resources Management is the hot topic in recent research work .GHRM refers to the use of human resource management policies to promote the sustainable use of resources within business organisation and mire generally promote the cause of environmental sustainability. It involves two essential elements that is environmentally friendly HR practises and the preservation of knowledge capital. GHRM is directly responsible for creating green workforce that appreciate and practices green initiative and maintain its objective in human resource process of the organisation. Typical green activities that can be part of GHRM includes green recruitment, green training and development and green reward system .Today many organisations are following going green trend and human resource management play an active role to promote going green. This study is carried out for the assessment of existing Human Resources practices like recruitment, selection, training and development, retention with respect to green human resource management .The study has focused on the various industries like IT , Automobile, Paper, automation etc. from NCR region. Further suggestions for the effective application for the green human resource management policies are focused

Keywords: *Green Recruitment, Sustainability, Green Reward System, Human Resources Practices*

Introduction

Green Human resources management is the hot topic in research work. It refer to the policies, practices and system that make employees of the organization green for the benefit of the society, business and natural environment. Human resources which are green and related to internal operation or external operation of energy conservation and using resources in efficient manner making environment green .So GHRM is directly responsible in creating green workforce that appreciates and practices green initiative and maintain its objective in human resource process of the organization. Typical green activities that can be part of GHRM includes video recruiting, green awards, green training The business world is going global , the business is shifting from the convention structure to the modern structure, with this the new emerging trend is Green Human Resource Management. GHRM has become a key business strategy for the significant organization as the human Resource department play an active role in going green at office. Green HR is the use of HRM policies to promote the sustainable use of resources within the organization and promotes the cause of environmental sustainability. It refers to the policies, practices and system that make the employees of the organization green for the benefit of the society, business and environment. The study of Green HRM is significant since the awareness on environmental management and sustainable development has been increasingly raising day by day all round the globe.

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Human resource management is process of managing human resource of the organization and it involves the hiring ,firing , training and motivating employee .GHRM refers to the system and process that makes the employees of the organization green for the benefit of the individual, society, natural environment and the business. Green Human Resource management is the use of human resource management policies to promote the sustainable use of resources within business organization and more generally promote the cause of environmental sustainability .Green human resource involves two essential elements : environmentally friendly HR practices and the preservation of knowledge capital .GHRM refers to the policies , practices and system that make employees of the organization green for the benefit of the society , business and natural environment.

Historical Background

Green Human Resource Management originated in 1996 from the contribution by Wehrmeyer who edited a book titled Greening People : Human Resources and Environmental Management. But after that there was very little research has been conducted on this topic then again Peattle 1992 conduct research in the management field and gave the concept of Green Marketing .Again Green Accounting v(Owen,1992), Green retailing and Green Management in general(McDounagh and Prothero 1997) . However in comparison , research on Green Human Resource Management is relatively diverse and piecemeal. Researchers argue that employees should be inspired, empowered and environmentally aware of green in order to carry out green initiatives (Prasad, R.S.2013;Mathapati, 2013; Zoogah , 2010, Mandip 2012).

By this there is growing need for the integration of environmental management into human Resource Management practices, which is named as Green Human Resource Management that means is to use the HRM policies to promote the sustainable use of resources within the organization and more generally promote the cause of environmental sustainability.

Significance of Green Human Resource Management

Lower Cost - Green HRM helps organizations to bring down costs by the efficient use of the resources. It promote waste management and paperless system .Implementation of GHRM eliminates much of the routine paperwork associated with the human resource department.

Improve public image and good will - The organizations can promote the green HRM or environmental contributions to media through press release to earn attention of the potential customers. These organization gains perception, reputation and good will if they add a green initiative to its work place, it can use the event to generate positive public relation.

Reducing utility cost – Green HRM helps in reducing the utility cost by economical and better of the resources. So firm using green can significantly reduce their utility cost by using technologies that are energy efficient and less wasteful. GHRM can help reduce cost of organization in many ways it helps in accuracy and reduce supply cost and more efficient routing.

Environment friendly - There will reduction of environmental damage as the employees use the environmental friendly product and the employees are encourage through the training and compensation to find way to reduce the use of environmentally damaging material

Governmental support- Government also promote going green by giving rebates and tax benefits .going green is simple with the assistance of governments, local municipalities , water supply authority and electric authorities as they offer incentive and rebates on taxes.

Reduce labor turnover - Green human resource management improve the health of the work place and provide healthy work environment. So if the employees have healthy workplace then will retain as organization is one in which people want to work.
Business Benefit – Green organization have huge growth opportunities by being green and creating a new friendly environment which helps in enormous operational saving by reducing their carbon

footprints. As it improve the public image of that organization.

Increased business opportunities – some government agencies , commercial businesses , and non-profit institutions mandate that only business that meet specific green standards can bid on their contracts. Some also mandate that their purchasing departments only buy green products and services sold by companies that meet certain green standard.
Social benefit – GHRM involves undertaking environment friendly human resource initiatives resulting reduction in ecological footprints and concentrate on social and environmental factor. Green organization will lead to green society.

Challenges of Green Human Resource Management

GHRM helps to create green workforce that can understand and appreciate green culture in an organization. But with benefits of GHRM there are some challenges that the green organization face in their routines.

Initial cost - It can be costly for a corporation to go green initially as it often requires a large initial cost. Sometimes these cost increases the capital outlays also as some green conversions require an initial cash outlays that decreases the firms bottom line performance while the investment is paying for itself. That can decrease the earning or annual profit of organization, for example the solar panels are too expensive.

Need more security - GHRM means going paperless which increase the dependency on data base management system. In Green human resource management need more security for the data base management and many back up servers, if the server got crushed then the operation will suffer viruses and hackers threat. GHRM encourage going paperless which increase the dependency of data base management.

Lack of support - While going green is focused on reducing harm to the environment the impact that any specific individual can have on the environment by going green is often negligible. If everyone willingly going green would have significant impact but going green is personal choice for many so sometimes there is lack of support by individuals .Many employees feel that it is not their responsibility to protect the environment while they are at work. This is the greatest challenge an organization face while practicing green human resource management.

More cost for training and development programme - Green workforce includes human resource strategies, culture, recruiting and training. Green organizations generally arrange training sessions to create awareness among the employees about the environmental friendly method to sustain the environmental factors and reduce the ecological footprints. So for providing the training and development to employees for the new techniques that will cost more hence the annual profit will decrease.

Hypothesis

Ho: Organization in NCR are pursuing GHRM
H1: Organization in NCR are not pursuing GHRM

Research Methodology

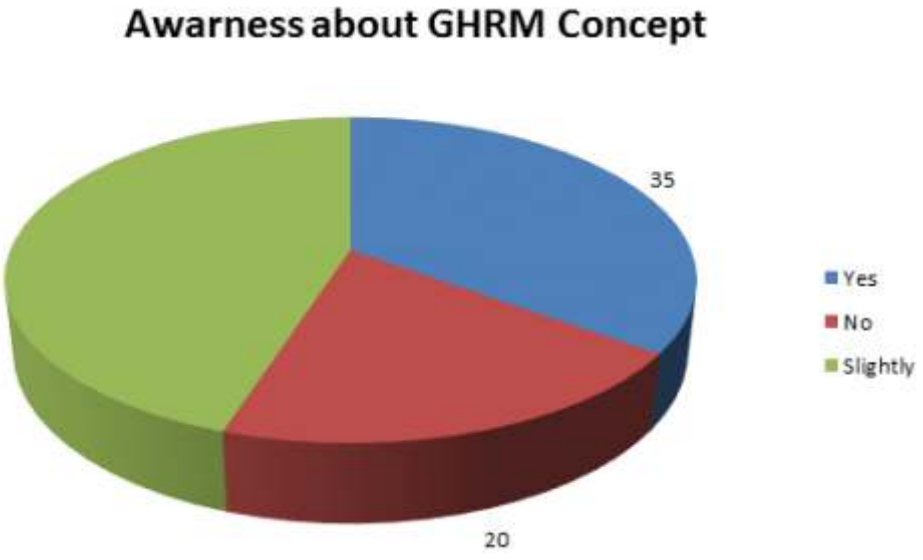
The study is based on both primary and secondary data .The primary data is being collected by telephonic interview from 10 various industries in NCR region. The questions were regarding the Green Human Resource management practices. The secondary data is being collected from the review of research papers, journals , and websites.

Data Analysis

Data is being collection with the consideration about the some of the typical green activities include-Car-sharing, teleconferencing, online training, recycling, waste management, virtual interviews, efficient use of office space, plastic less canteens, green building and paperless offices.

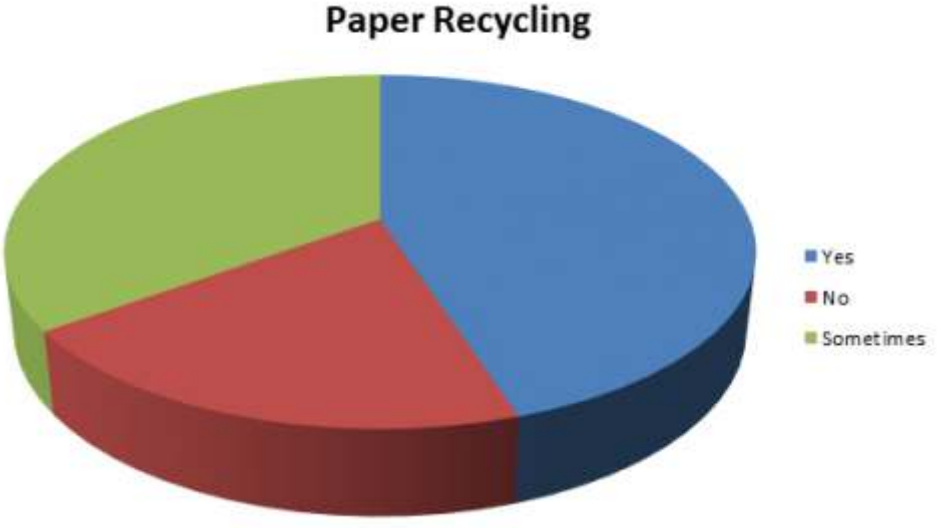
Question 1

Awareness about the GHRM concept among the employees of organization.



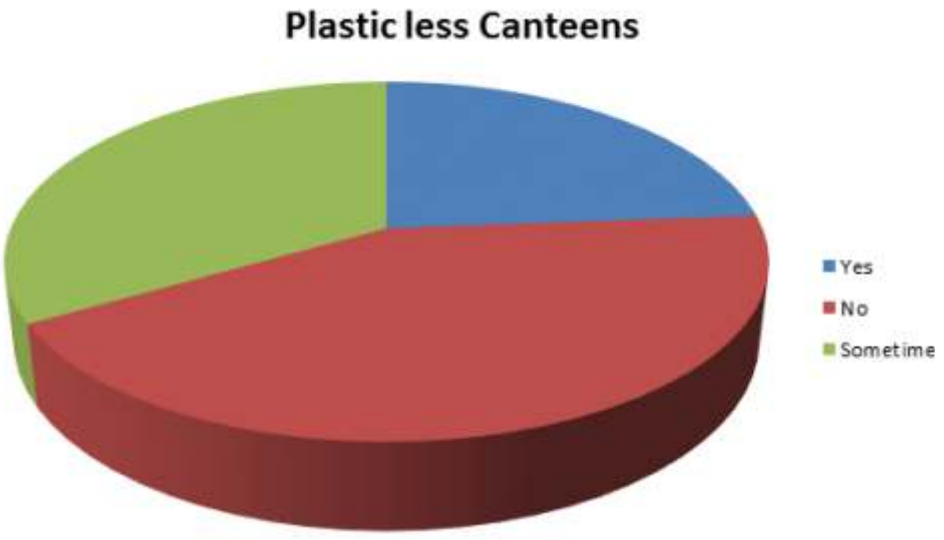
Question 2

Organization practicing paper recycling



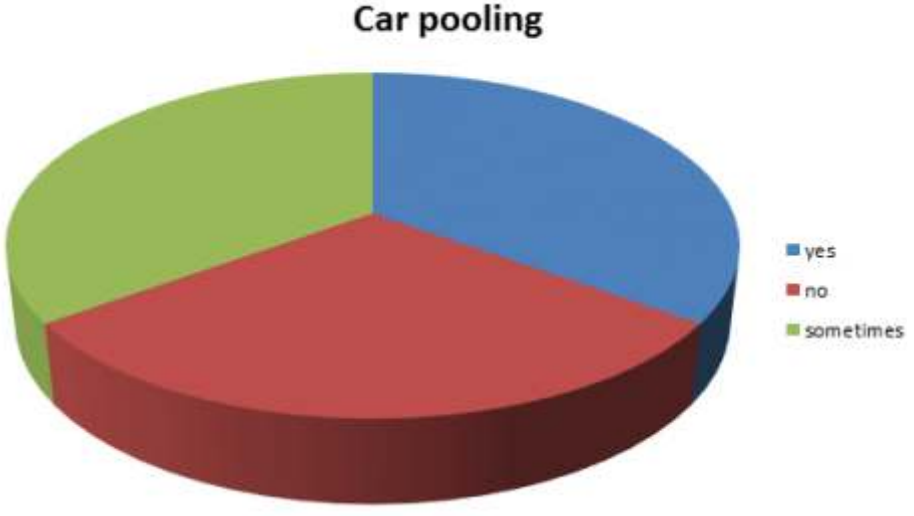
Question 3

Employees of industries using plastic less canteens



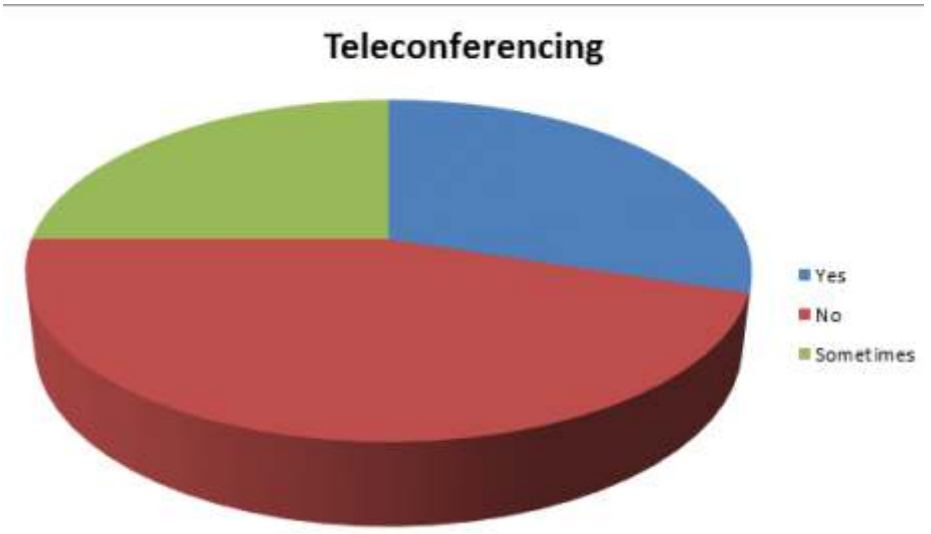
Question 4

Employees of industries using car pooling concept



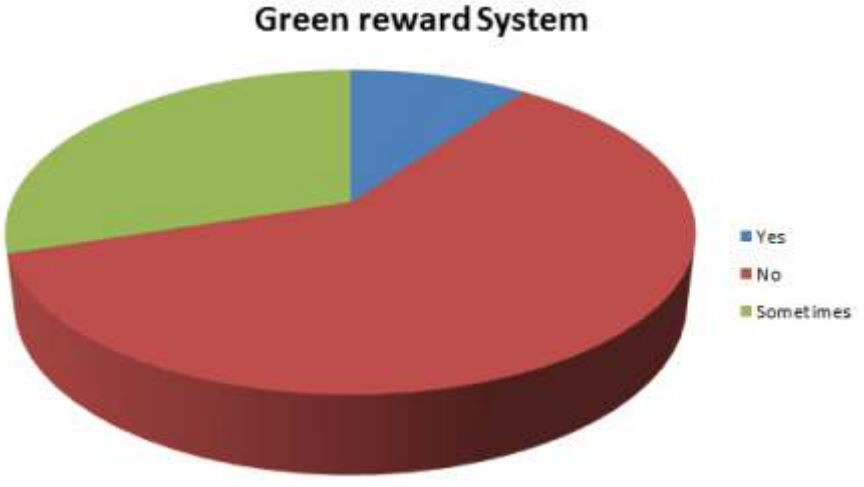
Question 5

Employees in organization using teleconferencing



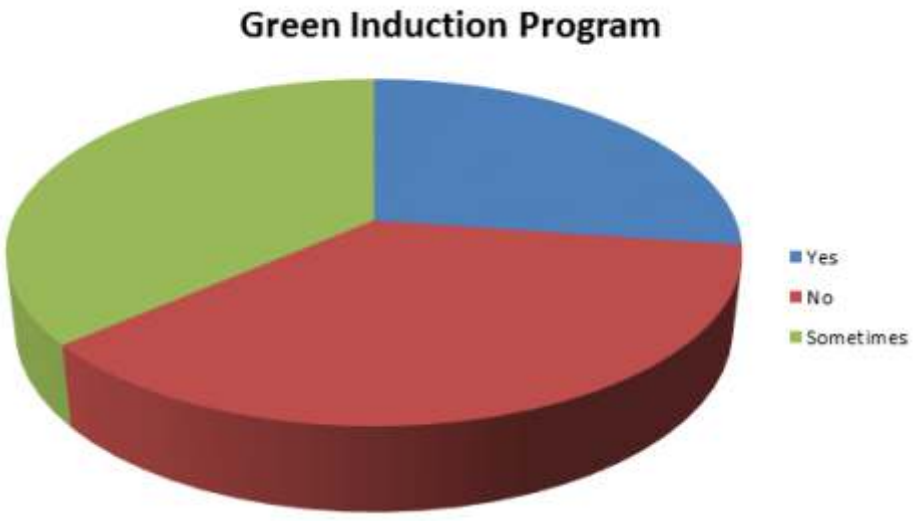
Question 6

Organization using Green Reward System



Question 7

Organization using Induction Program



Question 8

Organizations having green recruitment practices

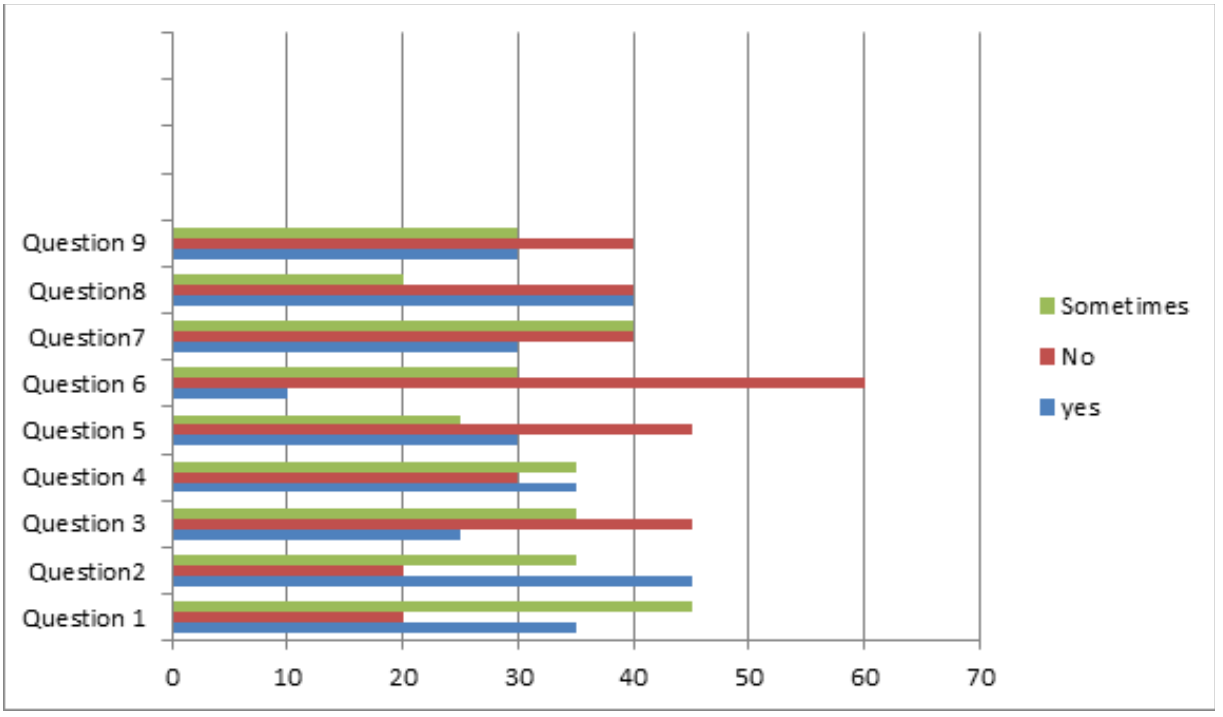


Question 9

Organization using Green Training Programs



Data Presentation



Findings /conclusion

The study shows that still the going green concept is not being practiced by most of the organizations in NCR region although the companies are aware of the concept. But they don't have the thorough knowledge of green human resource management.

