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From the Editor's Desk

Happiness is when what you think, What you say and what you do are in harmony"	-	Mahatma Gandhi
"Never Worry about numbers. Help one person at a time, and always start with the person nearest you"	-	Mother Teresa
"That some achieve great Success, is proof to all that others Can achieve it as well"	-	Abraham Lincoln
"Truth is the only safe ground to stand on"	-	Elizabeth Cady Stanton
"Coming together is a begining. Keeping together is progress Working together is success"	-	Henry Ford
"You grow more when you get more people's perspectives	-	Mark Zuckerbery, the co-founder of Facebook

Learning is both art and science. Once can become learned on the successful quest for knowledge and relating the knowledge to practice. It is important to learn how to learn rather stuffing one's head full of all facts and figures that might be outdated. No doubt that certain amount of facts is necessary, but having the skills and ability to appropriately learn is also equally critical. DBJC would be happy to see this journal as a common platform for appropriate learning. One of the key objectives of research is its usability and application. The Reserach papers of this journal focus on Organisational Culture, Life Style Dimensions, HRM Practices, GST, Consumers Behaviour, Risk Management, Banking Services, Observed Learning, Work Life Balance, Emotional Intelligence and Leadership Styles.

DBJC Journal of Business Research (Jainspire) is committed to expanding research frontiers and it encourages submission of high quality manuscripts with innovative ideas. Expanding its horizon will further enhance the quality and the journal will continue to provide an outlet for established and rising scholars to publish innovative research papers.

Best Wishes and Season's Greetings

Dr. M. Sakthivel Murugan
Editor
DBJC Journal of Business Research

FACTORS INFLUENCING ORGANISATIONAL CULTURE IN THE CHEMICAL INDUSTRY IN CHENNAI

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ABSTRACT

This study investigates the various factors that influences the organizational culture in the chemical industry. This study summarizes and analyzes the national and international literature of organisational culture.The objective is to study the factors responsible for organisational culture and to measure the influence of personal and organisational variables on employees perception towards organisational culture.In this study, primary data is collected through a structured questionnaire consist of organisational culture variables in likert's 5 point scale which ranges from strongly agree to strongly disagree.The researcher circulated the questionnaire to the top five chemical companies in and around Chennai.The researcher applied exploratory factor analysis on the variables of organizational culture.

INTRODUCTION

Organisational culture refers to the beliefs and assumptions which organisational members share about their organization – its mission,its core values,major strategies and so on(schein 1985).culture is often considered to be the shared meanings which organisational members develop,along with their understanding of the values espoused by the organization,as articulated for instance in its mission statement and the basic assumptions about reality held in common (Brown,1995).Schein's theoretical model of organisational culture is an example of a structural approach,as it attempts to describe the properties of an organization's culture and the interrelationships between these elements.

The apparently simply notion of culture is in reality a complex one,culture of an organization is based on different perspectives.An alternative perspective is the functional approach, which focuses more on how organizations operate rather than on their structural properties. Another example of the functional approach to organisational culture is research conducted in Australia by kabanoff and colleagues. If an organization follows the principle of equality,rewards would be distributed to all members equally, Equity, on the other hand, entails an unequal distribution of rewards. Adoption of an equity or equality approach to reward distribution would be a reflection of the beliefs and values of the organization about what is important and how it should treat its members.

In addition to the conceptual models of organisational culture there are various typologies of culture that might occur, in other words, what types of culture might be observed in different companies and firms. Typology of organisational culture outlined by robbins and associates (Robbins et al.,1998).containing four culture 'types':Academy,Club,Baseball and Fortress.Another interesting typology of organisational cultures is that proposed by Quinn and McGrath(1985).They also suggested four generic cultural types: the rational culture known as the market culture,the ideological culture(adhocracy).the hierarchical culture(hierarchy) and finally the consensual culture(clan).The key differentiating feature between these four cultures is how individuals (or groups) within the organization interact with each other.

The defining element of an organisational culture lies in the social interactions and exchanges betweenmembers.The above typologies can be useful for classifying different types of organizations and to provide metaphors for how different organisations function.It is also important to consider how organisational cultures are created,developed and maintained, as well as how they can change .There are many potential influences on the development of an organisation's culture based on a gradual shift in organisational priorities.Typically, incremental change in organisational culture occurs when the firm or company is performing reasonably well but there is a need for fine – tuning of its goals and activities.On the other hand,revolutionary culture change may be sudden and dramatic and necessary when there has been adramatic decline in the organisation's performance and effectiveness.Such change may entail an overhaul of cultural norms and the value systemof the organization,a major revamp of its systems,and perhaps new leadership.Numerous factors have been suggested as affecting culture maintenance.The first major process is communication.

Trice and Beyer(1984) outlined the ways in which organizations communicate their culture to their employees.The organisation's mission statement represents a formal mechanism of conveying its major values,but it is also important to use more informal transmission processes.The second maintenance process socialization is closely related to the first maintenance process.Socialisation is an ongoing and continuous process that is not restricted to newcomers.Although other organizations do not always utilize such obvious mechanisms to socialize their employees,they nevertheless engage in socialization to consolidate their core values.

LITERATURE REVIEW

The adhocracy culture enables knowledge conversion and enhances corporate performance than clan and hierarchy cultures.Organisational culture and transformational leadership style seems to result in more innovative and dynamic practices in public sector organizations.There were mixed relationships between national culture dimensions and the passive leadership style.The effectiveness of strategies to change organisational culture should be evaluated.Comparatively academic people from well-developed cultural organization are open to change which is based on innovation and technology than non well-developed cultural organizations.Organisational culture and leadership styles are important organisational antecedents of job satisfaction and commitment.Organisational factors and leader attributes influences the motivation,commitment and job satisfaction of employees. Perceptions of organisational culture is influenced by gender and educational background.Innovative culture has no relationship with job satisfaction and commitment because in chemical sector they are working in pre-define manners. Organisational culture is dominated by hierarchy culture and market culture in medium and large size organizations.

(Shu-Mei Tseng, 2010) in his research pointed out that the correlation between organisational culture and knowledge conversion on corporate performance. The analyses indicate that an adhocracy culture enables knowledge conversion and enhances corporate performance more than clan and hierarchy culture. (Kwasi dartey – baah et.al 2011) identfied that leadership and organisational culture play a very important role in the performance of public sector organizations and in particularly the transformational style of leadership seems to result in more innovative and dynamic practices in public sector organizations. (Alireza Nazarian and peter Atkinson, 2013) examined the relationship between national culture and leadership style in Private Sector organizations. The results indicate that all the dimensions of national culture have a significant relationship with transformational and transactional leadership styles whereas there were mixed relationships between national culture dimensions and the passive leadership style. (Elena Parmelliand Gerd flodgren,2011)assessed the impact of interventions aimed at changing organisational culture , but one evaluated the impact on work- related and personal outcomes while the other measured clinical outcomes to improve healthcare performance . current available evidence does not identify any effective strategies to change organisational culture.The effectiveness of strategies to change organisational culture should be evaluated using appropriate robust designs.

(Hasan Ali yucel, 2014) analysed the role of organisational culture on the development of innovation and technology- based projects(ITBP) at the higher education from the perspective of researchers. Semi-structured interviews were conducted and interpretative phenomenological analysis(IPA) was used in this study. Academic people from well-developed cultural organizations are open to change which is based on innovation and technology when compared to the academic people from non well-developed cultural organization.(Peter Lok,John Crawford ,2003)explained that organisational culture and leadership styles are important organisational antecedents of job satisfaction and commitment.The national culture can produce statistically significant moderating effects on the impact of certain demographic,leadership and organisational culture variables on job satisfaction and commitment.(Nico Martins and Melinde Coetzee,2007) revealed the important contributions to the expanding body of knowledge that focuses on the evaluation of organisational factors and leader attributes that influence the motivation,commitment and satisfaction of employees in south African organizations.

(Dimitrios Belias and Athanasios Koustelios ,2013)explored the ways gender and educational background influences perceptions of organisational culture in greek banking institutions.It was revealed, that there was a significant difference between the organizations‘ culture and the culture preferred by the female participants,While the difference was smaller when the participants’ educational level was taken in to account. (HumaAbid Alvi,Mehmood Hanif,et.al.2014) investigated the three types of organisational culture and the impact on job satisfaction and employee commitment in chemical sector of Karachi. supportve and bureaucratic culture have significant effect on employee commitment and job satisfaction,whereas innovative culture does not have any relationship with employee commitment and job satisfaction (Alireza Nazarian,Peter Atkinson and Lyn Greaves,2014) observed that there is a relationship between national culture and organisational culture for medium and large size organizations. In the case of medium size organizations,the organisational culture is dominated by hierarchy culture followed by market culture,whereas in the case of large size organizations they are dominated by market culture followed by hierarchy.

GAPS IN THE LITERATURE

After reviewing national and international literature regarding organisational culture the researcher identified two predominant gaps namely enumeration of specific factors responsible for organisational culture in chemical industry and the influence of personal and organisational variables of the employees on their perception towards existing organisational culture.This leads to the following objectives of the research.

Objectives of the study

1.To study the factors responsible for organisational culture.

2.To measure the influence of personal and organisational variables on employees perception towards organisational culture.

Hypothesis

1.There is no significant difference among the factors of organisational culture.

2.There is no significant influence of personal and organisational variables over organisational culture.

Research Methodology

The study is based on both primary and secondary data.The primary data is collected through a structured questionnaire consist of organisational culture variables in likert's 5 point scale which ranges from strongly agree to strongly disagree.The researcher circulated the questionnaire to the top five chemical companies in and around Chennai.Infact,the researcher circulated 250 questionnaires and able to obtain only 175 filledin responses through convenient sampling method.The sample size justification is done through significant variance obtained in factor analysis.

Data Analysis

The researcher exploited both univariate and multivariate statistical techniques.The researcher used factor analysis, one-way analysis of variance and linear multiple regression analysis.

Analysis and Discussion.

The researcher applied exploratory factor analysis on the variables of organizational cultureand derived the following results**.**

Table: 1 KMO and Bartlett's Test for Organizational culture

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.813
Bartlett's Test of Sphericity	Approx. Chi-Square	1110.425
	Df	91
	Sig.	.000

Source: Computed data

From the above table it is formed that Kaiser – Mayer – Olkin measure of sampling adequacy is .813, Bartlett's test of sphericity and Chi-Square value is 1110.425 are statistically significant. This shows that the Organizational culture obtained from 500 samples is significantly explaining the data reduction process through Factor analysis. The following table gives the number of factors deduced into 4 predominant factors.

Table: 2 KMO and Bartlett's Test for Organizational culture & Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.625	25.895	25.895	3.625	25.895	25.895	2.346	16.754	16.754
2	1.346	9.618	35.512	1.346	9.618	35.512	1.995	14.251	31.005
3	1.090	7.783	43.295	1.090	7.783	43.295	1.656	11.826	42.830
4	1.018	7.270	50.565	1.018	7.270	50.565	1.083	7.735	50.565
5	.929	6.636	57.201						
6	.886	6.331	63.532						
7	.865	6.177	69.709						
8	.746	5.331	75.040						
9	.704	5.028	80.068						
10	.666	4.757	84.825						

11	.646	4.611	89.436						
12	.527	3.763	93.199						
13	.479	3.425	96.624						
14	.473	3.376	100.000						

Extraction Method: Principal Component Analysis.

Source : Computed data

From the table 2 it is found that the four Eigen values 2.346, 1.995, 1.656 and 1.083 along with individual variances 16.754, 14.251, 11.826 and 7.735. The total variance explained by the 14 variables of perceptions about leadership is 50.565 which are statistically significant. The four factors deduced so far are loaded with certain number of variables as shown in the following table.

Table: 3 KMO and Bartlett's Test for Organizational culture & Rotated Component Matrix(a)

	Component			
	1	**2**	**3**	**4**
OC 7	.696			
OC 3	.612			
OC 5	.591			
OC 6	.574			
OC 8	.538			
OC 2	.486			
OC 13		.731		
OC 12		.681		
OC 11		.586		
OC 10		.548		
OC 1			.679	
OC 14			.605	
OC 4			.480	
OC 9				.914

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
A Rotation converged in 9 iterations.

Source : Computed data

From the table 3 it is found that the first factor consist of 4 variables namely

Organization aims at acquiring growth and new resources(.696)
The company is well equipped to meet new challenges (.612)
Employees are willing to take risk(.591)
The company is dynamic and entrepreneurial in nature(.574)

Therefore the first factor is named as ***'Innovative Culture'.***

The second factor consist of 4 variables namely

Goal accomplishment is emphasized in our organizations (.731)
Production orientation is shared among all the employees (.681)
Competitive actions achievement and measurable goals are indispensable(.586)
Employees are personally involved in the development (.548)

Therefore the second factor named ***'competitive culture'***

The third factor consist of 4 variables namely

Management policies are aimed at smooth running of the company. (.679)
The company is well formalized and structured (.605)
Coordinators, organizers and administrators follow procedures to govern the employees smoothly (.480)
Permanence and stability is always prevailing in the organizations (.475)

I enjoy being the member of the leadership (.679)
LS is an effective tool of Total Employee Involvement (.605)
My experience with the leadership have not been unpleasant and frustrating (.480)

Therefore the third factor named ***'Bureaucratic culture'***

The fourth factor consist of four variable namely

Planned human resource system is found in the organization (.914)
High cohesion and morality are realized by the management (.818)
Members advice is taken for implementation (.741)
Potentiality of the employees is used properly. (.654)

Therefore the fourth factor named ***'Community culture'***

FINDINGS AND CONCLUSION

The culture in Chemical Industry optimistically perceived the goals of the organization. They clearly ascertained competitive culture is the primary aim of all the organization to remove flaws and negations in the work environment they meticulously identified the innovative culture methods pertaining to actual work assignments and nature of job in the organization. The powerful motivation is exerted as the consequences of culture by dragging the employees towards sustained and unstinted involvement in raising the organizational efficiency and profitability.

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LIFE STYLE DIMENSION OF ADOLESCENTS CONSUMERS – A STUDY WITH REFERENCE TO CHENNAI CITY

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INTRODUCTION:

The key branches of management are Financial, Marketing, human resource, strategic, Production, operations, service and information technology. In these the Marketing plays a vital role for raising the economic level of the Business.

Consumers searching for purchasing, using, evaluating, and disposing of products services and ideas that they expect will satisfy their needs. According to Prof. C.G. Walter and Prof. G.W. Paul, marketing is "The process whereby individuals decide whether, what, when, where, how and from whom to purchase goods and services". Consumer or Customer behavior is the psychological, social and physical behavior of potential customers as they become aware of evaluate, purchase, consume and tell others about the products or services. There are various factors which influence consumer behavior such as social and cultural influences, specific social influence and social class reference groups etc.(Sandeep Mishra *et.al., 2014).*

A decision is the selection of an action from two or more alternative choices. Consumer decision is to purchase the goods from the available alternative choice is known as consumer purchase decision. The participants in the buying decisions may be classified as the initiator, influencer, decider, buyer and users. The marketing people should initiate the participants in the purchase decision to make the purchases of the product at different marketing strategies.

There are two factors mainly influencing the consumer for decision making: Risk aversion and innovativeness. Risk aversion is a measure of how much consumers need to be certain and sure of what they are purchasing. The second variable innovativeness is a global measure which captures the degree to which consumers are willing to take chances and experiment with new ways of doing things. (Vani *et.al.,* 2010)

Consumer decision-making styles, like lifestyles are prominent areas of interest in consumer behavior studies. The eight decision making style dimensions were perfectionism/high quality consciousness, brand consciousness, novelty and fashion consciousness, price value consciousness, recreational and hedonistic shopping consciousness impulse/careless shoppers, confused by over-choice shopper and habitual and brand store loyal shoppers.

REVIEW OF LITERATURE

Orsay (1997) indicates four Major dimension among consumers of the western Nations such as Fashion, leadership, community concern and health consciousness exist as major life style dimensions in Turkish consumers. It also found that less ethnocentric Turkish consumers are more fashion conscious and leadership oriented and more ethnocentric are family concerned and community oriented.

Martine *et al.,* (2004) reviewed the Irish convenience food consumers and found that ready meals and take away meals were more associated with restaurant and pub meals. General food related life style issues were more important in the purchase of take away meals.

Jayasree , 2011. Found that there was a significant association between the lifestyle of the consumers and brand of products used by them. It also indicates the life style characteristics have great impact on the purchase behaviour.

Pandey and Mithilesh, 2013. Investigated the preference of the consumers upon specific brands. Today consumers look, think, prefer and buy the product according to their life style. It is found that price, place, attributes, advertisement, favourite programmes attributed preferred by the consumers are the factors responsible for changing the life style of the consumers.

Long-Yi Lin and Hsing-Yu Shih, 2012. Found that the achievement interaction of life style have a significant positive influence on purchase decision. Personal value has a significant positive effect in the influence of the interaction of life style and achievement on purchase decision.

Weining Liu *et al.,* (2012) investigated three customer groups each with different life style characteristics, product quality perceptions and purchase intentions in the gray market in China promoting after sales services. It is concluded that valuable source of information for developing effective strategies is essential to retain existing customers and attract new one.

Anandarajan and Arunadevi, 2016. Investigated the consumers who have chosen products, services and activities over other because they are associated with a certain life style. The tested hypothesis stated that relationship exists between the various factors affecting consumer and their preferences, perception for brand extension using a non western sample method.

Cheng Wei Chung and Jiun-Jia Hsu, 2012. Stated that five life style groups have significant difference between shopping behavior, individual, social economic background and willingness for repurchasing.

Patrick, 2002. Stated that values aesthetic life style and life vision lead to very faced and meaningful lifestyle typologies.

There is a significant difference between individuals life styles and their behaviors as consumers of tourism on leisure Journeys. **(Ana M Gonzalez and Laurentino Bello. 2002.)**

OBJECTIVES

1. To study the different lifestyle dimension of adolescent consumers in study area
2. To Construct and empirical model for validating the lifestyle dimension

HYPOTHESIS

There is no significant different among the factors of lifestyle dimension of adolescent consumers

METHODOLOGY

This study is based on both primary and secondary data.

The primary data is collected through the structured questionnaire. The structured questionnaire consists of variables pertaining to lifestyle behavior and attitude of adolescent consumer. The preliminary investigation is done through pilot study followed by main study. during the pilot study stage the researcher identified the reliability of questionnaire through "Cronbache Alpha" method. It is found that the value obtained is 0.85 which is above the bench mark value of 0.75 which proved high reliability of variables in the questionnaire.

DATA COLLECTION

The Researcher received 100 response for pilot study stage and 200 response for the main study stage. the Researcher obtained the response from all the 12 zonal of Chennai city through convenience sampling method.

DATA ANALYSIS

The Researcher applied both the exploratory and confirmatory factor analysis. To identify the dimension of life style of adolescent consumer. Besides that the research application KMO and Burtlett's Test of sphericity to check the normal distribution of variable of lifestyle dimension of adolescent consumer.

ANALYSIS AND DISCUSSION

FACTOR OF LIFE STYLE PERCEPTIONS OF CONSUMERS

The present research deals with 45 variables of life style perceptions of durable consumers in Chennai. The respondents expressed their perceptions in Likert's 5 point scale. In order to reduce the 45 variables into predominant factors, factor analysis by principal component method is applied and the following results are obtained. The reduction is expressed in the form of KMO (Kaiser-Meyer-Olkin) measure of sampling adequacy and Bartlett's test of Sphericity along with Communalities. It also creates an output of number of factors extracted and their respective variable loadings.