Organizations are using the practices of green like paperless recycling, car pooling and plastic less canteens but still they are not making efforts for the other concepts of going GHRM. Green Induction program, green recruitment, green reward system and green training programs are not practices by maximum of the organization. Some of these organizations sometimes use these concepts but the human resource management of the organizations should make more effort to make employees aware about the concept and its importances.

Green Human Resource Management plays an important role in the industry to promote the environment related issues .GHRM not only include awareness toward environmental affairs, but also stands for the social as well as economical well being of both the organization and the employees within a broader prospects. As it is directly responsible in creating green and healthy workplace for the employees .And Green organization have huge growth opportunities by being green and creating a new friendly environment which helps in enormous operational saving by reducing their carbon footprints. As it improve the public image of that organization. So plays an important role for the economical growth of the business also.

The employers and practitioners can establish the usefulness of linking employee involvement and participation in environmental management programs to improve organizational performance like with the special focus on waste management, creating green products. But with benefits of GHRM there are some challenges that the green organization face in their routines such GHRM requires large initial cost and more dependency on the data base management system. The organization needs to reduce employee carbon footprints by electronic filing, car sharing, job sharing, teleconferencing and virtual interviews. These practices will reduce the cost of the organization which can be used as the installation cost of the eco friendly methods.

The future of GHRM appears promising for all the organizations follows going green as it not only includes awareness towards environmental affairs, but also stands for the social as well as economical well being of both the organization and the employees within a boarder prospects.

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Impact of Internet Banking on Business Performance and Customer Satisfaction: An Analysis

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ABSTRACT

Purpose: To add to the current information in the electronic financial field of study. To help the banks and arrangement creators have a superior comprehension of the web banking measurements and their commitments towards consumer loyalty. Particularly since not much research has been done right now India which has become the center point of E-banking advancement after the ongoing demonetization by the current government, empowering individuals to go cashless and improve a computerized economy.

Plan/Methodology/Approach: An exploratory study with the assistance of a Likert based survey was directed to research the effect of Internet Banking administration quality on consumer loyalty in New Delhi. Critical and accommodation inspecting was utilized and different sorts of web banking clients were drawn nearer in New Delhi. Information was gathered from an example of 194 web banking clients.

Discoveries: The outcome ensnared that the web banking administration quality measurements significantly affect the consumer loyalty of web banking clients. Every one of the measurement to be specific proficiency, framework accessibility, satisfaction, protection, contact, responsiveness and contact separately contribute 70% to the general client fulfillment in web banking.

Keywords: *Competition, Development, Globalization, Innovation,*

Introduction

The mechanical development of electronic channel of administration conveyance has acquired a level playing field for organizations by dispensing with topographical, administrative, and mechanical hindrances. In the expressions of Balachandher et al., this upheaval in the commercial center has gotten under way unrest in the financial part for the arrangement of an installment framework that is perfect with the requests of the electronic commercial center. As indicated by Awad, there are four electronic business exercises web clients perform. These exercises require a financial relationship and are: shopping, banking, contributing, and online electronic installment for Internet administrations. The tremendous increment of the web is changing the manner in which organizations associate with customers as most organizations are currently led utilizing the web. It is this presentation of online business as a methods for installment that has asked banks to take a jump from the conventional financial administrations, offering an assistance firmly through the mechanism of web, which has come to be known as web banking or e-banking.

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Existing writing on web banking in India shows that in spite of its developing use and reception by numerous banks, no critical exertion has been made to comprehend whether the clients whom the innovation is intended for are fulfilled or not and what are the segment attributes of the ones who have received the innovation.

Web banking is an electronic installment framework that empowers clients of a monetary foundation to direct budgetary exchanges on a site worked by the organization, for example, a retail bank, virtual bank, credit association or building society. Web based banking is likewise alluded as Internet banking, e-banking, virtual banking and by some different terms.

This new channel has added another measurement to the idea of consumer loyalty also, how it very well may be influenced in a positive manner. All associations exist and endeavor to become a fundamental piece of the lives of their clients and in this manner consistently endeavor harder to continue fulfilling their clients through better channels of conveying their contributions. There are numerous variables which affect consumer loyalty, one of the most significant being administration quality. Because of the changing idea of the items offered in assembling segment and in the administrations part the definition and estimation of administration quality, it was seen couldn't be the equivalent for both. Particularly, in the current time, with the rise of web as a significant channel of administration conveyance, the requirement for a scale to gauge the administration quality in electronic media of administrations was felt emphatically. Subsequently, administration quality was taken up by the exploration researchers explicitly as far as the e-administrations which lead to the improvement of different models that helped in estimating e-administration quality in the administrations part.

Literature Review

With the fast and broad increment in innovation, development and broadcast communications, new appropriation diverts in the budgetary segment are coming up quickly, in numbers just as in structure, from ATMs, phone banking, with Internet Banking being one of the most recent in the chain of innovative marvels. As indicated by Accenture (2005), Internet Banking was thought to flag an unrest in banking appropriation. Banks put vigorously in the improvement of the Internet channel. Mols seen that Internet Banking has encountered touchy development in numerous nations and has changed conventional financial practice certainty. Web Banking will keep on altering the current conventional financial industry and offer more chance to meet better purchaser benefits through upgraded communication, information mining what's more, customization in the Internet Banking administrations finishes up.

Web is the least expensive conveyance channel for banking items as by utilizing web as a channel of conveying administrations banks can decrease the quantity of branches just as their staff. Qureshi et al. characterized Internet Banking as a procedure of development whereby clients handle their own financial exchanges without visiting bank employees. Later proof proposes that an Internet-based shopper banking methodology might be compelling, with reports of progressively productive, steadfast and submitted customers contrasted and customary financial purchasers (ABA, 2004; Fox, 2005). Along these lines, Gartner finished up that banks currently view Internet as a similarly significant channel as the customary stations of branches, robotized teller machines (ATM), phone banking and call focuses. In the new financial condition, Internet Banking is progressively overseen as an operational movement and a significant component of a multi-channel procedure as seen by Black et al.

As indicated by Kalakota and Whinston, web based banking was first presented in the early 1980s in which buyers were given an application programming program that works on (PC) which could be dialed into the bank by means of a modem, phone line and worked the projects remotely on the buyer PC. Be that as it may, due to the absence of Internet clients, and expenses related with utilizing web based banking, the development of web banking encountered a difficulty. In any case, in 1990s web banking made an enormous rebound as the most looked for after channel of administration convey as the Internet blast had made clients OK with making exchanges over the web around the world. Therefore, web banking turned into a

significant channel of conveying the administrations for the banks and made the exchange and other financial exercises a lot simpler for the clients. Web Banking has been viewed as the most significant approach to decrease cost and keep up or improve administrations for buyers, as recorded by Hua. The banking organizations mean to utilize web banking as an instrument to bring down operational expenses, improve banking administrations to the clients, hold them and grow the client base.

In India, the web banking was presented in 1995 by ICICI bank followed in the blink of an eye by HDFC Bank. Numerous analysts have attempted to utilize the regular e-administration quality models for the estimation of administration quality in web banking. Models like the one created by zeithaml et al. [12] specifically a four thing SITEQUAL scale, which concentrated principally on web site attributes like usability, stylish plan, and security and handling speed. Zeithaml et al. [12] additionally built up an e-administration quality measure (e-SQ) comprising of five measurements: data accessibility, usability, protection/security, realistic style, dependability. The above scale was refined by Parasuraman et al. [9], and diminished the previously mentioned five measurements into four, which are as beneath: proficiency, satisfaction, accessibility, security. They further added another measurement to this scale and made an e-recuperation administration quality scale (E-RecSQUAL) comprising of 11 things on three measurements: Responsiveness, Compensation, and Contact.

The investigation of fulfillment goes back to research of Cardoazo and Howard and Sheth. These examinations are viewed as the beginning stage of logical enthusiasm for fulfillment, its starting point and outcomes. Gronroos accepts that Customer fulfillment is a wonder of specific significance in the assessment procedure of a shopping, utilization, or item or administration use experience and is in this way indispensable in long haul shopper reactions. Oliver characterized consumer loyalty as a judgment that an item or administration highlight, or the item or administration itself, give (or is giving) a pleasurable degree of utilization related satisfaction, including levels of under or over satisfaction. As per Muffatto et al.

Consumer loyalty is viewed as one of the most significant serious components what's more, as the best pointer of an organization's gainfulness. Furthermore, consumer loyalty will induce organization to improve their notoriety and picture, to lessen client abandonment, what's more, upgrade consideration towards the client needs. This will prompt formation of boundaries to exchanging, and improvement in business associations with their clients.

Objectives

1. To distinguish the different components of web banking administration quality.
2. To look at the connection between the consumer loyalty and the different web banking administration quality measurements.
3. To examine the effect of the web banking administration quality measurements on the fulfillment of clients.

Hypothesis

From the above targets the accompanying arrangement of speculation were surrounded:
H1: Efficiency has a critical positive relationship with on Customer Satisfaction
H2: System accessibility has a critical positive relationship with Customer Satisfaction
H3: Fulfillment has a noteworthy positive relationship with Customer Satisfaction

Data Collection And Methods

The examination was directed utilizing an organized survey embraced from (Parasuraman et al). study, which incorporated the elements of E-S Qual and E-RecSQual. The poll contained four areas :

- Customer socioeconomics: The inquiries in this area were identified with sexual orientation, age and training.
- E-S-QUAL scale: Respondents in this segment appraised the Web webpage's presentation on each scale thing utilizing a 5-point scale (1=strongly deviate, 5=strongly concur).
- E-RecS-QUAL scale: Respondents in this segment appraised the Web website's execution on each scale thing utilizing a 5-point scale (1=strongly disagree, 5=strongly agree).

- Customer fulfillment: Respondents in this segment were approached to rate their fulfillment level with the E-Service nature of the banks utilizing a 5-point scale. (1=strongly disagree, 5=strongly agree).

Sampling

The examples of the review were individuals living in New Delhi that have been clients of Web Banking arrangement of SBI and Indian bank for at any rate one year [23]. This guaranteed that all respondents had adequate involvement with web banking. The subsequent example (substantial) included 194 legitimate surveys out of 200 individuals that were asked to partake in the study.

Data Analysis

From the Tables 1 and 2, social-segment attributes of respondents demonstrate that greater part of the respondents who utilized web banking is less than 2 years old speaking to 61.9 %. The clients of web banking were generally understudies, followed by the representatives from the private division, while as the independently employed individuals and the ones utilized in open part utilized web banking the least. Most of the clients were guys numbering 37 speaking to 58.7 % while just 26 speaking to 41.3 % were females. As far as instructive achievement, an incredible larger part of them, that is 44 respondents speaking to 69.8 % have were post graduates, while as it were 30 % were students. These discoveries show that web banking clients are for the most part youthful guys and are for the most part people with a decent degree of instructive achievement.

Table 1: Frequency.

1.1-OCCUPATION					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Public setor	38	19.6	19.6	19.6
	Private sector	41	21.1	21.1	40.7
	Business	5	2.6	2.6	43.3
	Student	110	56.7	56.7	100.0
	Total	194	100.0	100.0	
1.2-AGE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<20 years	2	1.0	1.0	1.0
	20-29 years	131	67.5	67.5	68.6
	30-39 years	40	20.6	20.6	89.2
	40 and above	21	10.8	10.8	100.0
	Total	194	100.0	100.0	
1.3-GENDER					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	111	57.2	57.2	57.2
	Female	83	42.8	42.8	100.0
	Total	194	100.0	100.0	
1.4-EDUCATION					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary/higher secondary	2	1.0	1.0	1.0
	Graduation	44	22.7	22.7	23.7
	Post-graduation	129	66.5	66.5	90.2
	Others	19	9.8	9.8	100.0
	Total	194	100.0	100.0	

Table 2: Correlations.

			EFF	SA	FUL	PRI	RES	CON	WD	CS
Spearman's rho	EFF	Correlation Coefficient	1.000	0.662**	0.634**	0.519**	0.603**	0.418**	0.565**	0.706**
	SA	Correlation Coefficient	0.662**	1.000	0.625**	0.429**	0.591**	0.500**	0.550**	0.628**
	FUL	Correlation Coefficient	0.634**	0.625**	1.000	0.488**	0.599**	0.478**	0.596**	0.649**
	PRI	Correlation Coefficient	0.519**	0.429**	0.488**	1.000	0.458**	0.479**	0.432**	0.679**
	RES	Correlation Coefficient	0.603**	0.591**	0.599**	0.458**	1.000	0.634**	0.644**	0.663**
	CON	Correlation Coefficient	0.418**	0.500**	0.478**	0.479**	0.634**	1.000	0.524**	0.541**
	WD	Correlation Coefficient	0.565**	0.550**	0.596**	0.432**	0.644**	0.524**	1.000	0.703**
	CS	Correlation Coefficient	.706**	0.628**	0.649**	0.679**	0.663**	0.541**	0.703**	1.000

**. Correlation is significant at the 0.01 level (2-tailed).

Effectiveness and Customer Satisfaction

The main variable as indicated by casing of reference examined in this exploration is the proficiency of web framework, which alludes to the simplicity of getting into the site of the bank and finding their necessary items and administrations related with it. Examination of relationship framework shows that the connection amongst proficiency and client fulfillment is assessed to be 0.706. This worth demonstrates that there is a very critical and positive relationship between's the factors at 70%. This is the most exceptionally corresponded measurement with consumer loyalty. The outcome affirms hypothesis1 which proposed a positive critical connection among effectiveness and consumer loyalty, the relationship exists at a certainty level of 0.01.

Framework Availability and Customer Satisfaction
Framework accessibility alludes to the right specialized working of the site. Investigation of connection lattice shows that the estimation of relationship between's framework accessibility and consumer loyalty is 0.628. This worth shows that there exists a huge and positive connection between the two which a suggesting a solid connection between the two. The outcome acquired, which shows a positive connection between the two at certainty level of 99%, affirms theory 2 which expressed that there exists a positive huge connection between framework accessibility and consumer loyalty

Conclusion

This research paper points make a unique commitment to the current information by exploring the effect of web banking administration quality on consumer loyalty in New Delhi, the capital city of India. The different elements of the web banking administration qualities that were thought about while making the examination were: Proficiency, System Availability, Fulfillment, Responsiveness, Privacy and web composition. The investigation uncovered that proficiency; protection and web architecture are the significant essential determinants of web banking administrations quality. The exact outcomes show that there is an immediate connection between web banking

administration quality measurements and consumer loyalty in the financial business. A comprehension of the factors, uncovered in the examination, permits bank supervisors and strategy creators to undeviating endeavors and assets most successfully and productively to build the bank business in the since quite a while ago run and urge new clients to receive web banking and to hold the existing ones.

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Understanding the Significance of the Study of Behavioral and Psychological Factor & Traditional Finance Mechanism on Investment Process in Developing Countries

Deepanshu Paliwal*

ABSTRACT

Understanding of the theory behind the Decision of Investment is very important activity to analyse the wise Investors process of choosing an alternative option from a situation that show good results. The basic purpose of Investment is to make for Investors. Market Movement and Expectations of an individual as well as availability of information and transparent structure influence the decision of investment. If we talk about the Behavioral Aspects of the people feelings when they find out that the other choice have good results and their own decisions are not, their psychological behaviour about the narratives of the Returns provide a picture about the understanding of Fear and Greed mechanism operated in the Stock Market. So Study of Behavioral and Psychological factor regarding Financial aspects is the study that gives description to investors who are interested about finding how individual emotions or behavior are related to drive share prices.

Study of Behavioral and Psychological factor regarding Financial aspects explains about how and why emotions and cognitive biases create anomalies about stock market for investors. But in modern finance we take the concept of rationality and logical theory based decision like Capital Asset Pricing Model (CAPM), Efficient Market Theory (EMH) that considered people are rational and work for their Wealth Maximization but the fact is that people behave irrationally that are not predictable in real life that irrationality is linked from Behavioral Finance. Study of Behavioral and Psychological factor regarding Financial aspectsexplains our action and behaviour but modern finance is related to explanation of actions of an Economics Man.

This paper examines the individuals' Investment Preferences and discusses the different factors of behavioural finance which are related to investment influence in developing countries.