Table 1

KMO and Bartlett's Test-for life style segmentations

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.856
Bartlett's Test of Sphericity	Approx. Chi-Square	2126.836
	df	78
	Sig.	.000

From the above table KMO and Bartlett's Test it is found that the sampling adequacy value 0.856 and the Chi-Square value for Bartlett's Test of Sphericity 2126.836 are statistically significant at 5% level. The existence of 10 factors and their individual variances are given below. This implies that the 45 variables of life style perceptions are adequate in explaining its concept and the sampling distribution is also normal to explain the characteristic features of durable consumers.

The following table presents the extraction of 10 factors and their individual variances.

Table 2

Factors and their individual variances

Lifestyle characteristic	Individual Variance
Frivolous time	25.983
Gregarious approach	17.440
Meticulous approach	11.375
Peculiarity	10.344
Domestic approach	8.966
Go-getters	7.945
Product characteristics	7.012
Purchase materialisation	6.123
Quality conscious	5.047
Perceived notions	4.999

The 10 factors derived through principal component method act as a basis to segment the consumers of durable products into heterogeneous groups. In this context K-means cluster analysis is applied on the 10 extracted factors and the following results are obtained.

RELIABILITY OF CLUSTERS

Reliability is the measure of consistency of a scale, item or instrument. The cluster classification must be subjected to a reliability test and its stability across the samples has to be validated. Canonical discriminant analysis was applied to find out the reliability of the cluster classification. The results are given in Table 3.

Table 3

Result of the canonical Discriminant analysis

Function	Eigen value	% of Variance	Cumulative %	Canonical Correlation
1	1.371(a)	63.3	63.3	0.760
2	0.795(a)	36.7	100.0	0.665

Source: Computed data

From the Table 3 it is clear that the two discriminant functions of the clusters possess high canonical correlation. The statistical significance of the canonical correlation is expressed in the form of Wilk's Lambda and chi-square value in the Table 4.

Table 4

Wilks' Lambda

Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1 through 2	0.235	1018.763	20	0.000
2	0.557	411.410	9	0.000

Source : Computed data

From the table 4 it is clear that the clusters identified through cluster analysis are unique and have significant differences among them.

RELIABILITY OF THE VARIABLES

The most important step in cluster analysis is the identification of the variables. It is crucial because inclusion of even one or two irrelevant variables may distort an otherwise useful cluster solution. The reliability of the variables can be achieved by the analysis of variance. Table 5 shows the results of analysis of variance showing the significance of variables used for the clustering.

Table 5

Significance of variables

Variables	Wilks' Lambda	F	df1	df2	Sig
Frivolous time	0.833	70.951	2	708	0.000
Gregarious approach	0.659	183.300	2	708	0.000

Meticulous approach	0.770	105.448	2	708	0.000
Peculiarity	0.813	81.364	2	708	0.000
Domestic approach	0.812	82.116	2	708	0.000
Go-getters	0.817	79.331	2	708	0.000
Product characteristics	0.894	22.196	2	708	0.000
Purchase materialisation	0.641	197.849	2	708	0.000
Quality conscious	0.780	99.579	2	708	0.000
Perceived notions	0.984	5.663	2	708	0.004

Source: Computed data

The group statistics clearly reveals that the above 10 variables identified can be used to interpret the unique characteristics of the clusters and hence can be used for the extraction of findings.

FINDINGS AND CONCLUSION

People from the same subculture, social class, and occupation lead quite different lifestyles. A lifestyle is a person's pattern of living in the world as expressed in activities, interests, and opinions. Lifestyle portrays the "whole person" interacting with his or her environment. Marketers search for relationships between their durable products and lifestyle groups.

The study revealed that Lifestyle characteristics have a great impact on the purchase behaviour of the clusters. In a consumption environment, a person chooses a product or a brand, which seems to possess a maximum possibility of the definition or elaboration of his life style identity. Alternatively, a person makes a choice in a consumption environment in order to define or actualize his life style, identify it through the products or brands chosen. It can be assumed that the individual's consumption behaviour can be predicted from an understanding of how he represents his world to himself, if the details of his life style system are known.

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IMPACT OF STRATEGIC HRM PRACTICES ON ORGANISATIONAL COMMITMENT-A STUDY WITH REFERENCE TO MANUFACTURING COMPANIES IN AND AROUND CHENNAI

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INTRODUCTION:

Organizations today have increasingly become aware of the importance of strategic human resource management (SHRM). The field of strategic HRM is still evolving and there is little agreement among scholars regarding an acceptable definition. Broadly speaking, SHRM is about systematically linking people with the organization, more specifically; it is about the integration of HRM strategies into corporate strategies.

Strategic human resource management is the pattern of planned human resources deployments and activities intended to enable an organization to achieve its goals. According to Truss and Gratton, "Strategic human resource management is the linking of human resource management with strategic goals and objectives in order to improve business performance and develop organizational cultures that faster innovation and flexibility".

Strategic human resource management (SHRM) represents a relatively new transformation in the field of human resource management. SHRM is concerned with the role human resource management systems play in firm performance, particularly focusing on the alignment of human resources as a means of gaining competitive advantage. Organizations are becoming aware that successful human resource policies and practices may increase performance in different areas such as productivity, quality and financial performance (Esra Nemli Caliskan, 2010).

The success of an organization depends upon several factors but the most crucial factor that affects the organization performance is its employee. In any organization HRM practices focuses on optimal utilization and management of their human resource effectively in order to achieve maximum output. Managing people is concerned with deciding approaches and strategies to find alternatives of how to achieve organization goals (Vikram Jeet and Sayeeduzzafar, 2014).

As organization battle to get the most from their existing people in an environment characterized by skill shortages, the role of human resource management is fostering employee attachment and commitment is paramount. If strategic human resource management is to tip the balance towards being perceived as a business partner, it appears that a consolidated approach towards identifying those human resource practices which foster and support attachment to the organization is key (Janet Chew, Antonia Girardi and Leland Entrekin, 2005).

REVIEW OF LITERATURE:

Janet Chew, Antonia Girardi and Leland Entrekin (2005) reports on the conditional nature of the relationship between organizational and human resource practices, and commitment. The findings of the study have implications for human resource academics and practioners. The study gave a way in promoting high performance strategic human resource management practices which focus on selection, remuneration and recognition strategies as means of improving commitment to the organization.

Esra Nemli Caliskan (2010) analyses the casual linkage between HR and organizational performance will enable the HR managers to design programmes that will bring forth better operational results to attain higher organizational performance. The focus of the HR management is to understand organizational performance processes and design HR practices that influence process and outcome variables.

Cheng Ling Tan and Aizzat Mohd Nasurdin (2011) in his study showed that HRM practices have a significant positive impact on organizational innovation and also the knowledge management effectiveness has a mediation effect on relationship between HRM practices and organizational innovation. He concluded the one of the five HRM practices, namely training was found to have both direct and indirect effect on all three dimensions of organizational innovation.

Sola Fajana, Oluwakemi Owoyemi, Tunde Elegbede and Mariam Gbajumo-sheriff (2011) examined that both the management and the Nigerian government should strive to make coherent HR policies that fit closely with overall business strategy. HRM practices in Nigeria has not been fully developed and there is the urgent need to employ the services of HR professionals, consultants and researchers to help shape and develop new directional focus that will ensure an efficient and effective human resource practice in Nigeria.

Esther Wangithi Waiganjo et al. (2012) concluded the contribution that SHRM may make to an organizations performance and effectiveness is closely linked to the changes in different business environment including macro and micro contexts, thus the bundling of these practices with the competitive strategy of the firm.

Mansoor Hussain and Mushtaq Ahmad (2012) in his study found that HRM is an area that continues to evoke a lot of debate and body of work in HRM is relatively small, and most of the questions are sorely in need of further attention. Criterion measures of HRM have not fully evolved, therefore it cannot be utilized to compare organizations and evaluate the effects of HR practices.

Bader Yousef Obeidat et al. (2014) in his study concluded that human resource management practices have no direct relationship with knowledge management process and he said that HRM practices have a positive relationship with knowledge management process on a condition of having organizational commitment as a mediating variable.

Vikram Jeet and Sayeeduzzafar (2014) made an attempt to examine and analyze the impact of human resource management practices on job satisfaction of manufacturing banking employees. He estimated regression model identified that the HRM practices like training, performance appraisal, team work and compensation has significant impact on job satisfaction.

Hafsa shaukat, Namrah Ashraf and Shahzad Ghafoor (2015) evaluated the links between systems of high performance work practices and firm performance. It emerges that though the people factor has always been important, its importance will grow in the future. It became imperative to modify various routine activities and mould them to serve the employees development.

Nongmaithem Robindro Singh and Biniam Kassa (2016) in his study found that human resource practices, recruitment and selection, training and development, performance appraisal and compensation have a significant relationship with university performance.

OBJECTIVES OF THE STUDY:

1. To study the factors responsible for Strategic Human Resource Management (SHRM) practices in manufacturing companies.

2. To identify the factors responsible for organizational commitment in the study area.
3. To measure the influence of SHRM practices on organizational commitment factors.

HYPOTHESIS:

There is no significant impact of SHRM practices on organizational commitment.

METHODOLOGY:

A study is completely based on primary data obtained from the employee of manufacturing companies in and around Chennai. The responses are elucidated through a research instrument with two parts. The first part of the research instrument consists of statement of SHRM in likerts 5 point scale. The second part also comprises likerts 5 point scale statements regarding commitment of employees.