Keywords: *Behavioral Finance, Traditional Finance, Investment Decision. Efficient Market Hypothesis and Capital Asset Pricing Model (CAPM)*

Introduction

Decision making is very important activity for the process of choosing an alternative option from a situation that show good results to individual or investors. Investment purpose is to generate money for investors. Market individual and information structure influence the decision of investment. So that investment sometimes show negative results to investors for that purpose they invested or they not get satisfied results from their investment due behavior of investors about investment. Buchan, (2001) stated that "Money is desire Embodied".

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Kahneman and Tversky, (1979) and Statman, (1999) stated that people feelings of pain when they find out that the other choice have good results. So Study of Behavioral and Psychological factor regarding Financial aspectsis the study that gives description to investors who are interested about finding how individual emotions or behavior are related to drive share prices.

Study of Behavioral and Psychological factor regarding Financial aspects explains about how and why emotions and cognitive biases create anomalies about stock market for investors. But in modern finance we take the concept of rationality and logical theory based decision like Capital Asset Pricing Model, efficient market theory that considered people are rational and work for their wealth maximization but the fact is that people behave irrationally that are not predictable in real life that irrationality is linked from behavioral finance. Study of Behavioral and Psychological factor regarding Financial aspectsexplains our action and behavior but modern finance is related to explanation of actions of an economic man. Traditional finance is related to decisions in which full information's are available for making investment decision.

Becker (1962); Thaler (1990) stated in role of Behavioral Economics and Behavioral Decision making in Americans Retirement savings decisions that Individuals keep the full information according to the Traditional theory; they can also share the information and rational decision makers. Proprieties of these people remained constant overtime and well-defined. Phung, (2010) explained that Study of Behavioral and Psychological factor regarding Financial aspectsis comparatively a new field that develop the combination of psychological theory, cognitive and behavioral with finance and conventional economic that provide the conclusion about the irrational decision making of the people. Study of Behavioral and Psychological factor regarding Financial aspectstheory was firstly developed in 1980 among small group of academics of different fields.

Shefrin (1999) stated the Study of Behavioral and Psychological factor regarding Financial aspectsis a rich expansion in the field of finance that compare the influence of psychology on financial practitioner behavior. Statman (1999) stated that Study of Behavioral and Psychological factor regarding Financial aspectsalso explain that how emotions and cognitive errors show their impact on the decision making process of the investor about the investment. Study of Behavioral and Psychological factor regarding Financial aspectsconsists of two reasons that people do not find about their financial attitudes that investigate feeling of investors that are deviated in attitude these deviations are consists of two sub categories that are.

(i) **Cognitive Deviations:** These deviations are generated by time, memory, attentions and limitations of these deviations have priority for behavioral finance.
(ii) **Emotional Deviation:** It is the Second type of deviation of human's behavior that is so for neglected in behavioral finance.

Ritter, (2003) elaborated the Study of Behavioral and Psychological factor regarding Financial aspects by using models that are less narrow than those that are based on Von Neumann. Its stated in this article that Study of Behavioral and Psychological factor regarding Financial aspects have two building blocks on which Study of Behavioral and Psychological factor regarding Financial aspects depends means that are dependent variables of behavioral finance. First one is cognitive psychology and second is arbitrage. Cognitive psychology is about the thinking and all systematic errors that are involving when they are thinking about investment the limits to arbitrage is refers to predicting the effective way of investment or forecasting in what situations arbitrage will be profitable and when it will not be. Study of Behavioral and Psychological factor regarding Financial aspectshave its own theory that facilitate its investors about investment decisions that shows market efficiency regarding share prices of stocks available to investors. Study of Behavioral and Psychological factor regarding Financial aspectsfocuses on irrational decision of people. Ritter, (2002) cited in article of Study of Behavioral and Psychological factor regarding Financial aspectsthat the Study of Behavioral and Psychological factor regarding Financial aspectsis consisted of 2 types of blocks limits to arbitrage and cognitive psychology. Cognitive psychology study the behavior of people about investment in stocks or related other investment of efficient market. Cognitive biases are related to how people take decision of investment that show their impact on

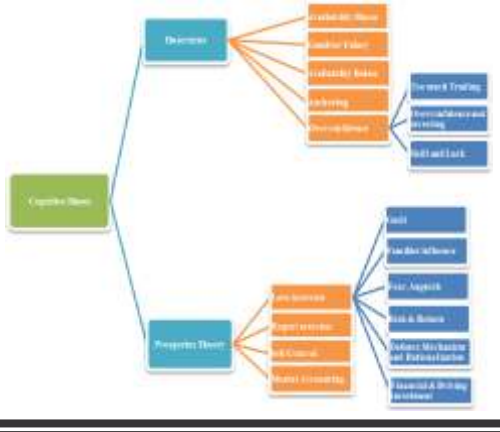
investment decision and how these all factors that related to behavior how they impact our efficient markets. Some of factors that related to cognitive psychology that impact on decision are as follows.

- Heuristics
- Overconfidence
- Mental accounting
- Framing
- Representativeness
- Conservatism
- Disposition effects
- Loss Aversion

These all are the factors that relate to cognitive psychology of individual that effect efficient market when investors use prescriptions for finding out trends toward investment decisions. As the first factor that is dependent variable of cognitive Biases is Heuristics that appears when any change comes to or when they face some change that not in their rules of thumb they lead to biases. The other related factor is overconfidence that is also the dependent variable of cognitive biases in which people are overconfident about their abilities of doing work or about their investment decision for making investment. The other factor is about mental decision that depends on thinking power of people about decisions that are followed by some individuals as separate but that actually are dependent for each other or must be joint in particular decision. Cognitive Biases impact on decision making process that make influence on investors decision depend on two types of variable that are.

(i) Heuristics
(ii) (ii) Prospect Theory.

Diagrammatical Explanation



These both variables are moderate for cognitive biases that are dependent on the some sub set of independent variable that are main cause for generating cognitive illusions for investment decisions. Variable overconfidence and Loss aversion factors are divided into some other dependent factors. Kahneman and Tversky, (1979) stated in article loss aversion: a qualitative study of behavioral finance, "Loss Aversion is the main concept that work in behavioral finance" Rabin, (1998) and Shalev, (1996) it's explained that people feel much pain of loss than the pleasure with an equivalent gain. The following presented diagram shows the interconnection and how these variables are dependent or independent to each other in investment decisions. Godoi ,Marcon, Silva et all;(2005) stated in article "Loss Aversion: a Qualitative study of Study of Behavioral and Psychological factor regarding Financial aspects that as Subjective aspect of financial decision.



Traditional Finance arose with the concept of Markowitz (1952) for portfolio selection that concepts are still used in investment Decisions. Its work continued till capital structure work of Modigliani and Miller, (1958). (Sharp; 1964, Mossin; 1966 and Fama; 1970) gives the idea of efficient market theory of modern finance that represents the rise of modern finance. These Efficient market Hypotheses gives the efficient machine processing information's related to the stock market and its efficiency that provide better decision making ability about investment for present and future profits or gains. Black, Scholes and Merton; (1973) presented the new theory which names as option pricing theory that is now used for evaluation of options. Utility Expected theory characteristics are just like the Modern Finance theory. The struggle

between modern finance and Study of Behavioral and Psychological factor regarding Financial aspects is the study of efficient market or the market efficiency that Statman, (1999) stated efficiency of market as of meaning point of view from one side view market efficiency refers about the systematic patron of trading on the other hand the view point prices of stocks are rational that replicate only important and useful characteristics like risk that not sport to psychology like feelings etc. Byrne and Utkus stated in "why bother with behavioral finance". In traditional theory investors are not confused about the information's that are provided them so that an assumption of traditional finance not matches with the reality.

Objective of the Study

The psychology in human being plays a major role for taking the decision about the certain action. Its natural that human being make the mistakes. There is need to understand the cognitive biases & Emotional Deviation and factors effecting the decision making process of the people. Most import questions which answers are required. How Cognitive biases influence the psychological approach of the investors to taking the decision about certain action? Is there any relationship between behavioral and traditional fiancé showing their impact during decision making process? How it is determined?

Contribution of the Study

This study examines the impact of behavioral and traditional finance on Investor's decision making process. This study is helpful or used as a tool for the better decision making by the investors. This will also helpful for decrease the chances of mistake. It is also helpful for the

Limitations of the Study

This study is not referring any group or any specific region therefore the implications cannot be based on entire domain. It is much based on the opinion and result of the different authors, however some findings/points can be implemented on specific investors.

Impact of Traditional finance and Study of Behavioral and Psychological factor regarding financial aspects on investment:

Olsen, (1998) stated in "Investor Irrationality and Self-Defeating Behavior" that people behavior is rational in traditional finance that create profit maximization that are incomplete model that do not fully consider the behavior of people for investment that are studied in behavioral finance. Efficient market Hypothesis (EMH) is corner stone of rationality under Semi Strong form of efficient market hypothesis are connected with all present and previous info's that are related to ups and downs in asset price. Under the traditional finance it's considered that decisions of investment on rationality concept that consider rational behavior of people regarding investment. But there is no exact rationality exists in the real world so its impact on investment decisions that comes from the market share prices movement. Study of Behavioral and Psychological factor regarding Financial aspects influence investment decision that comes from biases and emotions of people so as well the traditional finance impact on investment decision Study of Behavioral and Psychological factor regarding Financial aspects also effect investors decisions.

The modern finance uses mathematical models that are used for interpretation of finance for making investment decisions it's have expansion over the past decades. Investment is based on financial runs mostly that are currently prevailed a country that may be the finance crises that arise in stock market due to any reasons that impact on investment decision for investors of stock market face the inconsistency in their investment behavior that may be the change in return rate or systematic or nonsystematic risk which effect investors investment in stock market. Factors that influence the investors decision making of investment related developing country like India behavior of investment have different pattern in same society and same income group as Mishra & Dash, (2010) stated that the level of risk is dependent of age and people show the different level of risk due to difference in age group as tolerance of risk level during decision making is difference in genders. Means the age and gender differences are also

factors for investment behavior of individual. The other factor that most influencing is stated by Sultana, (2012) "found was stock marketability, previous performance of the stock, recent price fluctuation, risk minimization, wealth maximization, social responsibility and expert recommendation". Barber and Odean (2008) concluded that most of the traders like to purchase the stock that is much highlighted in market/news and like to invest in stock which gave extra return in the past so they like to choose the stock which is giving the extra-large gain.

Wickham, (2003) stated that people face the decision bias due to representative heuristics that encourage them to overvalue low probability actions that leads to incorrect decisions about the new ventures trading. It's further analyzed by Griffin and Tversky, (1992) that when people decide about future investment they ignore statistical explanations and give more weight to source means they biased towards strength then its fault. Kliger and Kudryavtsev, (2010) elaborated in individual decision making that the people generally take the decision on the basis of their past experience in the presence of heuristic. Sevil, et al (2007) also asserted that the decision making process in the stock exchange is much influence due to heuristics.

Comparison of Studies Result Finding Factors Influence and to Check Impact of Study of Behavioral and Psychological factor regarding Financial aspects and Traditional finance in developing countries like India:

Study of research consists on secondary data from research that use comparison method of descriptive research on the hypothesis of rational decision preference or irrational decision are preferred by investors citations used for evaluating results to describe Study of Behavioral and Psychological factor regarding Financial aspects and traditional finance for taking consideration factors influence on individual investor decision in developing countries like India. Following citations conclude on above literature basis about decision making in India.



The Study use primary data analysis in "Stock Selection Behavior of Individual Equity Investors in India" conclude investors behavior of investment by using hypothesis and their results.

Next study shows factors and shows results how investors decision impact:-

Regression Weights: paths, estimates, Standers Error, P value and their description are as respectively shown by research from primary data use.

All results of study conclude about stock selection behavior of individual investor in India. Supported description shows impact of hypothesis and acceptance criteria.

Singh, (2012) stated in Investor Irrationality and Self-Defeating Behavior: Insights from Study of Behavioral and Psychological factor regarding Financial aspects views that when new information arises anchoring and overconfidence are adjusted by analysts these biases may result in case when:

I. Impact of reaction due to change of prices.
II. Implementation of the past practices into future.
III. Lack of focus to necessary underlying stock.
IV. Excessive focus on popular stocks.

Proponents of EMH, in fact, anomalies used the small money and forcefully maintain the prices at their original level. The research shows that the rational investors cannot ignore their irrational investor's actions. Edward & Miller, (1977) asserted that "largely be due to the inability of smart money to engage in short sales when the bulk of shares are held by irrational investors". Previous comparison and literature shows how individual decisions are biased by their behavior and from market information. With the study of research comparison

I in this research paper concluded some suggestion for investors of developing countries for making decisions.

First investors should understand the biases and try best to avoid individual preference of biasness. Secondly investors should aware with its investment criteria and with its investment reason why investing in that area if the investor will aware of its investment area and purpose they will conscious about their losses and will move some steps toward rational investment. Third one that will be more beneficial in investment that is diversification it insure individual more security for its investment.

Conclusion:

It's concluded that Study of Behavioral and Psychological factor regarding Financial aspects and traditional finance influence investors decision of investment. Behavioral factors undeniably play a vital role in decision making process of traders. Cognitive behavior of investors is critical that suggests that human behavior cannot be ignored while making investment decision. Irrationality exists in Study of Behavioral and Psychological factor regarding Financial aspects due to factors of prospect theory and Heuristics. Investor's rational view of traditional finance efficient market hypothesis plays important role for generating more profit but in developing countries like India it is not possible rational decision due to uncertainty and lake of available information to investors. There are many other factors like cost and time waste or opportunity elimination threat in case for searching rational information for investment. For analysis of different studies its concluded that Study of Behavioral and Psychological factor regarding Financial aspects play important role and have more role in investors decision making than the rational investment decision and more factors of Study of Behavioral and Psychological factor regarding Financial aspects involve in investors consideration while they make decision of Investment.

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A Study of the Work Life Balance of Women Working in Teaching Profession at Ghaziabad

Ms. Swati Tyagi*

ABSTRACT

The Work Life Balance practices, as espoused by many organizations, rests on attracting better applicants and reducing work-life conflict among existing employees in order to enhance organizational performance. Work Life Balance is all about how well an individual is successful in maintaining a balance between professional life & the personal life. It focuses on better quality of life. The articulation of work & life, cast as work life balance has become a key feature of many organizations such as Government Sectors, Academics and Corporate etc.

The study was conducted among the teaching professionals of Ghaziabad Region. This study focuses on the tough challenges faced by the respondents in maintaining a balance between their personal & professional life with special reference to Stress Management. The objective of the study is to identify the various ways for maintain work life balance. Stress is a natural part of the human experience. In some cases Stress can provide motivation & increase the performance. There are various tools by which the stress can be managed leading to positive outcome. Exposure to Stress over prolonged period may lead to serious ailments which may badly affect the performance of the employees.

In this paper an endeavor has been made to discuss about how balance of professional life & personal life of the academicians of NCR Region can help in improving their efficiency.

Key words: *Work Life Balance, Stress Management, Work Life Conflict.*

Introduction

Education is like an Insurance policy through which one can guarantee comfort, luxury & dignity. Literacy Rate is rapidly increasing & the people are well versed with knowledge related to different aspects of Society. The people are educated & employed but they are not happy and satisfied. There are many causes of it like they are unable to maintain a balance between professional & personal Life. People are suffering from various ailments and the main cause of it is the Stress. This problem is majorly faced by the women. The Secondary Education commission (1952-53) report stated- "We are convinced that the most important factor in the contemplated educational reconstruction is the teacher, his personal qualities, his educational qualification, his professional training & the place that he occupies in the community". Dr. Zakir Hussain said that "The teacher is indeed, the architect of our future".

The teachers are the real maker of the Nation. The teachers' duty is not just to teach but also to inculcate the moral values in the students so that they can become a responsible citizen of the country. Holy

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books of all the religion have the solution of the entire problem. But there is a need to study them. Most of the people are unaware with the facts which are mentioned in the Books. Taking one of the Holy Book Bhagvat Gita which has direct or indirect impact on the education system.

According to Easwaran (1997), "there is no significant problem in life which cannot be referred to the Bhagavad Gita for a perfect solution". In recent years, The Bhagavad Gita has been recognized as a perpetual source of wisdom in many fields such as psychiatry (Jeste & Vahia, 2008), management, administration, leadership etc. (Sharma, 1999), thus bringing it acceptability beyond Hindu religion.

Stress

Stress can be defined as a challenge to homeostasis. It simply means any turbulence in the mind of the individual. There can be various reasons of stress like work pressure, attitude of Boss, in compatibility with the spouse etc. up to some extent stress is considered to be good leading to improved performance at the work place. But when it crosses a limit then it converts to Bad Stress. This is something which is not desirable as it leads to poor performance & adverse effects on the health.

II. LITERATURE SURVEY FOR THE STUDY

Occupational Role stress: Stress is a situation when an individual is reluctant to change from current position to new due to various reasons (may be fear to loosing, stability, power, attitude, incapability etc). There can be as many definitions as the authors. According to Hans Selye, (a psychologist and physiologist) stress is "the force, pressure or strain exerted upon a material object or person which resist these forces and attempt to maintain its original state." He was the first to introduced the concept of stress into life science in 1936 and described stress administrative support are associated with teachers' stress & reduce the accountability of teachers towards their physiological condition such that the person is forced to deviate from normal functioning". Rice (1987) enumerated Stress a body condition that occurs in response to actual or anticipated difficulties in life. Rice (1987) enumerated Stress a body condition that occurs in response to actual or anticipated difficulties in life. Dr. Uday Pareek was the first to study occupational role stress and highlighted ten contributors of occupational role stress as Inter-role Distance (IRD), Role Stagnation (RS), Role Expectation Conflict, (REC), Role Erosion (RE), Role Overload (RO), Role Isolation (RI), Personal Inadequacy (PI), Self - Role Distance (SRD), Role Ambiguity (RA), Resource Inadequacy (RIN) for studying the occupational role stress.

Self-motivated individual runs on inner motivation but not all persons are same. Therefore, work motivation came to center stage in any institution.
Attitude: It is an acquired mental state, a way of thinking, a way of acting or making decisions in any situation. To a teacher, attitude is a way of thinking, acting and behaving towards his/ her profession. Generally, attitude is either positive or negative. Thurstone (1946, p. 39) has defined attitude as the degree of positive or negative opinion towards a particular object , individual or situation.

learner/ student can understand better based on teacher's competence, attitude, sensitivity and motivation.

Various studies were conducted on teachers attitude like Rao (2012) conducted a study on attitude of Secondary School Teachers towards teaching profession and results revealed that there is no significant difference between Teachers attitude with relation of type of family and gender. H.V. Belagali (2009) studied Teachers attitude towards teaching profession and found that female Teachers have higher attitude towards teaching profession as compared to their counterparts. Samantaroy (1971) observed the positive relationship between teaching attitude and teaching efficiency. Teachers' attitude is studied by JC Goyal in Teacher attitude scale (TAS-GJ).

Anjaneya, S.R (1970) conducted a study on job satisfaction of Secondary School Teachers and found that dissatisfaction varies with type of institution they work. J.C. Goyal (1980) Studied about job satisfaction and teaching attitude of primary school teacher and he observed that most of the Primary school teachers are not satisfied in their

job. Kulsum (1999) studied the factors of job satisfaction and Job involvement of secondary school teachers. Garg (1984) studied the relationship between personality and job Satisfaction of librarians of Delhi University. Teachers job satisfaction is studied by Nasrin & A Annes in Teachers job satisfaction questionnaire (TJSQ-NAA). Job satisfaction of teachers were covered in ten Dimensions in this test–(i) Quality of teaching, (ii) Innovation teaching, (iii) Responsibility for teaching, (iv) Cooperative Teaching Behaviour, (v) Teaching attitude, (vi) Group Relationship, (vii) Job acceptance, (viii) Social Behaviour, (ix) Classroom Behaviour, (x) Observation skill.

Objectives

1. To find the perception of female faculty members working in teaching profession at Ghaziabad with reference to work life balance.
2. To identify the causes of work life imbalance.
3. To identify the various ways for achieving work life balance.

Methodology of the Study

Research Design proposed for the study is Descriptive type of research.

Random Sampling Techniques is used for selecting the sample of 50 faculty members. Unit was randomly selected of faculty members in NCR Region.

All the Institutes of Ghaziabad Region were taken as a Sample.

Collection of Data:

Primary Data was collected by distributing the questionnaire to full time lectures, professors & visiting female faculties in various Colleges in Ghaziabad.

Secondary Data was collected from journals & Research articles to support the study.

Sample & Sampling

Sample size was 50. Questionnaire was distributed to the teachers of various Institutions of Ghaziabad Region.

Table 1: Grouping of Respondents
The grouping of Respondents on the basis of Age:-

Age Group	Respondents
20-30 years	11
30- 40 years	25
40- 50 years	10
Above 50 years	4
Total	50

Table 1: Grouping of Respondents

The grouping of Respondents on the basis of Monthly Salary:-

Income Group	Respondents
Rs. 10,000 – 20,000	5
Rs 20,000 – 30,000	18
Rs 30,000 – 40,000	12
Rs 40,000 – 50,000	11
Above Rs 50,000	4
Total	50

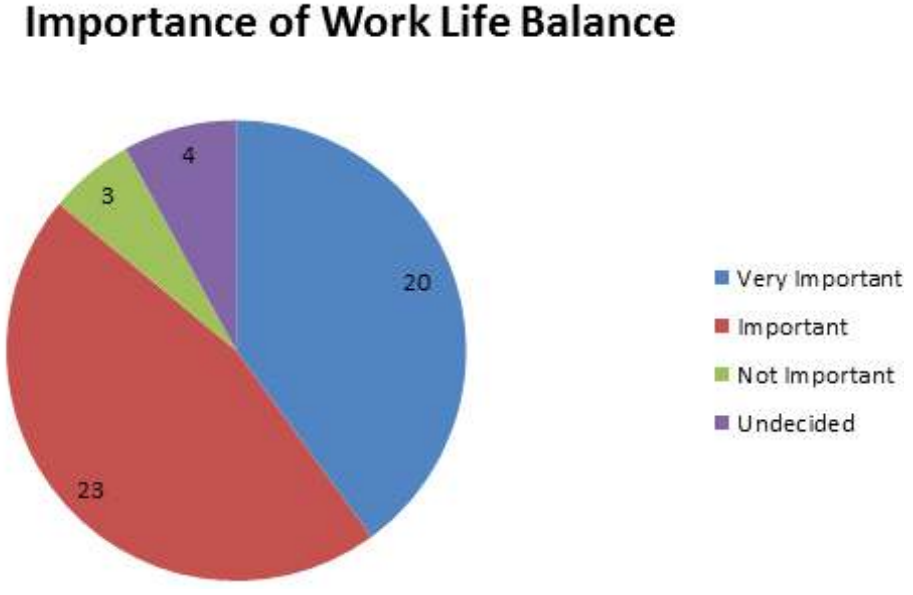
Table 1: Grouping of Respondents

The grouping of Respondents on the basis of Family Status:-

Group	Respondents
Unmarried	**14**
Married without any child	**10**
Married with one child	**22**
Married with two or more child	**4**
Total	**50**

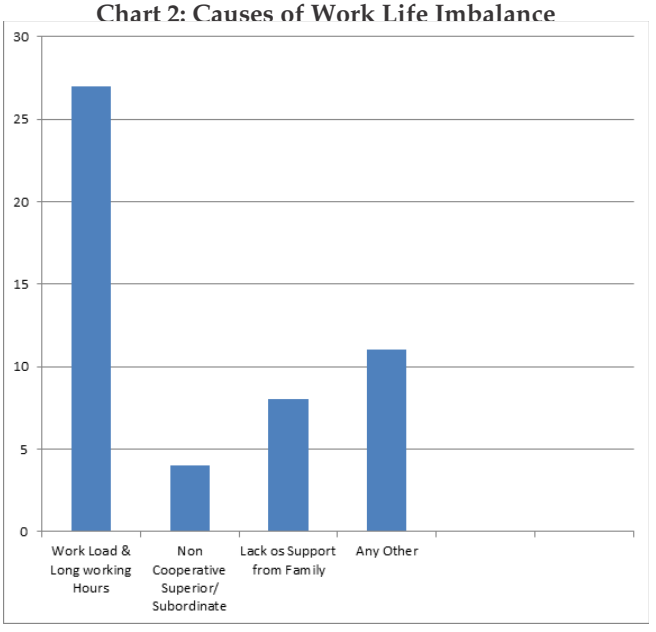
Analysis & Findings:

Chart 1:Importance of Work Life Balance



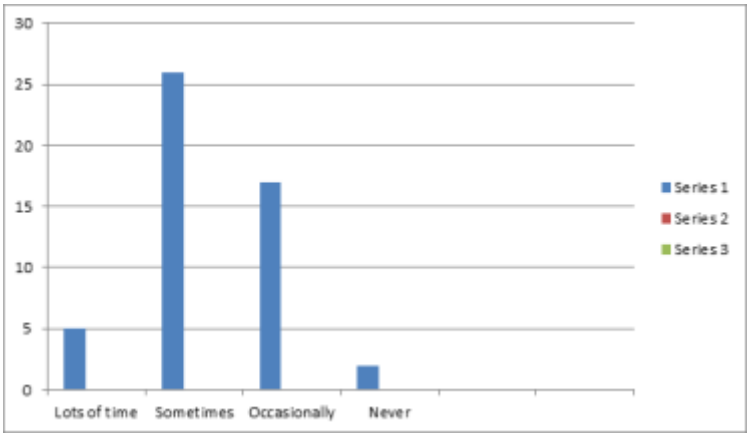
20 Respondents feel that it is very important & 14 respondents feel that it is important to achieve work life balance. 3 respondents feel that work life balance is not important while 4 respondents are not clear with the concept of work life balance. This clearly indicates that work life plays a vital role for teachers who are working in different Colleges.

Chart 2: Causes of Work Life Imbalance



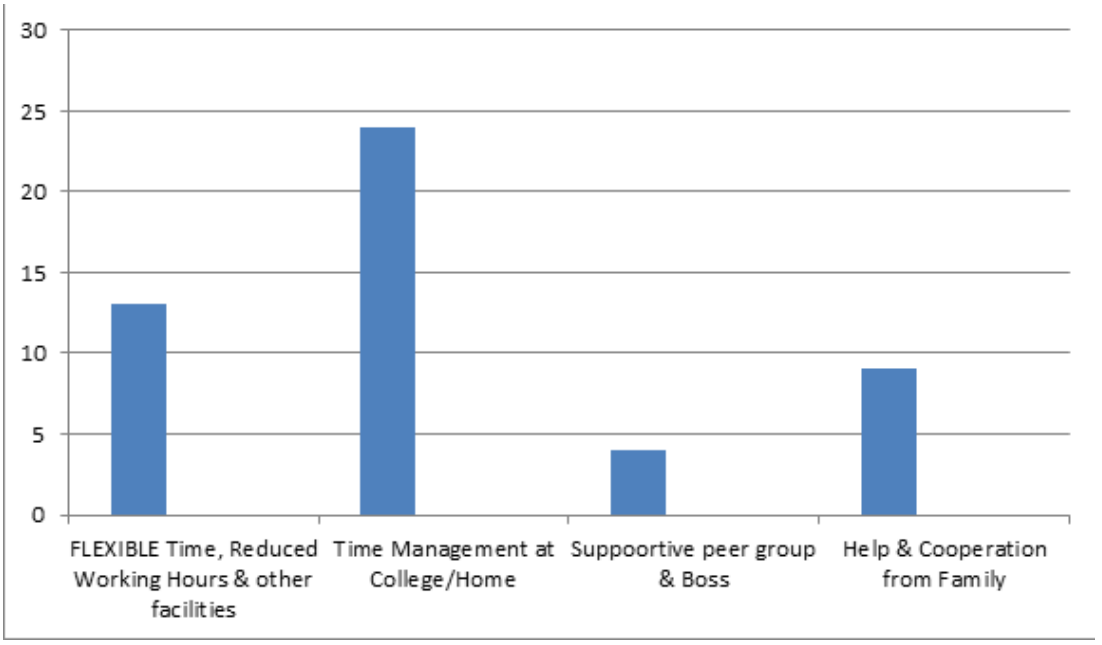
Out of 50 respondents 27 are of the opinion that they are facing problem with the long working hours & work load. 4 respondents are of the opinion that their peer group is not cooperative. 8 respondents are of the opinion that there is a lack of support from the family while rest 11 are of the opinion that they are facing some health issues or they are unable to manage the time & work.

Chart 3: Frequency of Stress experienced



Out of 50 respondents 5 are of the opinion that they usually feel the Stress while 26 are of the opinion that they feel stress sometimes. 17 are of the opinion that they feel the stress occasionally while 2 are of the opinion that they never feel the stress.

Chart 5: How to achieve work life balance



According to 24 of the respondents, efficient Time Management (at College/Home) is the key to achieving Work Life balance. While 13 of the respondents says that flexible& reduced working hours plays a vital role in Work Life Balance. 9 respondents desire to get the Cooperation from their family while4 is of the opinion that supportive peer group 7 Boss is important.

Conclusion

Work-life balance is a vital factor which influences the quality of our life. Without such a balance a human being will feel a slave of her work and duties and will soon be trapped by various diseases. We can't debate on the fact that work life Balance is very essential and important for a stress free and fulfilling life, especially for a Woman. Juggling between the burden, obligations and responsibilities of work and multiple family roles, balancing becomes very difficult and uphill and an ongoing task for Teaching professionals, as much as, if not more as any other working woman.

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Managing Emotional Diversity of Workforce with Reference to Bipolar Disorder

Dipanshu Nijanandi *

ABSTRACT

Emotions are an inevitable at workplace. Employees are bound to experience different sets of emotions while at work. But when some emotions go beyond the limits, it can be attributed to an underlying untreated personality disorder. One such disorder is Bi-polar disorder which this paper discusses. It is a booming problem especially the metropolitan employees. As a result of this disorder an employee who is talented, creative and successful, suddenly transforms into a de motivated, depressed and failed individual. This sudden emotional instability leads to a phase where he becomes a centre of mockery from other employees and in the state of hopelessness, he tends to lose everything. The paper also discusses various phases of this bi-polar disorder. It hammers on the fact as to why it is important for the HR of an organization to treat these employees with extra care and sensitivity. These employees who are otherwise talented are invaluable assets of organization and extreme care should be taken to deal with them so that the organization doesn't lose them. Employee welfare should be the foremost concern for any HR department and learning about the various disorders is important to realize the suffering that they undergo and the solutions that can be adopted for restricting the harm that these disorders can cause to the personality and life of the employees. The paper also emphasizes on the need to incorporate such personality disorders in the course curriculum so that a fresher before becoming a successful HR is well versed with these disorders so as to be able to sympathize and empathize with these employees to the extent possible and to assist them have a speedy come-back into the mainstream.

Introduction

In this research paper I have covered all the aspects that how we can manage the emotional diversity of workforce with reference to Bipolar Disorder. I am just try to convey my audience that many of employees who are working in our organization have this disease and without thinking anything the HR manager fired them. Same thing is with the general people they are not aware about it. So it is all about to create awareness among the respective audience about the disease. Basically Bipolar affective disorder is one of the most common, severe and persistent mental illnesses. Bipolar disorder is characterized by periods of deep, prolonged and profound depression, alternating with periods of excessively elevated and/or irritable mood (mania).

The symptoms of mania include a need for less sleep, pressured speech, increased libido, reckless behaviour with no regard for the consequences, grandiosity and severe thought disturbances, which

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may or may not include psychosis. Between depressive and manic episodes, patients usually experience periods of greater functionality and are able to lead a productive life. Bipolar disorder is a lifelong challenge.

Objectives of the Research Paper

My objective of writing this research paper is to create awareness about the disease bipolar disorder which has two types of episodes manic and depressive due to which students and employees have to face struggle in their life without any reason due to it. A point can also come when people attempts suicide in their lives.

- To create the awareness among the audience and the society about the disease.
- To tell the audience that how we can treat the disease.
- To retain the talented employees of the organizations by understanding their real condition.
- To incorporate the studies of bipolar disorder and other similar kind of diseases in the HR curriculum at university level.
- To tell audience that how we can give a proper treatment of the disease.

Literature Review

The first step in getting a proper diagnosis is to talk to a doctor, who may conduct a physical examination, an interview, and lab tests. Bipolar disorder cannot currently be identified through a blood test or a brain scan, but these tests can help rule out other contributing factors, such as a stroke or brain tumor. If the problems are not caused by other illnesses, the doctor may conduct a mental health evaluation. The doctor may also provide a referral to a trained mental health professional, such as a psychiatrist, who is experienced in diagnosing and treating bipolar disorder.

The doctor or mental health professional should conduct a complete diagnostic evaluation. He or she should discuss any family history of bipolar disorder or other mental illnesses and get a complete history of symptoms. The doctor or mental health professionals should also talk to the person's close relatives or spouse and note how they describe the person's symptoms and family medical history.

People with bipolar disorder are more likely to seek help when they are depressed than when experiencing mania or hypomania.17 Therefore, a careful medical history is needed to assure that bipolar disorder is not mistakenly diagnosed as major depressive disorder, which is also called unipolar depression. Unlike people with bipolar disorder, people who have unipolar depression do not experience mania. Whenever possible, previous records and input from family and friends should also be included in the medical history.

How is bipolar disorder treated? To date, there is no cure for bipolar disorder. But proper treatment helps most people with bipolar disorder gain better control of their mood swings and related symptoms.18-20 This is also true for people with the most severe forms of the illness.

Because bipolar disorder is a lifelong and recurrent illness, people with the disorder need long-term treatment to maintain control of bipolar symptoms. An effective maintenance treatment plan includes medication and psychotherapy for preventing relapse and reducing symptom severity.21 Medications Bipolar disorder can be diagnosed and medications prescribed by people with an M.D. (doctor of medicine). Usually, bipolar medications are prescribed by a psychiatrist. In some states, clinical psychologists, psychiatric nurse practitioners, and advanced psychiatric nurse specialists can also prescribe medications. Check with your state's licensing agency to find out more.

Not everyone responds to medications in the same way. Several different medications may need to be tried before the best course of treatment is found.

Keeping a chart of daily mood symptoms, treatments, sleep patterns, and life events can help the doctor track and treat the illness most effectively.

Treatment

While in most cases drug treatment is effective in eliminating the severe disruptions of manic and depressive episodes, the best treatment results for bipolar affective illness are achieved by combining mood stabilizers or other medicatio Teaching patients to recognise early symptoms of manic relapse and seek early treatment is associated with important clinical improvements in time to first manic relapse, social functioning, and employment.ns with psychotherapy. Psychotherapy can help the patient come to terms with the repercussions of past episodes and to comprehend the practical and existential implications of the illness.

Educating patients and their families is essential as it helps them recognise the symptoms of emerging episodes. The charting of moods appears to be useful to provide an objective record of mood patterns and treatment response and to give the patient a sense of control and collaboration.

Various forms of psychosocial intervention have been found effective as adjunctive treatments for bipolar disorder. These include family-focussed therapy, interpersonal and social rhythm therapy, cognitive-behavioural therapy and individual or group psychoeducation. When used in conjunction with pharmacotherapy, these interventions may prolong the time up to relapse, reduce symptom severity and increase medication adherence.

Family-focussed therapy aims at reducing the high levels of stress and conflict in the families of bipolar patients, thereby improving the course of the illness. Interpersonal and social rhythm therapy focuses on stabilizing the patient's day and night routines and resolving key interpersonal problems. Cognitive-behavioural therapy helps patients to modify dysfunctional cognition and behaviour that may aggravate the course of the disorder. Group psychoeducation provides a supportive, interactive setting in which patients learn about their illness and how to cope with it. Participation in a self-help group can also supplement, or in some cases, replace formal psychotherapy.

Research Methodology

I have used the Qualitative Research Method in which I have collected the data from secondary sources to do my research. I have collected the information by Google and by consulting it deeply to Dr Amiya Banerjee (senior psychiatrist AIIMS).

Bipolar affective disorder or manic depressive illness has been recognized since at least the time of Hippocrates who described such persons as "amic" and "melancholic". In 1899 the German psychiatrist Emil Kraepelin defined manic-depressive illness and noted that sufferers lacked deterioration and dementia, normally associated with schizophrenia.



This diagram shows the percentage of disease across the world.

- According to (NIMH) National Institute of Mental Health per year cases in countries :
- 12 million people in China
- 8.7 million people in India
- 2.2 million people in USA
- 285000 people in Australia
- Over 280000 people in Canada
- Over 250000 diagnosed cases in Britain

Conclusion

After wring the research paper I concluded that about 4 percent population of whole world is suffering from this disease in which employees working in corporate are also there. Mostly the people are not aware about it. So according to my opinion people should learn about it and it should be incorporated in HR curriculum in the universities. Those universities and colleges which are preparing their students as the future HR professionals must incorporate it in their syllabus so they can also be as aware about it and can avail the benefit whenever it is needed. They should also suggest their employees to recognize early symptoms of manic and depressive episodes.