SAMPLE SELECTION:

The researcher considered top 5 manufacturing companies distributed over Chennai, Tiruvallur and Kanchipuram district within the framework of in and around Chennai. The researcher circulated 25 questionnaires each in all the 5 companies and able to obtain only 210 responses through convenience sampling method.

DATA ANALYSIS:

After obtaining 210 responses from the employee in 3 different level management's namely top level, Middle level and operational level. The research scrutinized the responses and entered the data through the numerical coding methods. The pilot study is conducted with 75 responses and found the high reliability through cronebach alpha coefficient value 0.899. This show that all the statements used by the researcher for SHRM and organizational commitment are highly reliable with the above bench mark value of 0.75.

After the pilot study and reliability check the researcher analyzed and validated the data through confirmatory factor analysis and structural equation model, Besides these application the researcher also applied linear multiple regression analysis to sharply estimate the impact of SHRM practices over organizational commitment.

ANALYSIS AND DISCUSSION:

INFLUENCE OF SHRM PRACTICES ON BUSINESS PERFORMANCE

The factor analysis the principle component method identify several factors of for recruitment, selection and induction, training and development, performance appraisal, salary, rewards and recognition, transfer, promotion and career planning, work environment and employee benefit practices.

These factors are considered as independent variables. The two predominant factors of impact of SHRM, namely Efficiency Increase and Customer Focus are considered as dependent variables.

INFLUENCE OF RECRUITMENT AND SELECTION FACTORS ON EFFICIENCY INCREASE.

The two factors of recruitment and selection namely, Training Methods and Trainer Competency and their influence over efficiency increase of the organisation is measured through the following regression analysis.

Table No.1

MODEL SUMMARY FOR TRAINING METHODS AND TRAINING COMPETENCY.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.444(a)	.197	.194	.89772670

a). Predictors: (Constant), REF2, REF1

From the above table, it is found that R=.444, R Square= .194 are significant this implies the independent variables Training Methods and Trainer Competency create 19.7% variance over the efficiency increase of the organisation.

This presides to the verification of cumulative regression fit for the independent and dependent variables.

Table No.2

ANOVA (b) TABLE FOR TRAINING METHODS AND TRAINING COMPETENCY.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	108.554	2	54.277	67.348	.000(a)
Residual	442.446	537	.806		
Total	551.000	539			

a). Predictors: (Constant), REF2, REF1

b). Dependent Variable: IMPF1

From the above table, it is found that F= 67.348,P= .000 are statistically significant at 5% level. This shows that the regression fit is significant and perfect.

The independent variables Recruitment and Selection are well related to efficiency increase of the organisation. The individual influence of the independent variables is estimated in the following co-efficient table.

Table No.3

COEFFICIENTS (A) TABLE FOR TRAINING METHODS AND TRAINER COMPETENCY

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std.Error	Beta	B	Std.Error
Constant	1.20E-016	.038		.000	1.000
Training Methods	.411	.038	.411	10.476	.000
Trainer Competency	.168	.038	.168	4.384	.000

a). Dependent Variable: IMPF1

IMPF1: Efficiency Increase.

From the above table, it represents that Training Methods adopted by a manufacturing s company (Beta = .411, t= 10.746, p = .000 are statistically significant at 5% level. Similarly it's followed by trainer competency (Beta = .168, t = 4.384, p = .000) is also significant at 5% level.

Therefore, it can be concluded that Training Methods adopted by the manufacturing organisation does a significant role in increasing the efficiency of the organisation. Trainer Competency also gives its significant contribution for the employees to increase the efficiency and the productivity of the organisation.

(B)INFLUENCE OF TRAINING AND DEVELOPMENT FACTORS.

The two factors of Training and Development, namely Training Objectives and Competitive Training and their influence over the efficiency increase of the organisation is measured through the following regression analysis.

Table No.4

MODEL SUMMARY OF TRAINING OBJECTIVES AND COMPETITIVE TRAINING.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.367(a)	.135	.132	.93180709

a). Predictors: (Constant), TRF2, TRF1

From the above table it ascertains that R=.367, R Square= .132 are significant this implies the independent variables Training Objectives and Competitive Training create 13.5% variance over the efficiency increase of the organisation.

This leads to the verification of cumulative regression fit for the independent and dependent variables.

Table No.5

ANOVA (b) FOR TRAINING OBJECTIVES AND COMPETITIVE TRAINING.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	74.323	2	37.161	42.800	.000(a)
Residual	476.677	537	.868		
Total	551.000	539			

a). Predictors: (Constant), TRF2, TRF1

b) Dependent Variable: IMPF1

From the above table, it indicates that F= 42.800, P= .000 are statistically significant at the 5% level. This shows that the regression fits his significant and perfect.

The independent variables Training and Development are well related to the efficiency increase of the organisation. The individual influence of the independent variables is estimated in the following co-efficient table.

Table No.6

COEFFICIENTS (A) TABLE FOR TRAINING OBJECTIVES AND COMPETITIVE TRAINING.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std.Error	Beta	B	Std.Error
Constant	1.09E-016	.040		.000	1.000
Training Objectives	.358	.040	.358	9.013	.000
Competitive Training	.083	.040	.083	2.090	.037

a). Dependent Variable: IMPF1

From the above table it is found that Training Objectives adopted by a manufacturing s company (Beta = .358, t= 9.013, p = .000 are statistically significant at 5% level. Similarly, it's followed by Competitive Training (Beta = .083, t = 2.090, p = .000) is also significant at the 5% level.

FINDINGS AND CONCLUSION:

To sum up that Training Objectives adopted by the manufacturing organisation plays a significant role in increasing the efficiency of the organisation. Competitive Training also gives its significant contribution for the employees to increase the efficiency and the productivity of the organisation. The responsibility of the SHRM department of the organisation is Career planning and development ensures that goals of individual and organizations should be in synergy. It implies the individual should be aware of their capabilities and opportunities in the organization, the employee chooses to develop themselves in a direction that improves their chances of being able to handle new responsibilities.

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IMPACT OF GST ON SELECT SECTORS – AN OVERVIEW

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Abstract:

We are going to witness biggest indirect tax reform in the history of independent India. However, global trends suggest implementation of Goods and Service Tax or Comprehensive VAT on Goods and Services lead to inflationary conditions in short to medium term economy. Our country being highly price sensitive market, necessarily requires to check whether implementation of new taxation regime should not lead to inflationary conditions or should have minimum impact on it. The article discusses some of the key aspects on select specific sectors taking into account various provisions of GST Laws (including draft laws) as are available in public domain upto18th June, 2017.

Introduction

The biggest tax reform Goods and Service Tax (GST) is set to implement from 1st July, 2017. The primary objective of the Goods and Services Tax (GST) is to overhaul and revamp the existing structure of taxation within the federal setup to create one simultaneous levy on goods and services imposed by Central and State Governments. GST is purely a destination based-consumption tax and avoid the cascading effect of taxes. The Central Government is racing against time to meet the deadline and is making all efforts for the smooth roll out of the Goods and Services Tax regime. The GST Council concluded its 17th meeting on 18th June, 2017 has finalized rates for all the items and confirmed the implementation of GST on 1st July, 2017. Almost all the states have passed their respective State GST bills except state of Jammu and Kashmir.

Meaning of GST

GST is a destination based indirect tax will be levied on supply of goods and services, which is set to subsume the various indirect taxes currently levied by Central and State Governments. GST does not differentiate between goods and services and thus, the two are taxed at a single rate. GST offers comprehensive and continuous chain of tax credits from the producer's point/service provider's point upto the retailer's level/consumer's level thereby taxing only the value added at each stage of supply chain.

Need for GST

The existing indirect tax framework in India suffer from various shortcomings. Under the existing indirect tax structure, the various indirect taxes being levied are not necessarily mutually exclusive. To illustrate, when the goods are manufactured and sold both central excise duty (CENVAT) and State-level VAT are levied. Though CENVAT and State level VAT are essentially value added taxes, set off one against the credit of another is not possible as CENVAT is a central levy and State level VAT is a State levy. A comprehensive tax structure covering both goods and services viz. GST would address these problems. Simultaneous introduction of GST both at Central and State levels would integrate taxes on goods and services for the purpose of set-off relief and will ensure that both the cascading effects of CENVAT and service tax are removed and a continuous chain of set-off from the original producer's point/service provider's point upto the retailer's level/consumer's level is established.

Advantages of GST

1) There will not be any double taxation i.e. tax on tax.
2) Traders and Manufacturers shall be relieved from the cumbersome procedure in issuance of statutory forms such as C-forms, F-forms and way-bills etc.
3) Improved competitiveness
4) Better controls on leakage
5) Consolidation of tax base
6) For the consumer - Reduction of prices and Single and Transparent tax proportionate to the value of goods and services.

Disadvantages of GST

The disadvantages feared by manufacturing states such as Tamil Nadu, Gujarat and Maharashtra, is that they will lose a major chunk of revenue earned from taxes on manufacturing. Since the tax structure will be uniform in the entire nation, States that traditionally attract investments may now lose some since manufacturers may turn to other States as well.

Impact of GST on Manufacturing sector

Multiple indirect tax legislations have led to significant compliance andadministrative costs, classification and valuation disputes and generally impaired theease of doing business in this sector. Further being a very competitive industry,trimming down the cost of production and creating value addition for customersremains a challenge for all. To add to their challenges, companies also get no tax credit for indirect taxes such as luxury tax, Octori, Entry tax, CST. Input tax credit (ITC) under GST is likely to bring considerable benefits of cost reductions by way of liberalized tax credit.Impact on working capital may be noteworthy since stock transfers are not subject totax under the current regime. Under the GST regime, stock transfers are subject to tax. Though GST paid would be available as credit, utilization of the GST paid would happen only after the final supply resulting in cash flow blockages.

Impact on E-Commerce sector

Presently, e-commerce companies discharge the service tax liability through a centralized registration, however the model GST law doesn’t envisage a concept of centralized registration which would in turn in higher compliance cost. The law of tax collection at source by e-commerce companies could result in significant compliance burden along with cash flows issues for the vendors listed on the market places. Moreover, under the current regime, e-commerce operator is liable to pay service tax only incase where service is provided under the brand of the operator. However, under GST regime,irrespective of the fact that the service is provided under the own brand (Ticketghoose, Redbus,Make my trip) or under the brand of the operator (Ola or Uber), the operator shallhave to remit the applicable GST. This will lead to broadening of the horizons of levyof tax on the e-commerce operators. Further, GST may mitigate the present issues more particularly the tax credit issues across the border avoiding tax cascading.

Impact on Real-Estate sector / Works Contractors

The real estate sector account for about five per cent of India‘s GDPand is considered the second-largest employer in the country. This sector has beensubjected to wide-ranging litigation and unscientific reasoning by the tax authorities.Construction activities would be regarded as works contract and they would betreated as Services under the GST regime. Currently, many works contractors are noteligible to take credit of the excise duty paid on the materials used for execution ofworks contract. Under GST, builders/works contractors would be allowed to take credit of all their procurements of goods and services except for fewrestrictions, which would reduce the costs substantially. At present land is kept outside the ambit of GST, however the same is likely to be brought into the GST ambit at a later date as may be recommended by GST council. The significant impact is that the concept of Centralized registration is done away with under the GST regime. This will result in higher cost burden to the works contractors since most of the contractors pay service tax on centralized basis.

Impact on Consumer

Nearly 80% of the items are kept under 18% slab rate under GST regime. Currently,most of the goods (for e.g. beauty products, consumer electronics, non-luxuryautomobiles) are subjected to higher indirect taxes as they attract an exciseduty of 12.5% and a VAT of 12.5% to 15% varying from State to State. Further, tillthe time the product reaches the end customer there are plentiful cascading of taxesleads to an effective indirect tax rate 25% to 30% in the hands of the end customer.Standard rate of GST being 18%, there would be a substantial saving in the overallindirect tax cost borne by the customers. This reduction in indirect tax cost wouldlead to reduction in production cost giving a room for reducing prices and benefitingend-users.On the other hand, for some other goods (for e.g. textiles, edible oil, and low valuefootwear) the rate of excise duty is nil whereas VAT in most States is 5%. Thus, the overall tax cost for these kind of goods comes to 8-9%. If these goods are taxed at the standard rate of 18% then there would be significant increase in cost for the end customers. Even if these goods are kept at the lower GST rate of 12%there would be an increase in cost for the end customers.

Impact on IT Sector & IT enabled services (ITeS)

It is important to note that IT and ITeS sectors have received considerable encouragement for the last 2 decades by way of Government Policies (both Central & States) on the ground that they are net Forex earners and employment creators. Several tax policies were put in place for the IT/ITeS sectors to make them export competitive. The tabulation provides brief of tax on various transactions involving software:

Software Transaction	Taxes Applicable
Import of packaged software(physical)	BCD + IGST
Export of packaged software	Zero rated
Export of software services	Zero rated
Supply of packaged software (within India)	CGST-SGST or IGST
Installation of software already supplied	CGST-SGST or IGST
Supply of services of development of software	CGST-SGST or IGST

Impact on Automobile Sector

In the present regime, taxes paid by an automobile manufacturer or dealer on business expenditures like advertising services, business promotion etc. are not allowed as Input tax credit. Under GST, with the introduction of business concept “Used or intended to be used in the course or furtherance of business" the business can claim input tax credit on business overheads. This will help the business in reducing the cost of operation and increasing the profitability. Supply being a taxable event in GST, the vehicle transfers between the branches will be taxable. This implies, on the date of vehicle transfer, GST needs to be paid. Through the business are fully eligible for tax credit, for a period between vehicle transfer and the sale date, the funds will be locked. In this sector, it is very common to receive the vehicle booking advance. Today, dealer is not required to pay tax on the date of receipt of advance. However, in GST, on the date of receipt of advance, dealer is required to pay GST. The taxability of advance will have a dent on their cash outflow.Another impact on working capital will be due to periodic free services offered to customers. Usually, free service vouchers are issued to customer at the time of sale of vehicles. Under GST, dealer is required pay GST on the date of issue of service voucher. This will a major blow to the cash outflow of a dealer. This is because, GST needs to be paid on the date of issue of voucher but the tax will be collected from the customer only when the vehicle is serviced or repaired, which will on a later date. Apart from the above, a manufacturer provides discounts to dealer based on the targets, Year-End sale, and special occasion discounts etc. Generally, these are post supply discounts under GST, these discounts will be allowed as deduction from transaction value only if discounts can be linked to specific invoice(s). Hence the business need to re-look the discount policy to avoid paying taxes.

Conclusion

The Government has done a phenomenal job in bringing the much-awaited law to last mile – a law which has remained for more than a decade in discussion / deliberations. On a macro level, the framework of the proposed legislation provides a level playing field to the India Inc and lives up to the ideology of creating ‘One Nation One Tax’, eliminating state borders, seamless credit chain, removes cascading effect of taxes, simplification of procedures through technology enabled solutions and last and most important bringing businesses to main stream economy which would boost tax collections and improve GDP. We hopeful that the industry would be ready for facing a lot of challenges as we have 29 different state GST legislations, one interstate GST and one central GST legislation. That’s 30 legislations too many – the biggest hurdle to conducting business in the times of this SGST model will be the onerous requirements for filling returns. Today’s 2 returns per year will be replaced by at least 49 returns per year (per State). In summary, the GST will cast a lot of compliance burden on this industry, however, it will also provide much-needed boost to this industry in long run.

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A STUDY ON OMANI CONSUMERS BEHAVIORS REGARD TO OMANI PRODUCTS IN MUSCAT GOVERNORATE

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Abstract

The study of consumer behavior is the study of how individuals make decisions to spend their available resources (time, money, effort) on consumption related items. It includes the study of what they buy, why they buy it, when they buy it, where they buy it and how. Researchers focus on Omani consumer behavior when buying the national products. Many factors influence Omani consumers' behaviors in buying the products. It includes economic, social, group, psychology and geographical factors.

The objectives of the study are to find the reasons of why Omani consumer prefer buying national products more than foreign one, the factors influencing Omani consumer behavior in purchasing the products. Also, to know the impact of culture in the selection the product during the purchase for Omani consumer and clarify the nature of Omani consumer behavior while buying the products. To achieve these objectives, it has to apply some application in this study. In this study researcher used the analysis of previous studies to compare current studies with the past or previous studies.Finally, Omani consumer behaviors have positive and negative behaviors in buying local products that is depends in the factors that influence them. In addition, it depends also to the nature of Omani consumer behavior. Researchers suggests that, Omani consumer follows a positive behavior and attitude in purchasing national products. It will relate to the factors influencing them and the nature of their behaviors.

Consumer Behaviors In Muscat Governorate:

This research focused on consumers' behavior in Muscat Governorate in terms of the products, Factors that influence consumer behaviors during buying the products and the nature of consumer's behavior in Muscat governorate. It is an old saying that customer is the 'king' because he is the person on whose decision demand of any product or service is dependent. The attitude of consumer or buyer decides how demand will emerge for a new product and service and how existing goods and services will be sold. The attitude in turn depends upon many economic, social, cultural and climatic factors.

The decisions are also influenced by education, stage of economic development, life style, information, size of family and host of other factors. The study of consumer behavior implies how and why a particular consumer or group reacts to decisions of producers. According to another author the consumer behavior is "the behavior that consumer display in scanning for purchasing, using, evaluating and disposing of products and services that they expect will satisfy their needs. often they buy it, and how often they use it".[1]

The impact of culture in Omani consumer's behavior on purchasing products: Culture sets restrictions within which most individuals think, act, and feel in a manner consistent with that of other members of the same culture because it seems natural or right thing to do so (Parker-Pope, 1996; Fielding, 2006)[2].

1 Dishka, K. (2016). Consumer Behaviour: Meaning, Factor, Advantages and Disadvantages.

2 Barak, B. (2001). "Perceptions of Age-Identity," Psychology & Marketing, October, pp. 1003-29.

Cultural values are widely held beliefs that affirm what is desirable. These values affect behavior through norms, which specify an acceptable, range of responses to specific situations. Consumer behavior differs because values inherited by consumers differ from culture to culture. Research shows that consumers from cultures that differ on values differ in their reaction to foreign products, advertising, and preferred sources of information that direct consumer behavior. Also, certain cultures are more youth-oriented than others hence are more liberal and individualistic, and are more likely to work harder and spend more (Fattah, 2001)[3]. Furthermore, the altitudes towards work and leisure also differ from culture to culture which has important consequences for lifestyle and demand for leisure activities. Another aspect that influences on consumer behavior is the religious beliefs. For example, many Islamic cultures and some Catholic cultures are much more religiously oriented as compared to Chinese culture where religion plays a very small role. This implies that in Islamic and some Catholic cultures people are more inclined to buy and consume religious artifacts and related material.

Statement of problem:

Consumer behavior is not easy to comprehend and study. Before launching a new product, survey of consumer behavior is necessary to find-out whether a particular product will sell or not so that accordingly investment decision is taken. The more important function and purpose is to influence the behavior of consumers through advertisements, incentives and other methods so that consumer behavior is studied by marketing personnel to influence the behavior of consumers after studying what factors decides the behavior for a particular product, persons, groups or regions. This study focus on the behavior of national Omani towards local products. It would analyze the unique behavior of Omani customer with respect to Omani product.