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An InnovativeTrend of Rural to Urban Migration and Its Implications on Indian Economy (A study of Male and Female Gender Migration)

Mr. Amit Aggarwal*

ABSTRACT

Rural to urban migration is a basic feature in the life of any human being in search of better livelihood, employment, education, industrialization and modernization etc. this research paper focused on the impact of innovative migration on Indian Economy. Basically, through this paper we are focusing about gender differentiation and reason for migrationas we are observing that agriculture sector is decreasing day by day due to the urbanization, industrialization and changing the mindset of the human beings.Agriculture land is converting into the residential area and Industries, Farmers are not ready for the production of crops even they want to convert themselves and their new generations into the professional life, jobs,Business, Higher education and improved living standard due to new innovations and invention in modern era.

This paper is going to discuss the impact of migration to both urban and rural cities which lead to social and economic disorder such as living cost in urban area, shortage of food grains, unemployment ratio, brain drain etc. even we know urban area and rural area are interdependent on each other for different requirements. Rural areas are the primary sectors of any economy which provides raw material to the industry and food grains to the population of rural and urban area. Urban area provides different innovative services to the population of rural as well as urban area such as marketing of product and services, health services, education, employment opportunities etc.

At last we can say that rural to urban migration at large level is not a positive symbol for the Indian Economy as both the areas are interdependent to each other for the fulfillment of different needs and requirement and a balanced development of any economy.

Key words : *Urbanization, Industrialization, Migration, Innovation*

Introduction

Migration from one place to another in search of improved and updated livelihood is a key feature of human history. While some regions and sectors fall behind in their capacity to support populations, other move ahead and people migrate from on emplace to another place in search of emerging opportunities. Industrialization widens the gap between rural and urban areas, including a shift of the personnel towards industrializing areas.

Migration from Rural to Urban areas expand due to the following three factors: natural growth of population, reclassification of rural areas as urban in course of time and rural to urban migration. Around 2/5th of the total urban growth in the Developing

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countries is accounted by the rural to urban migration (Gugler, 1988). Major part of urban labour force works in the informal sector of low-skilled, low productivity, often self-employed jobs in pretty sales and services. Any social policy that affects rural and urban incomes will persuade by migration; this will affect the economics of the state or the income distribution and even the population growth. The Harris and Todaro model says that creating job opportunities in the urban areas can actually lead to an increase in unemployment by attracting more migrants than the new jobs (Harris & Todaro, 1970). As per my experience in India, many MNC's are trying to attract jobs for different services, IT industry and creating employment opportunities. This has lead to a disaster because there is more number of migrants coming into the Metropolitan cities in Mumbai, Bangalore, Delhi, Chennai, etc looking out for jobs. This has lead to increase in the percentage of unemployment. Due to these all factors, it costs to over crowded cities; excessive migration also imposes external costs on the rural areas empty of better education.

Objective of the Study

1) To examine the way of migration from rural to urban areas
2) Impact of migration on Indian economy
3) To analysis the dependent and independent factors between rural and urban area.
4) To analysis the reason of migration forms one place to another place.
5) Reason of migration for male v/s female gender.

Rural and Urban sector in Economy

Even though we such urbanization the rural and urban areas are very much interdependent on each other for different needs. Urban cities provide several services such as marketing of agricultural products and inputs, repairs of agricultural equipments and also education and health services to rural areas. Urban areas are becoming important because they are providing services to the rural population; but both the sectors are interdependent on each other for their different needs. We cannot ignore to any sector even there is no as such specific reason for comparison between these two important areas of economy.

As we know rural sector is the primary sectors of our economy which provides raw materials to the urban sectors and Industries. Without rural sectors there is no existence of urban sector. and on another hand urban sector provides the demand to rural sector so that they provide the bread and butter to rural sectors.

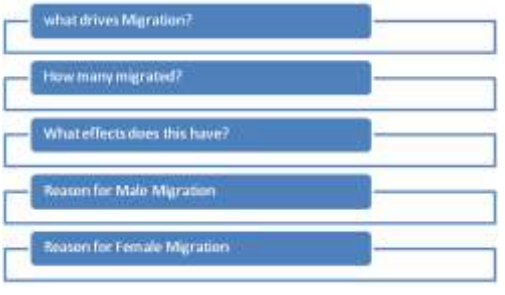
Effects of urbanization to both urban cities and rural cities

We are going to discuss the affects of urbanization to both urban cities and rural cities, which lead to social, cultural and economic disorder.

Geographically India is divided into 28 states and 7 union territories. There is a tremendous difference in the combined population size across the state. India constitutes around 30 percent of the total population, which is around 309 million persons were migrants based on place of last residence.

As a result of rapid economic growth for past few decades, since the initiation of economic reforms in 1990, India has been experiencing the rapid urbanization flow from rural to urban migration. Urban population growth in the developing countries is far more rapid than the population growth generally, about half the urban growth is accounted for by migrants from rural areas. Cities in developing world are growing more rapidly that developed countries (Banerjee, 1983). Inequalities, insecurity, humiliation, agony, poverty and human unhappiness are also multiplying due to urbanization. These main problems will make worse, especially when aided by population explosion and increasing migration. The total population of India is 1028 million consisting of 532 millions males and 496 million females, according to 2001 census.

In this Paper we are going to discuss



- **What drives Migration?**

1) Better life.
2) Employment opportunities
3) Better education
4) Globalization,
5) Natural disaster (flood and drought)
6) Crop failure forced villagers to migrate to cities.

Reason for migrations	Number of Migrants			Percentage to Migrants		
	Persons	Males	Females	Persons	Males	Females
Total migrants	98,301,342	32,896,986	65,404,356	100.0	100.0	100.0
Reason for migration : Work / Employment	14,446,224	12,373,333	2,072,891	14.7	37.6	3.2
Business	1,136,372	950,245	186,127	1.2	2.9	0.3
Education	2,915,189	2,038,675	876,514	3.0	6.2	1.3
Marriage (Female gender)	43,100,911	679,852	42,421,059	43.8	2.1	64.9
Moved after birth	6,577,380	3,428,673	3,148,707	6.7	10.4	4.8
Moved with households	20,608,105	8,262,143	12,345,962	21.0	25.1	18.9
Other	9,517,161	5,164,065	4,353,096	9.7	15.7	6.7
Source: **Table D3, Census of India 2001**						

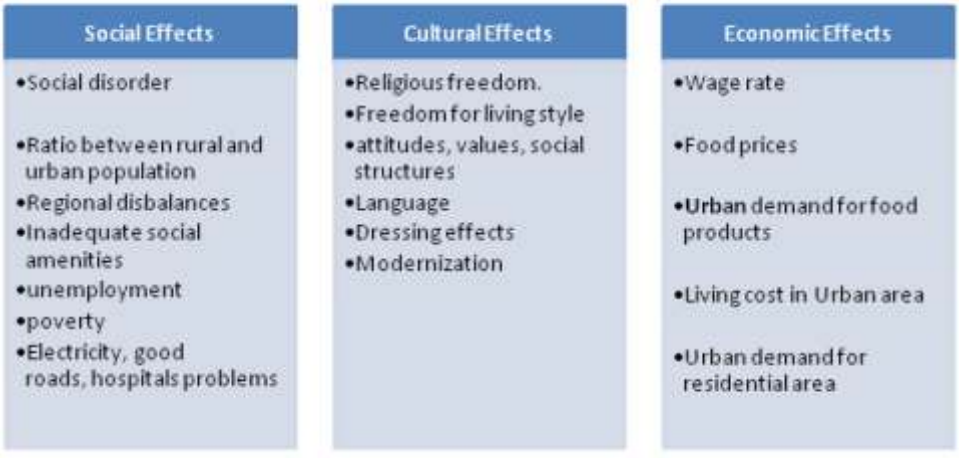
- **How many migrated?**

number of migrants who moved from rural to urban areas stood at 52 million out of a total population of 1.02 billion, as per the 2001 Census. Thus, the 2011 number of 78 million is a jump of 51%. The share of rural-to-urban migrants in the population rose from 5.06% in 2001 to 6.5% in 2011.

Rural Urban status of place of last residence	Rural unban status of place of enumeration		
	Total	Rural	Urban
Total	97,560,320	61,428,374	36,131,946
Rural	73,949,607	53,354,376	20,595,231
Urban	20,655,277	6,266,503	14,388,774
Unclassified	2,955,436	1,807,495	1,147,941
Source : **Table D-2, Census of India 2001**			

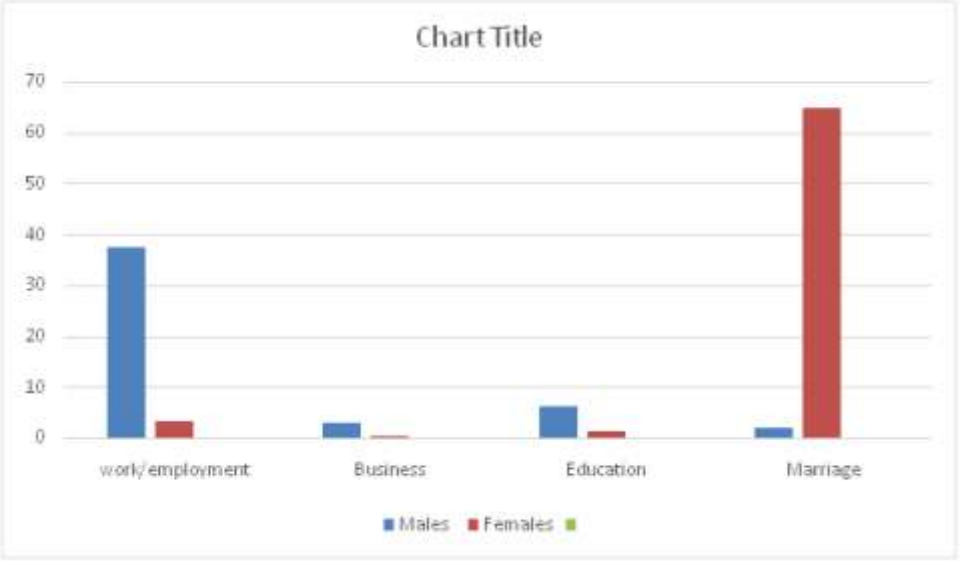
- **What effects does this have?**

Social Effects
Cultural Effects
Economic Effects



- **Reason for Male V/s Female Migration**

Reason for migrations	**Percentage to Migrants**		
	Persons	**Males**	**Females**
Total migrants	100.0	100.0	100.0
Reason for migration: Work / Employment	14.7	37.6	3.2
Business	1.2	2.9	0.3
Education	3.0	6.2	1.3
Marriage (Female gender)	43.8	2.1	64.9
Moved after birth	6.7	10.4	4.8
Moved with households	21.0	25.1	18.9
Other	9.7	15.7	6.7



Interpretation

As per above table we can say that in compare to females, males are more migrated to urban from rural area and there are many reasons for migrationwhich we have mention in our research paper. There is one biggest reason for girl's migration that is move after marriage. Except this reason all other points are showingthat males are more migrated in compare to females.

Conclusion

Migration from rural to urban in intra state is been growing slowly with speed of industrialization and modernization as well as globalization in India. The main reason for migration is Employment or business-related migration specially in metro cities as per the observation of above given tables. The ratio comparison of male and female migration; where male migration constitutes the maximum level of migration in India. This shows that female usually migrates as accompanists of males through several other factors like after marriage or family transfer and due the education of their kinds in urban areas. But with the recent survey single females (unmarried educated girls) are also slowly increasingly moving out in search of a job (Mitra, 2003). Especially the poor population shows maximum mobility in search of jobs or livelihood in the urban cities. Due to this poor population labors have been poorly paid and exploited, and thus by increasing in inequality in the society.

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A Study on the Consumption of Cooking Oil based on Satisfaction Factors of Consumer and Preference of Branded v/s Unbranded Oil in Meerut (Western U.P).

Ms. Shikha Mittal*

ABSTRACT

Consumer preference keeps on changing with passage of time.Majorly this is due to development in Technology and Innovations These days information available around the customer across different channels plays major role in development of consumer preferences.We carried out study in Western U.P to find out consumer preferences against branded/Unbranded Oils.We studied different variables that play important role in developing consumer preferences,we also studied impact of age on consumer preference towards the Oil.For this survey we collected data from 100 consumers.All the collected was analyzed with the help of Chi square test & also represented with simple percentage analysis. In the analysis in was observed that consumer in the age group of 26-35yrs prefer branded products.Health was the main factor for selection of edible oil. We also get the results that shows that Preference was more towards branded Edible Oil Vs unbranded Edible oils and is also a key factor while making buying decision.Most of the consumer in the region are satisfied with their brand they presently use.

Keywords: *Consumer behavior, brand preference, cooking oil, consumption.*

Introduction

I. Edible Oils and Indian Economy

Edible oil industry is one of the important sectors which plays crucial role in economic development of a country. It is a sector that provides revenue not only through industry but also through the agricultural sector. India is becoming more self depend in the production and consumption of edible oils. New and terminologically advance methods have made the edible oil sector stronger in India. More research and new developments will make the edible oil sector more viable and make it one of focused sectors. Companies are implementing new technology for processing. Government is also taking measures for better promotion of domestic oil industry. India is a country where 25% of the population is suffering from cholesterol and heart related diseases. Most of the deaths are because of heart congestion and heart problems. To prevent this edible oil companies are making double and triple refined oil to help people in protecting from heart problems. Government should also make standards to punish oil companies for making sub-standard or duplicate oil. Edible oils are not just cooking oils; it is also a source of energy, which gives 2.5 times energy from wheat and rice. Edible oil also contains good amount of Vitamin A, it is good for growth of skin & protection of eyes. Due to all above benefits, edible oil has become preferred medium for cooking in majority of the Indian houses. Edible oil is consumed across all the class of society from rich to poor. It is a low cost, hygienic & balanced nutritious cooking medium, which is almost flavourless & cooked food in it can be stored for a longer time. Edible oil is only choice for low cholesterol oil cooking, as in such cases ghee cannot be used.

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These days edible oil plays an important role in human nutrition. WHO has suggested consumption of 20 litre per capita for oil & fats at minimum nutritional requirement level, where as ICMR has suggested consumption of 10 litre per person. However, actual figures of consumption are slightly higher than 6 litre per person of vegetable oils and fats.

Domestic output is less than requirement of edible oil & to meet the requirement we are importing edible oil through (STC). Even after so many years of independence, India still is dependent on import of 40% of edible oil of its requirement. We should make great efforts to grow the output of edible oil in India, so as avoid import.

Government of India is making big efforts to increase domestic production of oil seeds keenly. With the help of Department of Agriculture, Government of India is taking measures to grow domestic yield of oil seeds. Special projects for growing the yield of groundnut in Gujarat, for soybean in Madhya Pradesh and sponsored schemes for development of oil seeds & for better distribution of seeds has been introduced. Increase in sowing area for groundnut, sunflower, educate farmers about new techniques of farming and finding new sources for oil extraction like seeds of trees are also same techniques for increasing oil production.

II. Review Of Literature

We studied various significant research work done on edible oil related fields, like marketing of oils and consumer buying behaviour, production ,strategies used in the sales and marketing of edible oil by companies , we have discussed the data available related to edible oil industry and products in the literature review.Main focus area of this literature review is on consumer brand preference related factors with regard to consumer age group and income group.In addition to this we will also see briefly edible oil brand extension practices of some reputed brands and preferences equity .Finding of this study further can be helpful to find out the strategies for the edible oil company which are customer-centric.

In this study we have included study from various renowned academicians research papers and have included the findings from there research work.We have covered 8 such papers in our review of literature.

Rajaveni & Ramasamy (2012), analyzed the shift in edible oil usages and tried to find the trend of the consumption behaviour of edible oil by various income groups in India.Majorly edible oil is bought by domestic consumers and industrial consumers for frying or cooking needs, which is mostly sold loose oil or vanaspati oil. Packed branded oil consumption is comparatively low to that of loose oil being sold.They also studied consumer preference towards various kind on edible oil available in the market like-Soya, Palm, Mustard,Groundnut, Rice bran and cotton seed etc.Overall finding indicated towards the preference of branded and quality products, quality,health and packaging also has started playing important role in deciding the consumer preference.

Prof. H. Sulochana (2008), renowned female professor from Osmania University, Hyderabad also emphasized in her research that consumer must use edible oil cautiously in order to avoid health issues.Using low quality edible oil in the diet is major concern in most of the health issues occur these days.

Prof. Reddy Bhagwan (2009) from University of Tamil Nadu has suggested in his paper that customer should use refined vegetable oil to avoid gaining fat in their body.As fats in the oil will lead to increase in the weight and also will lead to various health related issues.

Prof. Purushootam Rao (2008), HOD of Commerce department in Osmania University, Hyderabad also raised the issue of vegetable oil in his research papers as it plays a very important role in health of a person.He also raised concern on the adulteration in the edible oil by the wholesalers and retailers while selling loose oil and requested to Govt. to put tab on this.

Dr. B.K. Bhattacharya (2009) famous physician from Bengal, recommended his patients and others having health issues to use low quantity of oils while cooking and reduce the consumption of oil in their diet. He also advised that more than 30% consumers are not aware about their oil consumption when it

come to awareness towards edible oil consumption and advised to be alert about the consumption.

Prof. Merry George (2009), great academician from Malaysia also analysed the production process of edible oils.She suggested to producers of oils to avoid chemicals in the oil processing in order to make the color and transparency of the oils better.She also suggested for rules and regulatory laws to refrain the oil processing industry from using chemicals in processing.

Prof. James Berry in USA. (2009), also suggested in her article about Govt and other non government bodies joining hands in order to make people aware about the usage of edible oil in their life and to have a Healthy Life.

Prof. Ramana Joof from UAE (2009) based on her study in Afghanistan , Iraq , Saudi and Iran fond in her study that people here are using unhealthy edible oils.She suggested to the consumers to use refined edible oil and also avoid using oil in high quantities to make food more healthier.

III. Objectives of the study

1. To identify consumer preference for branded and unbranded products of edible oils.
2. To know whether consumers are satisfied, with the Edible Oil they use, or not.

Hypothesis of the study

H0. Consumers prefer branded products more than unbranded products in Edible Oils.

H1. Consumers do not prefer branded products rather than unbranded products of Edible Oils.
H0. Repetition of brand depends on satisfaction of customers.
H1. Repetition of brand does not depend on satisfaction of customers.

IV. RESEARCH METHODOLOGY

A. Collection of Data

To complete this study primary as well as secondary source of information is used.

B. Primary data

Western U.P consists of 30 different districts, with more than 8 crore of population. Due to time and cost constraints only 100 respondents from Meerut district were selected for the purpose of study and primary data was collected by direct interview method. To study the satisfaction factors and brand preferences of edible oils, primary data was collected by using a detailed questionnaire which was administered to a small sample of 100 families selected on the basis of convenience sampling method. The study was carried out in the urban areas of Meerut.

C. Secondary data

The secondary data is collected from published thesis, books from library well reputed journals, magazines and related Web. Sites.

D. Selection of Brands and Samples

For research, seven manufacturers were selected based on highest demand of their brands in the market because their analysis would probably provide clearer picture and give an insight about the edible oils industry. These were Marico Ltd (makers of Saffola), Cargill (makers of Nature Fresh), Adani Wilmar Ltd (makers of Fortune), Agro Tech (makers of Sundrop), Bunge India Ltd (makers of Dalda), National Dairy Development Board (makers of Dhara) and Amrit Corp. Ltd (makers of Ginni). By the help of convenience sampling method only 100 respondents were selected from Meerut district.

E. Scope and Limitations of the study -

The study is limited to the Meerut district in Western U.P only. The limitation of this study is that sometimes the male or female respondents may not give the proper and correct information regarding the price and used brands of edible oils in their daily diets.

F. Tools and techniques used

The data so collected is scrutinized, tabulated, analyzed and finally used for the study purpose. For the calculation and analysis of data simple tools and techniques are used i.e. percentile, average, chi square and other related tools and techniques.

V. DATA ANALYSIS

Analysis of the finding:

1. Whether Consumer prefer branded product?

Category	Yes	No	Total
26-35 Years	47	9	56
36-45 Years	16	7	23
Above 45 Years	14	7	21
Total	77	23	100

TABLE 1: Brand Preference Observed Values

Brand Preference -26-35 years 36-45 years Above 45 years

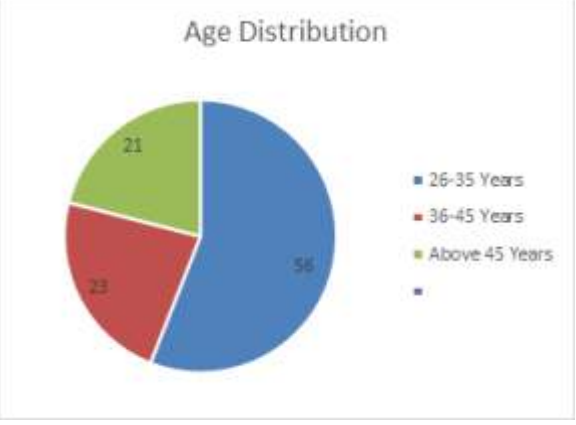


FIGURE 1: Brand Preference in Percentage

S.No.	O	E	O-E	$(O-E)^2/E$
1	47	43.12	3.88	0.34
2	9	12.88	-3.88	1.16
3	16	17.71	-1.71	0.16
4	7	5.29	1.71	0.55
5	14	16.17	-2.17	0.29
6	7	4.83	2.17	0.97
Total				3.47

TABLE 2: Calculated Chi-Square Value for Brand Preference

$X2 = 3.47$, $df=2$, $p<0.05$

Computed value of X2 is 3.47, which is for 2 df is non significant ($p<0.05$). Result supports the hypothesis, today's consumers prefer branded products rather than unbranded products of Edible Oils.

2. Consumer Preference for Healthy Edible Oils.

Category	Yes	No	Total
Health	35	6	41
Experience	11	7	18
Availability	15	8	23
Taste	12	6	18
Total	73	27	100

TABLE 3: Brand Preference Categories



FIGURE 2: Brand Preference Categories

S.No.	O	E	O-E	$(O-E)^2/E$
1	35	29.93	5.07	0.86
2	6	11.07	-5.07	2.32
3	11	13.14	-2.14	0.35
4	7	4.86	2.14	0.94
5	15	16.79	-1.79	0.19
6	8	6.21	1.79	0.52
7	12	13.14	-1.14	0.10
8	6	4.86	1.14	0.27
Total				5.54

TABLE 4: Calculated Chi-Square Value for Brand Preference Categories

When the data were treated by chi-square test the difference was found to be significant (X2=5.54, df=3, þ<0.05). Data supports the hypothesis on Healthiness of edible oils is significantly more responsible for preference than other characteristics.

3. Satisfaction Ratio with the existing Brands of Edible Oil.

Satisfaction Ratio with the existing Brand	
Yes	96
No	4

TABLE 5: Satisfaction Ratio-Existing Brand

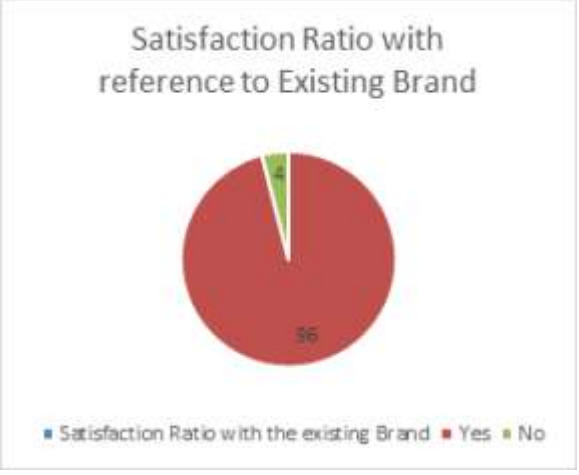


FIGURE 3: Consumer Satisfaction Ratio for Existing Brand

With the above reference data, it is observed that 96% of the consumers preferred to use the same brand and are satisfied with their existing brand, where as other 4% consumers wish to change the brands.

VI. LIMITATION OF THE STUDY

Meerut is a vast region; our study is restricted to the following:

1. Few places in the region have been covered.
2. The time period of the study is from Oct. -Dec. of year 2020.

VII. CONCLUSION

From the Study we can tell that people in the age group 26-35yrs preferred branded products and this is the age group which is highly concerned about branded oil. Health is the man factor which consumer are looking for as an option wile selecting the Edible Oil, as with advent of new technologies new improved an healthier oil options are available in the market these days. Finally in the conclusion we can say that, consumers prefer branded products over unbranded products of Edible Oils. Healthy Edible Oils are of at-most priority while selecting the brand of Edible oil than any other attribute. Most of the consumers are satisfied with their reference of the brand they are currently using. For marketers it could be a key for success if they focus on creating a brand that is good for healthy life style. Consumers are on the verge of comparing different brands available in the market and finalizing the healthy products with economical prices.

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Innovations in Telecommunication Industry of India and the Managing Tools for Effective Implementation

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ABSTRACT

The target of this investigation was to evaluate the degree of development in India's Telecommunication industry. The point was to discover how imaginative the administrators in the business are which thus decides how focused the business is. This will prompt income misfortune, organization terminations and expanded joblessness.

Information was gathered from accessible writing on the telecommunication communications industry. The examination demonstrated that there are inventive exercises being completed by the different administrators however there is still a great deal of opportunity to get better. The examination likewise discovered that legislature and administrative specialists need to accomplish more in the zone of infrastructural improvement and approach detailing to guarantee a level playing field for both the old and new participants. The examination prescribed that all partners in the telecommunication communications industry, particularly the controller, investors, supports/executives, top administration, and the legislature, ought to guarantee that there is an advancement methodology set up which ought to be figured out how to guarantee an elevated level of profitability and rivalry among the different administrators. The investigation presumed that the majority of the specialist organizations don't have planned corporate advancement techniques or procedures. Moreover, there are no operators of development and advancement groups over the different associations; champions who will help the venture administrator with the usage and following of thoughts, advancements and changes. Accordingly, there is the need by the different specialist co-ops to breakdown practical boundaries in their different associations. In any case, it is similarly significant for these associations to limit the effect of chains of command with the goal that a consistent progression of thoughts is made conceivable.

Keywords: *Telecom Industry, telecommunication communication, innovation in telecom*

Introduction

The telecom administrations have been perceived the world-over as a significant device for financial advancement for a country. It is one of the prime help administrations required for quick development and modernization of different segments of the economy. Driven by different approach activities, the Indian telecom segment saw a total change in the most recent decade. The Indian telecom industry has end up being the quickest developing on the planet and is as of now the second biggest all inclusive by endorser base. The achievement of the segment can be ascribed to a great extent to the development in the remote portion, with the administrators revealing increments of roughly 10-15 million endorsers consistently. The telecom showcases in the Asia

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Pacific district are relied upon to encounter the most elevated development rate (about 16 percent) in the following five years drove by India and China. The all out number of endorsers in India enrolled as 939.57 million in August 2012. With this the general tele density in India arrived at 77 .28%.

The couple of yesteryears hushed up critical years for the telecommunication communications industry. A few occasions occurred during the year which changed the whole scene of the business and pushed it into a period of enormous development in terms of tele-density and endorser increases and was additionally described by a keeping declining pattern in Average Revenue Per User (ARPU).
The idea of telecom framework sharing started a couple of years back and picked up force a year ago with the falling edges and section of new players into the advertise. A versatile system essentially establishes of inactive framework like towers, sanctuaries and channels and dynamic framework like radio wire, feeder, link, Node B, Radio Access Network (RAN), transmission frameworks, base stations and range. The significant use of telecom administrators has generally been to organize companies and innovation. Consequently telecom framework requires gigantic speculation expenses by the administrators which are unsafe given the fast advancement on the innovation front. Foundation sharing lessens this hazard by spreading it among a few players. Before, telecom administrators concentrated on setting up foundation in order to meet the weights put on to fix by the rising number of supporters.

Technologies used in Telecom

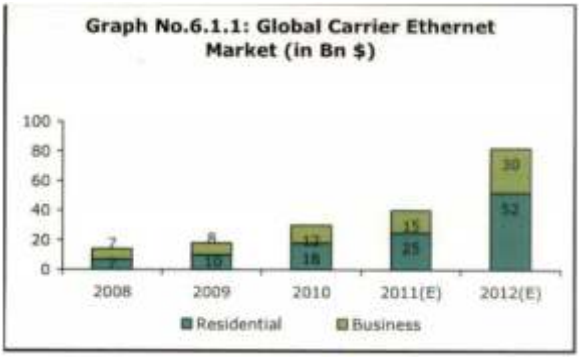
In the hypercompetitive telecom condition it is basic for all the partners (specialist co-ops, gear sellers, administrative bodies, clients and so forth.) to choose the appropriate innovation modify due-ingenuity. These remains constant particularly for specialist co-ops, as any progression right now have an indispensable sway on t beneficiary business.

Remembering this Telecom Technology Vertical envelops all the current mechanical patterns in the market for:
- Core Technology
- Access
- Transmission

Center Technology

ETHERNET:

Transporter Ethernet has developed into a solid and adaptable innovation helping the progress to cutting edge systems for fixed-line, link and portable administrators. Transporter Ethernet arrangement has picked up energy worldwide as portable administrators are expanding their attention on HSDPA and past, with Carrier Ethernet playing a more noteworthy job as a back take innovation. In 2008 Service suppliers burned through $17 Billion on transporter gear.



ACCESS TECHNOLOGY

DSL: DSL stays a main broadband access innovation worldwide and right now represents 65% of every broadband supporter. In any case, with regularly expanding information rate prerequisite for data transfer capacity hungry applications, there is a slow move towards substitute access advancements, for example, FTTX, WiMAX, and DOCSIS 3.0. Design.
CDMA is a type of spread-range, a group of advanced correspondence systems that have been utilized in military applications for a long time. The center rule of spread range is the utilization of commotion like transporter waves, and, as the name suggests, data transfer capacities a lot more extensive than that required for basic point-to-point correspondence at similar information rate.

HSDPA:
After WCDMA, HSDPA is the following in line of GSM advancement wherein it will convey much higher information rates. There are different variants of HSDPA like HSDPA, HSUPA what's

more, HSPA where each steady form having higher uplink or downlink speed or on the other hand both from past variant. The high information rates alongside minor modification prerequisites to existing WCDMA Architecture to move up to HSDPA will be the greatest driving component for adaption of this innovation by administrators.

Emerging Business Concepts in Telecommunication Industry

Class 1 : M-Commerce

For comprehensive monetary development, guaranteeing full money related cooperation of all residents is vital. The nation's budgetary organizations, both government and private, are battling to set up the essential foundation to serve all districts similarly. This is a critical test, yet in addition a potential chance. Numerous nations in creating countries over the world from Africa to Eastern Europe have received portable financial entryways, and have seen extraordinary achievement.

Some key purposes behind India to center at M-Commerce:

Budgetary incorporation: A Government Priority The Indian Government and the Reserve Bank of India (RBI) have unmistakably distinguished 'Budgetary Inclusion' as one of the key destinations for this nation. I n 2006, the RBI called for 100% budgetary incorporation in India. For this reason, the RBI and the Union government are working pair to make banks push the motivation on comprehensive development, both in soul and numbers.

High Financial Exclusion (%)

Investment account is the fundamental financial item, viewed as basic for all grown-ups in an economy. In India, the proportion of investment accounts to grown-up populace is as low as 59% Joining the numerous records held by certain grown-ups, it is assessed that

- More than half of the Indian populace faces total monetary prohibition (No Bank account)
- Financial prohibition in urban India is about 44%
- Financial prohibition in rustic India, which contains 60% of the Indian masses, is intense, with about 76% of the rustic people confronting monetary avoidance.

Portable: Widespread Cost Effective Channel India has ~800 Million portable endorsers, developing at a quick pace. Contrasted with the 70,000 bank offices in India, taking into account the 600000 towns and urban areas, the versatile is an undeniably progressively boundless and financially savvy channel. It is progressively hard for banks to grow in provincial zones in light of different foundation, labor, and operational issues.

Portable banking, which has seen achievement in numerous different pieces of the world, can make new and helpful monetary value-based channels for portable clients which are open from anyplace, whenever. Following Global models demonstrate the force of the cell phone to convey numerous Mobile Value Added Services in the M-Commerce space.

Class 2: M-Education

Training is an essential necessity for residents of any nation, as it is viewed as the establishment of a general public having monetary riches, social flourishing, and political soundness. India faces a critical test right now moderately high lack of education rates (~34%), combined with a developing youthful populace. Cell phones, through different worth included administrations, can be utilized as a successful channel for conveyance of essential training related administrations the nation over.

The Government of India has 'Training' as a center territory: The 'Right to Education (RTE) Act' ordering the Government to accomplish 100% proficiency for all kids in India, expanding job of Public Private Partnerships (PPPs), and the Sarva Shiksha Abhiyan activity are pointers of the expanded spotlight on training. Critical progress can be made to address this basic need of the populat particle by utilizing the rising entrance of cell phones and contemplating its expanding use internationally to upgrade the conveyance of training based administrations.

Class 3: M-Health

A human service is an essential necessity of the residents of any nation. India especially faces an intense imbalance of access to social insurance administrations. In spite of the fact that the issue can't be completely illuminated by Mobile Value Added Administrations, different contextual analyses demonstrate it can empower significant walks in the conveyance of convenient and viable clinical administrations and serve to improve generally speaking guidelines of general wellbeing. The Indian government is expanding its emphasis on social insurance given the poor condition of general wellbeing and access to social insurance benefits in the nation (Refer beneath Table). Critical advancement can be made to address this imperative need of the individuals by utilizing the rising infiltration of cell phones and examining its expanding use universally to upgrade the conveyance of human services administrations.

Class 4: M-Governance

It is significant for the administration to convey great administration adequately to all residents as it is basic for the financial advancement of the nation. Giving residents imtelecommunicationte and advantageous access to the • government additionally fortifies the fair arrangement.

Giving great administration to India's 1.1 billion+ individuals (July 2010 gauge) is a undertaking of mammoth extents - one that is at present not extremely powerful or proficient. The issue of conveying a uniform and compelling administration system becomes significantly increasingly troublesome as approx 70% of the populace is in country India, where administration foundation as far as individuals, procedures and innovation is essentially deficient. Various state wide e-administration activities have been attempted to make the administration framework progressively compelling.

Research objectives

Telecommunication transmission Industry in India: An investigation of its Present Status and Emerging Measurements:

- Learn the history and advancement of Telecom industry in India
- Understand the Government's job in Telecom Industry
- What is the Administrative Structure of the Industry?
- What is Telecom Market Structure?

Hypothesis

This exploration work has done to test the accompanying theory:

- Government's job and activities

- HO: Government job and activities are sufficient for guaranteeing strong condition for Telecom industry.
- Ha: Government job and activities are insufficient for guaranteeing steady condition for Telecom industry.

- Telecom administrations

- HO: Fixed line administrations are getting same acknowledgment like Mobile administrations.
- Ha: Fixed line administrations are NOT getting same acknowledgment like Mobile administrations.

- Telecom in Rural India

- HO: Rural telecom is advancing connected at the hip with Urban regions.
- Ha: Rural telecom isn't advancing connected at the hip with Urban regions.

Findings and Conclusions

- Null speculation (HO) - Government job and activities are sufficient for guaranteeing strong condition for Telecom industry - is tried legitimate. During the examination, in Chapter-3, it is found out that Government has taken a great deal of activities in wording of reporting Telecom approaches and some different activities like USOF from time to time, which has been and are working effectively and supporting the industry towards positive development.
- Alternate theory (Ha) - Fixed line administrations are NOT getting same acknowledgment like Mobile administrations - is tried substantial. During the examination, it is found out that Fixed line is declining on a normal pace of approx 4%, while Mobile administrations are expanding with approx 20% on year to year premise since last three a long

time. Versatility and value adaptability is making Mobile a best choice over Fixed line telephone.

- Alternate speculation (Ha) - Rural telecom isn't advancing connected at the hip with Urban regions - is tried legitimate. During the examination, it is found out that Teledensity in Urban territory is 160.4 and in Rural region it is 40.2, which shows a critical separation between the two territories. There are couple of difficulties like - Accessibility of Grid power, Low populace thickness, Revenue challenges, Access challenges and so forth are hauling the development behind in country telecom.
- Null theory (HO) - Emerging business ideas like MVAS, VMS, and Separate pinnacle organizations, are helping the business accomplishing more economy also, development - is tried substantial. During the investigation, it is found out that MVAS is making another road for telecom organizations to make sure about better incomes furthermore, edge to all the more likely continue in the serious Indian condition, at the equivalent time it is likewise advancing the lives through its various administrations like M-Commerce, M-Education, M-Health and M-Governance. It is additionally discovered that VMS and having separate pinnacle organizations to oversee uninvolved framework has helped the telecom organizations in dropping down their cost level, which in this way empowered them accomplishing more economy and development.

Conclusion

There is a form of progress according to time and proactive working of Government organization arrange like DOT, TR.A.I, TDSAT and so on. Corporate bodies are not effectively invited in the aggregate dynamic by the Government. Very as of late Government has declared the National Telecom Policy-2017. The essential goal of NTP-2017 is expanding open acceptable by making accessible reasonable, solid and secure media transmission and broadband benefits over the whole nation. Accessibility of reasonable and compelling correspondences for the residents is at the center of the vision and objective of the approach. Indian telecom industry experienced a high pace of market progression and development since 1990s and now has become the world's generally serious and one of the quickest developing telecom markets. India has the world's second-biggest cell phone client base mind h over 929.37 million clients as of May 2017.