Objectives of study:

1. To study the reasons of why Omani consumer prefer buying national products more than foreign one.
2. To identify the factors which influence Omani consumer behavior in purchasing the products.
3. To know the impact of culture in the selection the product during the purchase for Omani consumer.
4. To clarify the nature of Omani consumer behavior while buying the products.

Research Methodology:

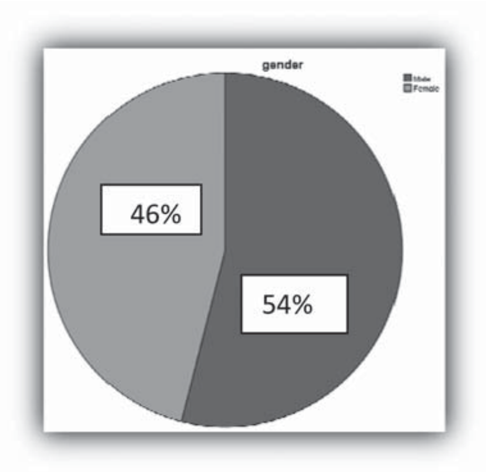
It is a mix of quantitative and qualitative research. In this paper descriptive, correlation, cause-comparative, experimental approaches were applied. Descriptive is research involves collecting data in order to test hypotheses or answer questions. Correlation is the one types of quantitative researches and it means research attempts to determine whether and to what degree a relationship exists between two or more quantifiable variables. Causal-comparative research establishes the cause-effect relationship, compares the relationship, but the cause is not manipulated, such as "gender".

Population and Sample, Instrumentation and Data Collection:

There are 50 copies of questionnaires were distributed to Omani consumers. The data was collected through questionnaires, observations and searching from some books. The researchers observe about the nature of consumer behavior and the factors influence Omani consumer behavior. In addition to that researchers use questionnaires to support the study; which contain 16 questions.

[3] Fattah, H. "The New Arab Consumer," American Demographics, September 2002, p. 58.

Data Analysis:



Gender: The figure 4.1 show gender of the respondents, in which there are 27 males who form 54% of the sample and 23 are females who form 46% of the sample.

Age: The age of the respondents, in which there are 26 members between 18-21 years old who form 52% and 24 members are between 22-25 who form 48% of the sample.

Occupation The occupation of the respondents, in which there are 39 students who form 78% of the sample and 11 others who form 22% of the sample.

Testing of Research Hypotheses:

The following hypotheses help to test the results of this study, this hypotheses are:

Null Hypothesis: (H0) Omani consumer follows a positive behavior and attitude in purchasing national products.

Alternative Hypothesis: (H1) Omani consumer follows a negative behavior and attitude in purchasing national products.

H0: $\rho = 0$ (No correlation)

H1: $\rho \neq 0$ (correlation exists)

Correlations

		Q9	Q13
Q9	Pearson Correlation	1	.404**
	Sig. (2-tailed)		.004
	N	50	50
Q13	Pearson Correlation	.404**	1
	Sig. (2-tailed)	.004	
	N	50	50

$$t = \frac{r}{\sqrt{\frac{1-r^2}{n-2}}}$$

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

Where r=0.404, n=50, Therefore the calculated "t" value is 3.1

The critical table value of "t" at 0.004 level of significant is 3.232

The calculate value of "t" (3.1) is less than table value (3.232), so accept Alternative Hypothesis(H1), it mean "there is a correlation between Omani consumer follow a negative behavior and attitude in purchasing national products".

Summary, Conclusion & Recommendation

This study gives idea about the factors influence Consumer behavior in buying local products, why Omani consumer prefer buying national products more than foreign one and the nature of Omani consumer behavior. In Other hand customers will know how to behave in selection and purchasing the products. As well as this study open new door to study basic foundation to other study such as consumer behavior in buying the products online.

Recommendations:

1. Retailers and sellers should increase their focus on products and services that Omani consumers are

interested to buy.
2. Omani consumer is paying attention to the incentives that interest them, so marketer should try to pay their attention through promotional activity.
3. If the consumer rules that the commodity is good in one of the properties, he believes that all the characteristics are also good so the marketers should try to instill the impression that this commodity is good at least in one property.
4. The omani society to do more studies in Omani consumers' behavior in buying locally products because that will create benefit for the future generation of Oman economy.
5. The Omani companies to try use new methods to promote local products.
6. Marketers and manufacturers should add value to the Omani products through mixed traditional with current quality to change the behavior of Omani customers.

Conclusion:

In conclusion, the positions within the society and culture have more influencing in customer behavior while purchasing the products. There are many previous studied that help researcher to prepare this report with regard to the concept of consumer behavior, the factors that influence on customers purchasing behavior when buying products and the nature of consumer behavior**.** On the other hand, the primary data and its analysis helped researcher to reach the conclusion. That is has a strong related with the finding results of the questioner. In the finding results researcher found that the culture, Brand name, the position within society have more influence in Omani customer behavior more than others factors. In addition, more than half-respondent preferring to buy Omani products rather than others and most of respondent like to buy Omani products because it reflect Omani culture. Furthermore, consumers prefer buying national products more than foreign one to increase national economy.

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RISK MANAGEMENT PRACTICES OF PUBLIC SECTOR BANKS IN INDIA: A COMPREHENSIVE ANALYSIS

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INTRODUCTION

The global economies feel that the financial institutions have been equivalent of a high velocity roller coaster ride for the past couple of years. We have seen major ups and downs, with twists and turns along the way. The Indian banks are not an exception. The issue of Non Performing Assets (NPAs), the origin of the global financial crisis just like a roller coaster ride does, has left some with a rush of adrenaline and others feeling sick. The increasing level of NPA demands the necessity of provisions at the cost of profit margin and banks market value. The various studies had discussed the issue of Non Performing Assets under many deliberations all over the world the problem is not only affecting the banks but the economy as whole. The wealth, health & financial status of the industry and trade is the reflection of Non Performing Assets in Indian Banks. The accumulating NPA exposes the banks to the credit risk, arising due to the failure of non recovery of loans from the borrowers. Though complete elimination of losses due to NPA is not possible but banks can always aim to keep the losses at a lower level.

Non-Performing Assets of Public Sector Banks

The quality of Indian banks A assets is likely to deteriorate over the next two years. This will be driven by the slowdown in the economy, and by the aging of loans made in recent years. The NPAs are considered as an important parameter to judge the performance and financial health of banks. The level of NPAs is one of the drivers of financial stability and growth of the banking sector. The Financial companies and institutions are nowadays facing a major problem of managing the Non Performing Assets (NPAs) as these assets are proving to become a major setback for the growth of the economy. NPAs in simple words may be defined as the borrower does not pay principal and interest for a period of 180 days. However, it is taken into consideration now that default status would be given to a borrower if dues are not paid for 90 days. If any advance or credit facility granted by the bank to a borrower becomes non-performing, then the bank will have to treat all the advances/credit facilities granted to that borrower as non-performing without having any regard to the fact that there may still exists certain advances / credit facilities having performing status.

Banking business is mainly that of borrowing from the public and lending it to the needy persons and business at a premium. Lending of money involves a credit risk. When the loans and advances made by banks or financial institutions turn out as non - productive, non rewarding and non – remunerative, they become Non Performing Assets (NPA). According to SARFAESI 2002, NPA is an asset or account of a borrower, which is classified by a bank or financial institution as sub-standard asset, doubtful asset and loss asset.

The definition of an NPA as given by RBI and its various categories is as under: An asset, including a leased asset, becomes non-performing when it ceases to generate income for the bank. A non performing asset (NPA) is a loan or an advance where;

1. Interest and / or installment of principal remain overdue for a period of more than 90 Days in respect

of a term loan,

2. The account remains 'out of order' in respect of an Overdraft / Cash Credit (OD/CC),
3. The bill remains overdue for a period of more than 90 days in the case of bills Purchased and discounted,
4. The installment of principal or interest thereon remains overdue for two crop seasons for short duration crops,
5. The installment of principal or interest thereon remains overdue for one crop season for long duration crops,
6. The amount of liquidity facility remains outstanding for more than 90 days, in respect of a securitization transaction,
7. In respect of derivative transactions, the overdue receivables representing positive. Banks should, classify an account as NPA only if the interest due and charged during
8. Any quarter is not serviced fully within 90 days from the end of the quarter.

Categories of NPAs

Banks are required to classify non-performing assets further into the following three categories based on the period for which the asset has remained non-performing and the reliability of the dues:

(1) Substandard Assets: With effect from 31 March 2005, a substandard asset would be one, which has remained NPA for a period less than or equal to 12 months. In such cases, the current net worth of the borrower / guarantor or the current market value of the security charged is not enough to ensure recovery of the dues to the banks in full. In other words, such an asset will have well defined credit weaknesses that jeopardize the liquidation of the debt and are characterized by the distinct possibility that the banks will sustain some loss, if deficiencies are not corrected.

(2) Doubtful Assets: With effect from March 31, 2005, an asset would be classified as doubtful if it has remained in the substandard category for a period of 12 months. A loan classified as doubtful has all the weaknesses inherent in assets that were classified as substandard, with the added characteristic that the weaknesses make collection or liquidation in full, on the basis of currently known facts, conditions and values - highly questionable and improbable.

(3) Loss Assets: A loss asset is one where loss has been identified by the bank or internal or external auditors or the RBI inspection but the amount has not been written off wholly. In other words, such an asset is considered uncollectible and of such little value that its continuance as a bankable asset is not warranted although there may be some salvage or recovery value.

Impact of NPAs on Banking Operations

The efficiency of a bank is not reflected only by the size of its balance sheet but also by the level of return on its assets. The NPAs do not generate interest income for banks. At the same time, banks are required to provide provisions for NPAs from their current profits. The NPAs have deleterious impact on the return on assets in the following ways:

1. The interest income of banks will fall and it is to be accounted only on receipt basis.
2. Banks profitability is affected adversely because of the providing of doubtful debts and consequent

to writing it off as bad debts.