Recommendations

To improve Foreign Direct Investment situation

- Bureaucratic postponements and different legislative endorsements and clearances including various services should be affixed.
- Restrictions on segment tops and passage course to parts other than those of national significance should be changed further and consistent investigating of approaches must be finished.
- Government must guarantee consistency of arrangement in order to improve the business what's more, financial specialist certainty.
- It is in light of a legitimate concern for the business everywhere if a component could be created which encourages a conference among Center and State governments before a arrangement rollout so that once the choice is taken its execution doesn't get influenced.

To improve Profitability

- Tariff climbs may help improve productivity for Indian telecom organizations.
- Innovation and more spotlight on MVAS administrations.
- Maintaining Network quality will permit them to hold their client and there by benefits.

To improve the Political situation of Telecom Industry

- Disagreements between the Telecom Regulatory Authority of India and government services have prompted deferred approach usage in various regions. Government and Regulators must work out an instrument to determine the purposes of contradictions to maintain a strategic distance from the deferrals in approach implementation particle, which in turn will dodge the disarray and make a solid domain in the business.

- The nation's administrative system has been under extraordinary spotlight in the midst of debasement and bungle embarrassments; there must a precise way to deal with keep away from such things, it'll bring about picking up the certainty of Investor in the long term.

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Cultural Diversity Challenges and Opportunities for Businesses in a Global World

Ms. Shelly Tyagi*

ABSTRACT

This article reviews research on cross-cultural organizational behavior (OB). After a brief review of the history of cultural diversity organizational behavior, we review research motivation on work, or the factors that direct, energize and sustain effort across cultures. Cultural diversity is a global phenomenon that no organization can stay isolated of. It is always challenging but if understood and managed properly, it turns to be a big dividend for companies and their stakeholders. This paper examines the concept of cultural diversity and its effect on national and international businesses. It will also focus on significance of cultural diversity for business success in today's global world. We next consider the relationship between both individual and the organization, and review research on culture and, psychological contracts, organizational commitment justice, behavior, citizenship and person-environment fit. we also consider that how individuals manage their interdependence in their organizations, and review research on culture disputing and negotiation teams, and leadership, followed by research on managing across borders and expatriation. This study also shows that developmentally, cultural diversity research in organizational behavior is coming of years. we also highlight the critical challenges for future research study , including moving beyond values to explain the cultural differences in the mind of employees, attending to levels of analysis issues, incorporating social and organizational context factors into cross-cultural research, taking indigenous perspectives seriously and attentionally, and also moving beyond intra-cultural comparisons to understand the dynamics of cross-cultural interface.

Key Words: *Management, Culture Organizations, Employees and work.*

Introduction

Introduction

In, cultural global society and the ethnic diversity is a phenomenon used by social theorists since many years. Theorists illustrate the number of different contacts situations and/or briefing for the both presence or absence of the conflict, issues between the different ethnic groups. Multi-culturalism is recognized by social commentators, policy makers, academicians and in certain countries about the general public.

The globalization has also changed tremendously in the social and cultural work environment in which people all over the world are working as well as living today. This particular concept of cultural diversity in organizations is no longer an abstract but daily life reality. Employees from far different places across the world are sharing the same thought process, shelter and/or working under the roof of same organization. With the technology driven global village, people are instantly and constantly communicating with great number of interlocutors from different cultural background. In this tough competitive world, companies either domestic or

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global are compelled to search new markets beyond their borders and to diversify their workforce to meet the challenges of the survivors. Cultural diversity in organizations today can be observed from a pessimistic or optimistic view.

In theoretical literature, many different-different ways to brief multiculturalism. These lines are used to define many different cultures and learning to get on with one another's understanding and mutual respect. Multiculturalism stresses the advantages of different races, cultures, ethnicities, trust, faith & beliefs. It refers to the policy which was developed in the '70s by the governments to looking for a way of changing assimilationists procedures and policies. It was belief that in the society if people beliefs that their cultural were respected equally then they do work in better way and in positive way too, that they did not have feeling of disrespect of their values, beliefs and cultural to be considered as Goodone.

Cross culturalism is a belief or policy that support and helpful the principle diversity of cultural and also supports the rights, responsibilities and duties of the different ethnic groups and cultural to retain distinctive identities of cultural.It is the basic term the principle that have several types of different cultures can co-exist equitably and peacefully in as a single country and also people like to have an involvement as well in others people's culture too as well.

Emerging Importance of Cross Culturalism

The emergence of cross-culturalism as noticeable concept in Western discourse that is associated with conflict, ethnic diversity, and management similar with increasing awareness in the Western industrial area of civilizations. Thus status based social differentiation was change by the social class as the driving force in the society. Racial and Ethnicity differences were seen and judge as surviving negativity, have dating from pre-modern, traditional societies. This appraisal was supported by policy-makers and social commentators who operated with an often implicit view that assimilation of minority groups had either occurred, or was in progress.

Since from the decade of 1960s, the ethnic rights movement and the turbulence in a number of the Western industrial nations have assumptions that ethnic differences were of declining day by day.

The re-emergence of major cultural divisions within the earlier USSR and Eastern Europe has comes with a major development of international population movements as a response to economic changes as much as demographic pressures or political disturbance (Stahl et al 1993). With these particular changes have meant that in the last decade of the 20th century the assumptions of the 19th century authors about the expiration of ethnicity as a socially significant force are no more acceptable.

Outside from the societies of Western industrial, there was never the misapprehension that racial and ethnic differences were non-existent or insignificant. Although cross-culturalism as a representation of demographic diversity, it is a world-wide process, it has led to the existence of programmatic-political cross-culturalism at the sub-national or national levels only in some Countries. There is no link expected between political response and description. As compared to rest of the world the movables of ethnic diversity is more important in the Asia-Pacific region. The links between national identity, ethnic relations policy, social cohesion in States of this region awaits further specification, but certain linkages between multiculturalism and national identity clearly are noticeable. There few nations in the region which have national identity based on homogeneity such as Korea and Japan, have effectually excluded ethnic diversity from policy initiatives and consideration. The cultural diversity in Japana dvocated is the one associated with external societies and countries, rather than internal diversity as linked to ethnic subgroups.

Cultural Challenge for Organizational behaviour

The establishment of border-spanning economic blocs such as the Southern Cone Common Market (MERCOSUR), North American Free Trade Area (NAFTA), Association of Southeast Asian Nations (ASEAN) or European Union (EU) and the mobility of the workforce pose formidable challenges for organizations and their effective functioning seminal work introduced four dimensions of national culture that can be used to describe cultural differences and guide managers in their efforts to make sense of cultural diversity. This particular four

dimensions of individualism-collectivism, uncertainty avoidance power distance and masculinity-femininity have attracted much attention, but in particular individualism-collectivism. Subsequent research Smith replicated most of these dimensions for example Chinese Culture Connection,. This research at a national level was accompanied by a proliferation of research focusing on cultural variables at an individual level of study and analysis. Cross-cultural researchers are frequently do sampled participants in two or more geographical locations, measured a variety of organizational constructs or psychological and explained that how they observed the differences in terms of culture, often relying on post-hoc reference to Hofstede's findings. Few attempts were made to integrate macro level and micro level research into so-called Meso-theories. They argued that socio-cultural variables such as collectivism-individualism and power distance influence the condition of internal work culture of an organization, which in turn influences Human Resource Management Practices such as performance management, reward system and work design. A number of studies have attempted to test this model using one cultural samples. The authors studied the effect of national culture dimensions on the internal work culture defined as employee-related assumptions in 10 different nations. The level of individual variables were job design, reward allocation and supervisory practices. The Aycan et al. (2000) study is an important step taken toward for a better understanding of the complexity of organizations in an international perspective, yet suffers from someof the limitations that need to be addressed Ecological sophism refer to inappropriate generalization of theoretical findings across levels of analysis. For example, Aycan et al. (2000) measured and study about the data at an individual level. This assumes that most of the individual responses are not influenced by other group characteristics and independent.

However, their theoretical rationale would not justify such an analysis, because they argued that culture refers to shared norms beliefs and values, (Aycan, 2000a). If participants from the same cultural group share perceptions about their cultural values and beliefs, their responses are not independent and this creates dependencies in the data at an individual level. These dependencies yield biased statistical estimates and researchers may draw erroneous conclusions based on these estimates. Consequently, Furthermore, at an individual level they used regression analysis and commented on the inconsistent results across samples of it. These inconsistencies are important because they indicate that effects different cross cultures between people. It was supposed to be valid for all cultural contexts, therefore these inconsistencies threaten the generalisability of their theory. However, if it can be shown that these inconsistencies vary with national characteristics, the applicability of the model increases. Using hierarchical modelling techniques, such effects can be tested and incorporated By using inappropriate methods, missed an important opportunity to enhance our understanding of organizational behaviour across cultures. Their use of inadequate methodologies and the reliance on inappropriate statistical techniques makes their results open to alternative explanations. However, we would like to emphasise that this study marks a significant step towards more comprehensive and realistic models of organizational behaviour. Other theoretical frameworks incorporating individual, organizational and cultural variables have been proposed, though they fail to specify the precise level of the proposed effects and have not yet been tested empirically.

Cross-Level Research: Challenges and Potential

cross-level modeling refers to the exploration of the relationship between variables at different levels such as cross cultural, organizational and individual. These levels are thought to be connected within each other. Individuals are nested within organizations, and organizations are nested within countries. In contrast to this multi-level approach, previous research has focused primarily on the relationship between variables at the same level. Hofstede (1980) and Schwartz (1994) investigated how cultural dimensions relate to economic indicators at a national level. At an organizational level for example, researchers have been interested in how organizational process variables such as standardization, formalization, and centralisation relate to organizational outcomes such as Organizational behaviour across cultures 7 organizational innovation (Damanpour, 1991). Although most of the researchers would agree that

organizational phenomena are multi-level, and it remains a substantial challenge to think both macro and micro and to incorporate multiple levels simultaneously. The practical problems associated with the investigation systems of hierarchically ordered, such as organizations have been extensively). Most often multi-level data is collected at the lowest level (the individuals) and then aggregated (at an organizational or at country level) for the testing of the respective theoretical hypotheses. But it has to be shown that whether the meaning of constructs assessed at a lower level is equivalent to the meaning of the same construct at a higher level or not).

The effect of organizational practices on individual work variables: Extra-role behavior has been linked to organizational support and positive impact. LePine and Van Dyne (1998) showed that smaller groups with more possibilities for interaction and mutual identification had higher levels of voice behavior. Self-managed work groups in their study also had higher levels of voice behavior. Self-managed work groups are characterized by greater autonomy self regulation, and discretion, shared decision making and feelings of personal responsibility .These characteristics are closely related to dimensions of control of organizational culture. Therefore, it seems that practices dealing with most effective ways of organizing work are relevant for helping individual behavior. In an organization with a strong team focus and an emphasis on helping and support employees will be more likely to help others beyond their limits of individual task requirements. Second, the dimension of innovation might be relevant for predicting voice. A focus innovation and excellence will encourage individuals to come forward with new ideas and they will express more voice behavior. The dimension of control is also relevant. Increased participation in an organization and Organizational behavior across cultures 13 norms about open communication will provide more and more opportunities for the individuals to voice their opinions and an atmosphere where they can openly make their suggestions.

1: If there will be more support at an organizational level (dimension of work organization) is associated with the more helping behavior at an individual level.

2: If there will be greater participation at an organizational level (dimension of control) is associated with more voice behavior at an individual level.

3: If there will be open communication at an organizational level (dimension of control) is associated with more voice behavior at an individual level.

4: If there will be Innovation at an organizational level (dimension of innovation) is associated with more voice behavior at an individual level.

The effect of cross-culture on organizational practices: Organizations do not operate their process in a social vacuum but organization are influenced by the socio-cultural context. Therefore, the dimensions of socio-cultural at a national level are likely to influence the dimensions of organizational practices selected for the present framework. First, we predict that power distance is negatively related to participation and open communication. Employees in cultures are high on power distance which do not expected to participate directly in decision-making process. Organizational structures are characterized by top-bottom communication central control Individualism and higher formalization and is also expected to lead to greater emphasis on outcomes and rewards and incentives. In individualistic societies, people expect to be rewarded or be benefitted in line with their individual contribution and participation; individual's performance appraisals are common, but competition is important and organizations assume that employees are motivated by economic bonuses and material incentives). This emphasis on rewards and outcomes must be accompanied by a neglect of support mechanisms for employees and little orientation towards people. Individualism is associated with a concern only for tasks and not with the support for employees. Organizational behavior across cultures Work is centered around individuals and Consequently, we predict that individualism is associated only with lower levels of support. Paternalism is also likely to result in a greater support and concern for people. The mutually understanding

relationship between superiors and subordinates in a culture will lead to an emphasis on good relationships between people. Superiors are concerned with the well-being and supportive of individual employees. Therefore, paternalism is expected to lead to higher levels of support the peoples or employees. Finally, fatalism is predicted to command a lower levels of innovation practices in organizations. In a cultural environment with strong belief that things will happen in anyway and where individuals have little perceived control and sincere over events, organizations may also be less proactive and more innovation oriented.

5: If Power distance at a cross cultural level will lead to less participation and open communication at an organizational level.

6: If Paternalism at a cross cultural level will lead to more support at an organizational level.

7: Individualism at a cross cultural level will lead to less support at an organizational level.

8: Fatalism at a cross cultural level will lead to less innovation at an organizational level.

We all expect that the environment of socio-cultural shapes the organizational practices and that the influence dimensions of socio-cultural on work attitudes and behaviors is most likely to be mediated through organizational practices and successfully completed. This is also compatible with major review of previous cross-cultural I/O psychology as well as the empirical work .

Gaining benefits from cultural differences

It is vital for a global company to understand that there is a difference in the definition of culture per se and culture in relation to the context of international business. Culture is typically defined as a group of common and accepted standards shared by a specific society. When you put it in international business context, what one society considers as professional may be different for another foreign society.

You have to understand that cultural differences affect global business in three primary areas – organizational hierarchy, etiquette, and communication. Understanding them and recognizing their effects on your business will prevent you from creating misunderstandings with foreign clients and colleagues.

1. **Communication**
   Effective formal or informal communication plays an vital to business success, whether you are a big corporation or start-up. Although it is common to hear that English is the language of business, do not ever assume that you will be able to come across your foreign counterparts by using or speaking English language.

2. **Interactions**
   Gestures that are commonplace in your own country, like kissing people you meet on the cheek, making eye to eye contact and shaking hands firmly, may be taken as offensive or unusual by your foreign clients or business partners. As many business coaches will tell you, it is critical for you to remember the proper professional interactions when dealing with different cultures.

3. **Etiquette in the workplace**
   Punctuality is something that is relative. When you deal with business partners, clients or colleagues from the United States, South Korea, Japan and Russia, you are expected to be on time. In Germany, you are even expected to be at least 10 minutes early for your appointment Put high importance on the formality of address when dealing with foreign business partners and colleagues. In some cultures, it is all right to address a person you've recently met by their first name, while in other countries, they would rather that you address them by their surname or their title.

4. **Hierarchy in the organization**
   Cultural norms dictate how attitudes towards management and organizational hierarchy are perceived. In some cultures, junior staff and people in middle management may or may not be allowed to speak up during meetings. In some countries, it is difficult to question

decisions by senior officers or express opinions that are different from the rest.

Attitudes are dependent on social equality or the societal values of a country. In some countries such as Japan and South Korea where respect for elders and people in positions of authority is deeply ingrained in the members of society, the concept is applied to the workplace as well.

Conclusion

The present paper was concerned with reviewing methodological and theoretical issues for conducting cross-cultural research with a specific focus and attention on national culture. culturalism in the workplace can form the sense of cultural consciousness among the employees in the organization. A cross-cultural workforce is one in which a wide range of different cultural exist between among the different workers in the organization. Generally, a cultural workforce is one in which all employees are heterogeneous and many dissimilar in certain Traits and preception.The Employees who are always try to exposed others' employees ideas will learn and understand to think outside the same box when they faced with such types of problem. if once a worker has been exposed by someone whose ideas seem strange to them, they can begin to reflect on the negativeness of the world view and it adversely affects on their ability to think and solve the problems. Companies that have a culturally diverse workforce may get advantage from such diversity because they can easy develop a personnal with a larger social system than just a single cultural group. This create an huge interest for products and services in positive way in many ethnic communities within the larger community itself. criticized the reductionist and atheoretical state of theory and research in international organizational behavior. This framework is a step toward more comprehensive and integrated models to address this problem. Various issues for testing and developing multi-level models involving the culture as an explanatory variable have been discussed and it is hoped that researchers will increasingly use this powerful theoretical and methodological tool for their investigations of organizational phenomena in successful way effectively. Being from the same culture does not mean that we have everything in common or same with all nor being from different cultures means we do not have nothing in common or same. We all need therefore to know each other and also learn to transcend our differences to create harmony, positivity and successful stories for the Organizations as well as for our society. From the different research Many research studies have been conducted on the topic of cultural diversity, and many more progress have been made on cultural issues', matters and understanding; cultural integration has been achieved in most of the organization and also in many nations , however the success stories of pluralistic culture in organizations today are still difficult to be replicated therefore cultural diversity management remains a topic of debate. To have an effective team unity, organizations have to develop a mechanism to bring certain level of harmony on workplace and in diversity without conformity and high level of synergy and posotivity without complexity and negativity. The effects of globalization have made diversity especially cultural and sub-cultural diversity management an imperative for business today. The question is not whether cultural diverse teams are successful or not but how they work and operate successfully and how much effort and how long it takes to reach the synergy phase in pluralistic cultural environment? The answers to these basic questions should be given consideration in the research studies on cultural diversity.

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Improvement in the Channel Relationship in Marketing Management with IT Infrastructure

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ABSTRACT

When we are looking around the today's customers, these customers are very aware and smart enough than the previous era's customers. These customers can see the details of each and every product; compare prices, services and offers provided by the various companies for the same product. This needs the requirement of companies to update according to the need of customers in the field of marketing, services, technology and in some other fields also. This is the era of Internet, IoT, Big data; they are rapidly changing every fields of today's world. Lots of companies using these technologies and hiring various domain experts for better performance in the terms of services, marketing, product design. This will create very competitive environment for every companies. One company is dependent on other company for services, products or raw materials. This will increase the communication between various companies. For communication companies are using channels to passing the information from one to other. If the channel communication is slow, this will affect the performance of companies and in this era very cut throat competitions are there.

*Every company has its own infrastructure, structure, priorities, so there is a need to establish a channel relationship keeping in mind all these terms. In channel management there are so many challenges like non reporting organization, forecasting challenges, lack of unified platform, timeliness and accurate information flow, 24*7 real time access and up to date information.*

To ensure better and consistent productivity, information flow and the right time, essential for various organizations and channel managers to overcome all these challenges.

In this review paper we are covering all challenges face by the organizations and how we can design a better model to overcome all these challenges with the help of IT infrastructure and some other emerging technology.

Keywords: *Channel relationship, product design, consistent productivity, unified platform, information flow.*

Introduction

Marketing is the process of advertising the products of companies to increase their sells. There are so many definitions of marketing are defined by many businessman, experts and professionals **[1]:**

According to the American Marketing Association (AMA) Board of Directors, Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.

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Dr. Philip Kotler defines marketing as "the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing identifies unfulfilled needs and desires. It defines measures and quantifies the size of the identified market and the profit potential. It pinpoints which segments the company is capable of serving best and it designs and promotes the appropriate products and services."

Jay Baer – President, Convince & Convert. Author with Amber Naslund of The Now Revolution Marketing is the messages and/or actions that cause messages and/or actions.

Julie Barile – Vice President of eCommerce, Fairway Market Marketing is traditionally the means by which an organization communicates to, connects with, and engages its target audience to convey the value of and ultimately sell its products and services. However, since the emergence of digital media, in particular social media and technology innovations, it has increasingly become more about companies building deeper, more meaningful and lasting relationships with the people that they want to buy their products and services. The ever-increasingly fragmented world of media complicates marketers' ability connect and, at the same, time presents incredible opportunity to forge new territory.

These are the definition of marketing in terms of old scenario when technologies are less advanced in comparison to today's digital environment. Now a day's technologies are evolving exponentially. This technology affects every domain of today's world. Marketing field is also affected by these technologies. Few of the definition according to 21st century are as follows:

- Marketing is everywhere, but tricky
- The trickiness makes marketing management makes it difficult because it needs continuous improvements.
- Marketing means profitability.
- It is the process of communicating, creating and delivering value to customers those benefits to the organization for maintaining the relationship with customers.

Marketing is not only selling but it makes product and services fits customers and sells itself for those customer who ready to buy.

It is the art and science of choosing target market and getting, keeping and growing customers through creating, delivering, delivering and communicating superior customer value [2]

Sources: http://www.philkotler.com/quotes/

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Marketing channel

Businessman today's using range of channels to sell their products and services in direct, indirect, offline and online mode. Experience of quality and consistency of these sells channels becoming quite challenging. This will increase their selling costs as a result, so businesses are looking for lower cost channel to reduce their selling costs. Many businesses taking the advantages of channel partners such as dealers, distributors and retailers who have a tremendous influence on the customer purchase decisions. For businesses, it is important to effectively manage these relationships with the channel partners throughout the life cycle.

Challenges in channel management

Accurate forecasting

One of the major challenges in channel management. For businesses it necessary to predicts what the demand is going to be. For non retail or seasonal businesses, they must have to predict the products in demand in future. If the forecast is better, this will improve the company's performance.

Different structure of organization

If the organization is involve in direct sells (indirect or contractual) the degree of control we can exert is more than we exert on channel partners. Few channel partners are individual and few of them are companies. To manage the individual is very easy, but when it dealing with companies it is quite tough to manage because companies are group of peoples (sales, marketing, and technical). Every company has its own working style, structure and rules. This will increase the complexity to manage the channel.

Different needs and competencies of partners

Different-different types of customers in different channel partners. Each has different skills and mind sets. The success of partners depends on their skills and competences in the system which they operate. Lots of time channel manager and organization fails to fulfill the specific need of the of each channel partners.

Non reporting relationship

For maintaining the channel relationship in better way, there is a clearly defined structure and authority. In case of direct sales, if the target is missed in two or three quarters, they get fired. But in case of indirect sales in channel management, if the channel partner performance is poor, it may not be so easy to fired or break relationship.

Lack of user friendly mobility solution

Channel management is missing the mobility solution, means proper engagement of each channel partners is not properly manage while the channel partner is moving of travelling.

Lack of unified platform

This will hampers the organization to represent the organization in unified view of the business and actionable insights for them to make informed decisions. This will affect the partners to focus on partners at risk, newbie's needs more handling, premium partners, top performer and laggards who need to be pushed.

Timely and accurate information flow

Accurate information flow plays an important role, so businesses using their sales team to manage daily tasks with ease. Today's business organization emphasis on partner relationship rather than administrative works.

No real time access

Sales team have real time access to the important information in real time to for proactive alerts and notifications about the upcoming events like meeting, schemes, activities, update on order, new product launch, issues in the market to make best of our partner engagement. All channel partners have 24*7 real time access for better goal alignment.

Channel management and IT infrastructure

Today everyone is talking about IoT, big data, augmented reality, virtual reality and 5G technologies. We are using these technologies in every fields and domains. They will improve the performance of these domains in data transfers, analysis, 360 degree and 4d view. Some of these technologies like augmented reality, virtual reality and 5g technologies will overcome the challenges in channel management. For faster data transmission se use 5g technologies. AR and VR change the way of advertising the products. Various companies start using these technologies for betterment of their services and products. Latest technology of IT domain will improve the process of channel management.

One of the major challenges of channel management is accurate and timely information available to various channel partners, so that they can predict the forecast in time for better performance of the company.

With the help of big data and Internet, information available to channel partners 24*7. Big data also helps to each and every channel partners to faster analysis of data and take appropriate decision in time. This will create a common repository for all channel partners to store data on cloud.

When we are using a cloud to store data, information by all channel partners are stored in the same repository. The structure of storing the data over cloud will be same for all the channel partners, gives a unified view to business. This will help the management to take proper decision by seeing the whole process as a single system.

With the help of increasing connectivity of users and better services provided by the network provider, this will gives the better mobility to the channel partners and make sure that the full engagement of channel partner.

With the help of big data analysis technology, the management easily predicts the performance of the

channel partners whether they are individual or companies. After analyzing the performance, the management automatically fired the individual or company according to rules.

Today's channel partners are technology aware and the demand of each and every channel partner is different. With the help of big data, cloud and some faster processing tools and information flow, channel manager and organization will fulfill the demand of each and every channel partner.

When companies are involved in channel marketing, each and every company has its own structure and rules. IT infrastructure will help in managing each and every company by using a common model to design a channel to share the information. The rules of the channel management should be same for and it must be followed by all channel partners whatever the internal structure of all channel partners.

With the help of common structure of data repository and analysis tools, business organizations easily find the useful and related information in fraction of seconds. The use of database management systems make sure that we got correct and on time information. With this accurate and timely information organization will take decision by predicting the forecast of the market, which will improve the performance of the organization.

Conclusion

As we are moving towards the future, IT technology growing exponentially. We will see so many drastic changes in the world in every aspect. Now a day's augmented reality and virtual reality technologies are used in advertising the products, this gives customers a 360 degrees views and natural feel of the products. Now a day's business organizations are also technological savvy. They don't hesitate to grasp new technology to improve the performance of companies. Now a day's the cost of IT infrastructure is little bit costly, so middle level organization hesitate to use these technology. But in future when technologies are cheaper and everyone is tech savvy, then we have a better way to manage the channel partners and this will gives us a complete IT enabled channel management system to overcome today's all challenges in the channel management.

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Market Innovation leads to Competitive Market

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ABSTRACT

Innovation is the key to success, as what researchers believes that. Innovation is everywhere; be it a piece of cloth, textile, FMCG, medical science, education and many more like this. Innovation is past, present and future too. We human beings live innovation. We have many instances to prove this statement likewise, in the past we use bullock carts as a means of transport, then we innovate it with bicycles, rickshaw, cars, bus, trains, airplanes and last but not the least metro and superfast trains. Increase in innovation techniques will lead to high competition in market. The major priority of each company or organization is to make the innovation in the product and its related aspects on continues basis. But to remain competitive and achieve success through innovation, companies must put their higher level of energy and investment in offering new market schemes, product design and strategies. Which means that in marketing, acquiring and retaining customers is not merely a tactical function of the industry; the companies must practice the overall innovation. This study introduces innovation in marketing as another vehicle that can lead to sustained competitive advantage, if combined well with product innovation. In this paper the core dynamics of innovation in marketing at all levels of the industry life cycle are examined, along with the impact of innovation in marketing on the performance of the organization and its future growth. Lastly, the study draws the multidimensional aspect of innovation as an important ingredient for sustainable competitive advantage.

Keywords: *innovation in marketing, product innovation, sustainability, competitive advantage, dynamics of innovation.*

Introduction

For many years, researchers have supported the positive impact of innovation on the firm's performance and ultimately on its economic growth. To remain competitive, the firm must put their higher level of energy and investment in offering new market schemes, product design and strategies. Product innovations reap competitive advantage benefits through differentiation while production process innovations increase efficiency of manufacturing operations and decrease associated production costs.

The majority of research in innovation has been with respect to product innovation, followed by production process innovation. The firms are innovating their production cycle so to fulfill the innovative demand of their consumers. Not only this, the organizations are innovating their administration, distribution patterns, advertising and marketing schemes etc, the existence of these non-conventional innovations as being crucial to sustainable competitive advantage and should be a critical element of any firm's innovation strategy.

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In 1960, Theodore Levitt wrote a ground-breaking conceptual article on marketing innovation, expounding the necessity and presence of this type of innovation for increasing firm performance. Regardless of the positive influence of marketing innovation, he observed that firms traditionally focus on product innovations and production process innovations. He stated, "But while management is enthusiastically aware of the profit possibilities of creating entirely new and novel product and production processes, it acts strangely unaware of the profit possibilities of creating new customer value satisfactions through entirely new and novel marketing schemes". He discerned that organizations either completely ignores marketing innovations, develop such innovations on a "hit-or-miss basis," or they materialize by accident, frequently as cross-overs from other industries.

Researchers believe that, the customer plays an important role before innovating any process or procedures into the firm. According to Philips Kotler, the customer is a kind of market and before knowing the fact that what customer wants, what are its needs, how he want to consume that product and many more questions like this should be search out first and then the decision of innovation should be attempted. Researchers also point out the fact that the markets for any kind of product is facing rigorous competition, so to have an eagle eye onto that the concept of innovation must be inculcated in the organizations. In short, the firms must adopt the multidimensional approach for checking out innovation and its implications for firm performance and sustained competitive advantage. This research paper tries to fill the gap between consumer demand and firms supply by introducing marketing innovation as another dimension of innovation that warrants extensive analysis. This paper specifically focuses onto the implications of marketing innovation on sustained competitive advantage by generalizing certain key questions: 1) what is marketing innovation? 2) What is the level of frequency of innovation occur for each stage of the industry life cycle? 3) What are the consequences of marketing innovation on firm performance and sustained competitive advantage?

This paper examines not only the above critical issues but also examines the firm performance based on marketing innovation alone, followed by a proposed positive interaction of marketing innovation and product innovation. The study ends with managerial implications and future research avenues.

Background

The innovations in product require the novel methods of marketing because the old methods are may be no longer in demand and its identity is in question in against with competitive market. The successful launching of new products may be leaving the use of traditional marketing tools and techniques. Additionally, increasing the level of marketing innovation along the value chain can lower the distribution costs and increase customer-perceived value in new products and services.

Marketing innovation creates various kinds of activities globally which is reflecting in the various business activities of the organizations.

The marketing innovation definition developed in this study is a result of an extensive literature review on innovation and on marketing. The literature on innovation exposes a varied set of definitions, but clarity can be found if one focuses on the unambiguous commonalities and relevancies that surface from the different definitions. All innovation definitions embrace the concept of generation and implementation of something that is new.

For example, both Thompson (1965, p.2) and Pierce and Delbecq (1977, p.28) state that innovation is the "generation, acceptance, and implementation of new ideas, processes, products, and services." Similarly, Damanpour and Gopalakrishnan (2001) and Damanpour (1996) refer to innovations as the generation, development, and implementation of new ideas, pertaining to a product, service, device, etc.. This commonality of newness, as well as the generation and implementation of new ideas, are evident regardless of whether the innovation being defined is all-encompassing or is restricted to product, production process, administrative, or organizational. Moreover, the concept of new, when measured as a degree of newness, establishes a continuum that includes both radical and incremental innovations.

Drawing from the literatures outlined above and the marketing innovation examples, this study defines marketing innovation as the generation and implementation of new ideas for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization.

The Dynamics of Marketing Innovation

Researchers have employed various theories, including, but not limited to, population ecology, evolutionary economics, and strategy, to study industry life cycle. These studies are based on similar, complementary and/or competing assumptions and a range of variables resulting in life cycles stages of slightly varying numbers. For example, employing evolutionary economics, Gort and Klepper (1982) identified five stages in industry evolution based on firm entry and competition. Population ecologists identified three stages of evolution, embryonic, growth, and decline, based on population dynamics and the selection environment (Hannan and Freeman, 1977; Lambkin and Day, 1989). Based on technology management and strategy, Utterback and Abernathy (1975) and, later Utterback (1994), created the Dynamics of Innovation model, shown in Figure 1, for assembled goods. This model was developed with respect to a 'product cycle model,' but at the industry level and is based on a single cycle of radical innovation and the resulting innovation changes over three stages (Damanpour and Gopalakrishnan, 2001). It specified three stages of evolution (fluid, transitional, and specific), but characterized each stage by type of innovation (product versus production process and radical versus incremental) and rate of innovation.

Consequences of Marketing Innovation

The overwhelming majority of innovation research indicates that innovation is good for a firm (e.g., Han, Kim, and Srivastava, 1998; Nelson and Winter, 1982). It increases firm performance in many ways, financial and otherwise, although the cost of developing, producing, and marketing the new product may cause a drop in short-term financial performance (cf, Gatignon and Xuereb, 1997). Innovation also increases survivability while failure to innovate increases mortality (cf, Jovanovic and MacDonald, 1994).

While marketing innovations are noted in a small number of research articles (e.g., Arrighetti and Vivarelli, 1999; Damanpour and Gopalakrishnan, 2001; Robert, 1993; Robinson and Pearce, 1988; Sanchez, 1999), empirical investigations of marketing innovation on firm performance are severely lacking. The mere mention of marketing innovation's influence on performance is sporadic, yet real-world evidence of the relationship is available. Throughout his book, Levitt (1962) identifies marketing innovations that propelled organizations to increased profits and success. We take these innovations for granted today, but, at one time, they were extremely innovative. Examples include vending machines, strip malls, supermarkets, etc.

Marketing innovations are just as relevant today. In 1999, Harrah's Entertainment Inc reported a 50% revenue growth and a 100% growth in stock price, largely due to their innovative marketing research and loyalty programs (Lal and Martone, 2002). According to executives, their greatest marketing innovation was development of quantitative models to accurately forecast "customer worth." It enabled construction and nurturing of meaningful customer relationships established on "future worth," rather than past behavior (Lal and Martone, 2002).

In the examples above, the products themselves were not necessarily innovative (candy in vending machines or gambling, for instance), but the marketing innovations significantly and positively impacted firm performance. In effect, marketing innovations can alter consumer habits. The greater the ability of the innovation to alter consumer habits, the greater is the success of the firm (Levitt, 1962). Because of this, the following proposition is offered.

Innovation for Sustainability

As the world turns its attention to sustainability, Parnell (2008) reminds us that sustainability in strategy now extends beyond enduring marketplace performance and has entered the realm of environmental sustainability. A unique extension of this research, then, is to look at organizational strategy in innovation that includes product, process, marketing and sustainability. Past research has linked corporate responsibility to positive firm financial performance outcomes (Margolis and Walsh, 2001; Orlitzky, Schmidt, and Rynes, 2003).

Logically, corporations can boost and theoretically sustain top performance by marketing their products innovations and their innovative sustainability efforts to attain greater market success.

FedEx appears to be a prime example of a large US corporation that has made strides into environmental innovations that impact their corporate performance. Lester (2008) highlights the company's strategic efforts in services innovation, process innovations centered on the creative use of information technology, as well as the innovative efforts in environmental sustainability that includes a patented noise reduction kit for its aircraft. Tinoco (2009) also analyzes the broad, multidimensional approach to FedEx's innovation platform, finding prima facie evidence that innovation, particularly in services and marketing, leads to their continued success. Certainly, aircraft and airlines stand a greater chance of winning over customers with innovative services and products, combined with environmental innovations, whose value is communicated to customers through marketing innovations. All firms, particularly those that severely impact the environment through manufacturing must acknowledge the need for and implement a multidimensional innovation strategy, including innovation for sustainability, in order to capture and sustain competitive advantage.

Research in transformative innovation suggests that organizations are currently focused on corporate social responsibility with company leaders encouraging a gradual shift to sustainability (Bright, Fry, and Cooperrider, 2006). This would indicate that innovation for sustainability is still at its infancy, but the future is foreseeable. Customers are beginning to find value in products produced with environmental sustainability in mind. For example, recently Wal-Mart received significant unwanted attention based on the negative environmental impacts from raw material creation and garment production. As such, the company has addressed the toxic production processes used to create cotton garments sold in its stores, identifying sustainability initiatives in raw material cotton farming to final garment assembly. Transformative innovations in production process were necessary for organically produced cotton to occur (Bright, Fry, and Cooperrider, 2006). Certainly, Wal-Mart realizes that future profitability and firm performance hinges on innovations in sustainability being designed and implemented now, requiring a change in strategy, organizational values and business models.

Extending the notion of innovation for sustainability on firm performance, it is anticipated, that similar to marketing innovations, positive synergy can be gained through the interaction of this element with other forms of innovation, leading to greater firm performance than one type alone. The implications can be startling for the firm as well as for society and the world at large. While no propositions are offered at this time, examining innovation for sustainability adds to the academic argument that a multidimensional approach to studying innovation is necessary to fully understand the strategic implications for firms today.

Conclusion

This study introduced marketing innovation as another innovation vehicle critical for corporate success. With empirical research, the author hopes to provide the academic world, as well as marketing managers and practitioners, relevant and practical guidance in increasing initial competitive advantage, in sustaining competitive advantage, and improving overall firm performance based on prudent development of marketing innovation. Sustainability is gradually coming to the forefront of new innovation directions and will increasingly be a significant part of company strategy in the future.

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The Management Department is running 4 Courses, One of them is Master of Business Administration (MBA) that is approved by All India Council of Technical Education (AICTE) and affiliated to Dr. APJ Abdul Kalam Technical University (AKTU), Lucknow. The other three are Bachelor of Business Administration (BBA) and Bachelor of Commerce (B.Com) which are affiliated to Chaudhary Charan Singh University, Meerut and Post Graduate Diploma in Management (PGDM) that is approved by All India Council of Technical Education (AICTE) Govt. of India, Ministry of HRD.

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