3. Return on investments (ROI) is reduced.
4. The capital adequacy ratio is disturbed as NPAs enter into its calculation.
5. The cost of capital will go up.
6. Asset and liability mismatch will widen.
7. It limits recycling of the funds.

REVIEW OF LITERATURE

The researcher had reviewed 200 reviews of literatures and various studies to identify the gap and observations of other authors on the issue of Non Performing Assets an agenda which is the need of the hour for the banking industry. The news, statements and research works related to the NPAs management is still being an agenda for discussion and many had put forth their recommendations to curb, manage and to minimize the level of NPAs in Indian banks with special note to public sector banks. RBI has been insisting on banks to utilize various measures on recovery of bad loans and strengthen due diligence. The global rating agency, Moody's, in its latest report of 2013, has downgraded Indian banking system's rating outlook from 'stable' to 'negative'. The Reserve Bank of India (RBI) has also observed in its second quarter review of monetary policy 2012-13 that the Non Performing Assets (NPA) and restructured loans of banks have been increasing significantly and a major reason for deterioration in the asset quality of banks is the lack of effective timely information exchange among banks on credit, derivatives and un-hedged foreign currency exposures. (Sashidaran 2013)

The accumulated and enormous level of NPA in post-liberalization period forced policy makers to reform banking sector. A Committee on Banking Sector Reforms known as Narasimham Committee was set up by RBI to study the problems faced by Indian banking sector and to suggest measures revitalize the sector. The committee identified NPA as a major threat and recommended prudential measures for income recognition, asset classification and provisioning requirements. These measures embarked on transformation of the Indian banking sector into a viable, competitive and vibrant sector. The committee recommended measures to improve "operational flexibility" and "functional autonomy" so as to enhance "efficiency, productivity and profitability" (Chaudhary and Singh, 2012).

In the present scenario, it has become all the more important for RBI's mandatory inspection to act as an effective deterrent for banks not to resort to non-adherence to applicable prudential norms and less provisioning for NPAs. Consequent to changes made in asset classification norms in 2005, banks are permitted to phase the consequent additional provisioning over a five-year period from March 2005 with a minimum of 10% of the required provision in each of the first two years and the balance in equal installments over the subsequent three years.

In conformity with prudential norms, provisions should be made on NPAs on the basis of classification of assets into prescribed categories, standard assets, sub-standard assets, doubtful assets and loss assets. Based on the period for which the advance has remained in 'doubtful category', the provisioning percentage has been prescribed. Banks are required to make provisions for NPA as at the end of each calendar quarter. The income expenditure account for the respective quarters, profit & loss account and balance sheet for the year end should reflect the requisite provisioning made for NPAs.

Research gap:

In India, NPA were very high in the beginning of 90's. Over a period of time there is considerable decline in the NPA's of all banks. In the case of public sector banks, gross non-performing assets were 9.4% in 2002-03 and it declined to 7.8% in 2003-04. The net NPA during the same period declined from 4.5% to 3%. Non-Performing Assets are popularly known as NPA. Commercial Banks assets are of various types. All those assets which generate periodical income are called as Performing Assets (PA). All those assets which do not generate periodical income are called as Non-Performing Assets (NPA). If the customers do not repay principal amount and interest for a certain period of time then such loans become non-performing assets (NPA). Thus non-performing assets are basically non-performing loans. In India, the time frame given for classifying the asset as NPA is 180 days as compared to 45 days to 90 days of international norms.

The existing literature is devised to study the either sector wise or bank wise or geographical area may not give an appropriate idea on the managerial lapses in the management of NPAs. A comprehensive study focusing on practioners and administrators can give better understanding of the existing practices in banking and what type of internal procedures, policies and managerial practices fuel the level of NPAs among banks. IT also helps to redesign the existing policies and procedures in the process and follow up of loan accounts and there by a change can be brought in the management of NPAs. Based on this assumption, Researcher proposes the broad area of study as “Risk management Practices of Public sector banks in India".

RESEARCH METHODOLOGY

Need for the study

The various authors have done their research on the management of Non-performing assets of public sector banks, private sector banks, cooperative banks, NBFCs. Indeed the researcher has noticed similarities and dissimilarities in the various studies mostly following the same pattern of analyzing the cause and impact of NPAs of banks in India. All the studies are with reference to the factors which are already identified by the RBI and BIS. Moreover, the authors had used mostly the secondary data from the banks statements and RBI publications for analyzing the NPAs of PSBs. In spite of legal framework and regulatory bodies dictating and governing the bank’s asset portfolio quality, still the level of the NPAs are high comparatively in PSBs than private and foreign banks. As the need of the time it is necessary to regain the trust of financial institutions the study on the origination and the management of such NPAs is taken up. The thumb rules of Indian public sector banks is that “The NPAs Cannot Be Eliminated But It Can Be Minimised If Carefully Handled.” The researcher wants to take up a study to identify the areas of carelessness generating the NPAs of the bank and analyze such factors to get a fair view of these related issues.

Statement of the Problem

In a fast changing banking environment of today the very survival of a banking organization depends on level of the income generated through optimum use of assets after paying the cost of funds for acquiring them and other administrative costs involved therein. Once the assets cease to contribute the income, they are termed as Non Performing Assets, which not only have cost of funds involved but also require to be operated as per prudential norms. One of the major problems being faced by banks and financial institutions in India is that of bad debts termed as “Non Performing Assets” (NPA). There are many reasons for the sorry state of affairs and major among them are 1) Political interference, 2) Poor enforcement, 3) Archaic laws and procedures,4) Corruptions at various levels and competition in various banking institutions. 5) Flow of Funds etc. After considering the importance of various strategic affairs in Indian banking industry it is felt necessary to carry out a study entitled "Risk Management Practices of Public Sector Banks In India."

Objectives of the Study

The study basically aims at establishing a linkage between internal efforts of bank and financial institution and growth of NPAs. In other words, growth in NPAs can be checked considerably if bank and financial institutions have suitable internal arrangements. The profitability of the financial institution largely depends upon the level of income generated through optimum use of the assets after paying the cost of funds for acquiring them and other administrative cost involved therein. Once the assets cease contributing to the income, they are termed as Non Performing Assets. The study is related to internal systems, procedures and practices, for monitoring of NPAs and recovery from the same. The research work has undertaken to identify the strategies to manage and reduce the NPA of selected public sector banks with the specific objectives, they are as follows:

1. To examine the status of Non Performing Assets in Banking sector in India.
2. To find out the reasons for Non Performing Assets in the public sector banks.
3. To know the difficulties in the NPAs management among PSBs.
4. To study the role of policies and Administrative procedures in NPAs.
5. To examine the steps taken for recovery in respect of NPA accounts.

Hypotheses of the study:

1. There is no relationship between the level of NPAs and Demographical variables of a bank.
2. There is no relationship between the level of NPAs and factors considered while granting loans.
3. There is no relationship between level of NPAs and the preferred sector of lending.
4. There is no relationship between level of NPAs and steps taken for recovery in the normal course of action.
5. There is no relationship between level of NPAs and the precautions taken while granting the loan.
6. There is no relationship between level of NPAs and the appraisal practices
7. There is no relationship between level of NPAs and the Sanction and disbursement practices
8. There is no relationship between level of NPAs and the post recovery

Research Methodology Adopted

A hybrid research methodology is adopted for the purpose of this study. Descriptive research methodology is adopted to know the banking sector climate and NPA management practices of banking sector. An exploratory approach is followed to dig out the internal affairs of banking to know the difficulties in the management of NPAs in banks. Methodology relates to plan of study, which includes steps of data collection, types of questionnaires, process of data and finally interpretation of data. Data is collected from Public sector bank branches located in and around Chennai. Present thesis is outcome of research conducted by researcher adopting survey method. A survey research is usually based on the sample survey or census survey. The sample for survey is public sector bank branches presently functioning in Chennai Tamilnadu have been selected on the basis of convenience of the respondents.

Sampling of Banks:

The number of total scheduled commercial banks in India is 57, in which Public Sector Banks are 27. The total number of Public Sector Bank branches located in Chennai is 1266. The study covers 200 branches including all the public sector banks on convenience sampling basis aggregating 15.80% public sector bank branches functioning in Chennai, Tamilnadu.

Sample Profile and Sample size

Banks	India	Tamilnadu	%	Chennai	%	Sample
PSBs	101261	7666	7.57%	1266	25%	316.5
Total sample size framed						317

Data collection methods and instrument design

For the study primary and secondary data have been utilized:

Primary Data: The primary data is collected through Questionnaire, which is divided into seven parts. Part-I deals with profile of the banking sector and NPAs management climate. Part-II deals with NPAs related information and follow up, Part-III deals with Appraisal Reasons for NPAs in banks, Part-IV deals with Sanction and disbursement reasons for NPAs in banks, Part-V deals with Post disbursement reasons for NPAs, Part-VI deals with difficulties in the management of NPAs in banks, Part-VII deals with Perceptions relating to resolving NPAs issues in banks and finally the questionnaire is concluded with an open ended question asking any scholarly suggestions t control NPAs in banks.

Primary data was collected through structured questionnaire from bank officials from public sector banks. Their views regarding NPA were collected. The questionnaire was presented to the bank officials with prior appointment. As far as possible the bank officials and bank mangers provided the information. In some banks branches manager with the permission of his higher officials with the help of technology could provide information of the entire bank.

Based on the major reviews, we have designed the questionnaire by consulting the industry experts. Later the instrument is tested through pilot study is conducted to imprve the validity of the questionnaire with 65 samples and the reliability test results of the instrument is measured with Corn Bach's alpha and found suitable for the purpose of study. The detailed results of the reliability test are presented below.

Table showing reliability alpha of the data collection instrument

S.No	Description	No.of items	Alpha value
1	Part-I Profile of the banking sector and NPAs climate	12	0.8817
2	Part-II deals with NPAs related information and follow up	12	0.8999
3	Part-III deals with Appraisal Reasons for NPAs in banks	17	0.8715
4	Part-IV deals with Sanction and disbursement reasons for NPAs in banks	08	0.8722
5	Part-V deals with Post disbursement reasons for NPAs,	13	0.8594
6	Part-VI deals with difficulties in the management of NPAs in banks	15	0.8975
7	Part-VII deals with Perceptions relating to resolving NPAs issues in banks Profile of the sample respondents.	15	

The overall reliability of the questionnaire is represented by the Corn Bach's alphas is 0.8953 and found reliable to proceed with the data collection.

Opinions of banks facilitators (Chartered accountant, Advocates, Industrial borrowers, Individual borrowers and Collection agents) through the aforesaid questionnaire were collected. The questionnaire was presented to other facilitators to find out their views regarding bad loans and non performing loans.

Break – up of survey and actual sample Responses taken for study:

Name of Bank	No. of Employees SQ Given	AGM	Branch Manager	Facilitators	No of SQs rejected	No of SQs taken for study
Allahabad Bank	14	1	7	6	4	10
Andhra Bank	16	2	9	5	4	12
Bank of Baroda	22	4	15	3	5	17
Bank of India	21	5	12	4	5	16
Bank of Maharashtra	10	2	6	2	3	7
Canara Bank	23	6	5	12	5	18
Central Bank of India	18	3	11	4	5	13
Corporation Bank	17	2	10	5	4	13
Dena Bank	24	7	10	7	7	17
IDBI	36	12	14	10	8	28
Indian Bank	42	14	20	8	10	32
Indian Overseas Bank	38	13	17	8	9	29
Oriental Bank of Commerce	15	4	6	5	4	11
Panjab & Sind Bank	16	3	7	6	5	11
Punjab National Bank	19	2	7	10	5	14
Syndicate Bank	17	2	5	10	4	13
UCO Bank	18	1	5	12	5	13
Union Bank of India	19	1	7	11	5	14
United bank of India	19	1	9	9	5	14
Vijaya Bank	18	2	6	10	3	15
Total	422	87	188	147		317

Secondary Data: Since the study is related to financial problem concerning banks it was obvious to rely on the secondary data in the published form which is extensively used fort he purpose of the study. The Annual reports from 2001 to 2011, RBI publications, Notifications, Journals, circulars on NPA, Websites etc. The process is further supplemented by extensive library research reviewing news papers, periodicals, magazines, articles on NPA, case study, court decisions, and relevant sections of the provisions of Banking Regulation act, SARFEASE act, Basel accord, recommendations and conclusions of various committees / studies undertaken as well as PHD thesis also.

From the analysis of annual reports standard assets, doubtful assets, loss assets, net advances, and net NPAs amounts of the sample banks covered under study for the period 2001 to 2011 have been calculated and analyzed and interpreted for the purpose of study.

Statistical tools used:

Entire data related to NPA is financial in nature which required careful scrutiny for which relevant statistical tools have been utilized as per the need of the study. The data is analysis is carried out by using SPSS version 17. In the process of the above analysis, the study has adopted statistical techniques in order to get the interpretable solutions. Both parametric and non parametric tests are used in the study. Chi-Square test has been made in order to record the variation in the level of satisfaction of customers.

Limitations of the study

The study covers only Chennai and its suburban branches for the purpose of survey. The survey is restricted to normal affairs of the NPAs management in banks. The sample size is ensured to relay on the findings of the study. However the policy of the government and RBI is keep on changing and there by a concrete answer is not able to given by majority of the respondents in the survey. The level of accuracy of the data given in questionnaire may have some percentage of personal bias.

Scope for further Research

The present study covers all the aspects relating to credit management and internal affairs of the NPAs management in banks. The types of risks covering in the banking sector may have some degree of influence on the banking and its relevance to level of NPAs. A comprehensive study on that dimension can be a value addition to the existing literature. The behavioural aspects of banking and administration, policy making and collection of credit can also be the interesting areas of research pertaining to NPAs in banks. A cross country comparison of the Asian countries can help to understand the deficiencies in the management of loan accounts among PSBs in the county.

Findings of the Study

Based on the data analysis of selected public sector banks the researcher has observed the following findings -

1. According to the feedback from senior Bank officers the incomplete loan appraisal system, the type of loan to the category of borrowers, improper verification of documents as per KYC, and short of post disbursement activities are the major factors contributing to NPAs in the banks.
2. The nationalized banks total advances recorded average annual growth rate of 23.21%. Its further observed that the growth rate has affected since 2007, mainly attributed to the recessionary trends due to global financial crisis. Mean values of percentage amount of NPAs that recovered through Lok adalats, DRTs, SARFESI act and one time settlement is found 10.05, 42.95, 33.85, & 23.21.
3. The collateral securities accepted by the banks against the loans sanctioned are inadequate and in many cases the property are not viable and saleable. The reason why the banks are not able to analyze the worth of the property given as collateral for the loan taken: is 77% of the appraisal team is lacking of knowledge on the acceptability of type of securities as collateral. No such list is present with any bank.
4. The regulatory measures of RBI and BIS are much practiced in case of provisioning norms for the assets classified, but other aspects like recovery measures and defining the class of borrowers and

following up of KYC norms at the appraisal stage are not effective. The responses through analysis have explained that the measures do not have much say on the control of NPAs.

5. The PSBs majority of the loan is extended to the corporates, personal loan, housing loan and most proportion of 76% to the priority sector, where the government schemes and subsidies are high and 90% chance of getting default. The corporate loans are immediately approaching the Asset restructuring cells immediately on the alert signal of going default.
6. It is observed that the profitability (ROA) of the PSBs are affected by both the Gross NPA and the Net NPA and also the cost of funds, which means the banks incur a huge cost to source the fund for lending, the loan becoming bad will adversely affect the profitability ratio.
7. The research has also found that the PSBs are able to recover the outstanding loan above 1-3 years at a level of 21% through appointing the recovery agents and only 9% in case of filing the suit against the borrower but it significantly success in recovering the loans at 56% when the banker meet the borrower in person and discussion the compromise settlements schemes.
8. The discussions with the bank officials on the above trend revealed that the borrowers take advantage of such compromise settlement schemes and willfully they default to make the banks follow them for the payment of said outstanding so as to enjoy the cut off in the interest rate and certain percentage on the principal too. The bankers have no other choice as their objective is to collect whatever possible.
9. The PSBs are yet to build a strong Credit department team with skill and experience and also with proper training in processing the loan documents, sanctioning and post sanction monitoring.
10. Credit to priority sector have higher NPAs, due to increase in outstanding amount in priority sector the banks face problems in further disbursement and increase their profitability.

Suggestions and Recommendations

1. The PSBs have to study the problems of NPAs branch wise and age wise, should prepare a loan recovery policy for NPA. They should create special recovery cell at various levels for effecting timely recovery to improve the recovery status of the account. The banks have to maintain a regular contact with borrowers to ensure close monitoring of loan accounts and updating of clients profile with strong MIS among loans, operations and recovery departments. The banks have to be careful on the doubtful nature of operations in the account, overdraw, low rating score and persistent default which are considered as early warning signals(EWS).
2. Bank should adherer (Know Your Customer) Norms for identification of borrower, guarantor and verification of their address to minimize the risk of default in case of housing sector lending. In respect of agriculture advances, recovery camp should be organized during the harvest season. . The RBI and the other regulatory bodies should relax the provisioning norms on the standard assets as the provisions are made out of the current profit.
3. The credit monitoring system need to be improvised to handle compromise settlement processes for the recovery of the outstanding loans categorized as NPAs. The system should develop a strategy wherein to identify the borrowers deliberately calling for compromise to get the benefit of cut down interest rate. The Public Sector Banks should avoid outsourcing the scrutinisation of loan applications and the recovery process as leads to enormous careless, mistakes ending with bad borrowers becoming bad. To avoid the cause of such recovery agents the bank should design a strategy of introducing incentives and rewards for the team of employees achieving the said recovery targets.

4. The credit department of the Public Sector Banks should be revamp with skilled and specialized officers trained in credit appraisal, recovery of dues to avoid external recovery agents. A credit audit system should be implemented by the banks start from review of loan application till the recovery of the loans. The public Sector banks should have internal rating agencies to rate the borrowers in all aspects of credit proposal. The banks should design a new MIS on performance of various sector of economy for better credit appraisal system.

Conclusion

Non Performing Assets are global issue for all banks irrespective of the sector. It originates from lethargic sanction of loans and failure in recovery. In the study undertaken, it is found the major loss on account of NPA is caused by public sector banks compare to private sector banks. There are common characteristics which are responsible for NPAs in selected banks due to lack of supervision, political interference, willful defaulters, diverted use of funds, internal and external causes, fraudulent approach of borrowers, irresponsible attitude of officers and poor appraisal system. Thus NPA is a threat to the existence of bank. Default on account of big borrowers is a problem in recovery for public sector banks.

The quality of standard assets is important factor in determining NPA. The process of maintaining the quality of the assets starts from appraisal stage, sanctioning of loan, post disbursement activities, efficient use of legal norms, which strengthen the recovery process resulting in lower level of NPA. NPAs found at higher level are an indication of low profitability. The seed of success of managing the loss asset in any economy lies in the speed of recycling these assets and their realization into cash. The legal environment and the norms of RBI, BIS and BASEL should strongly support and effectively monitor the follow-up of such norms by the public sector banks. It is preferable to opt for a structured model to handle risky assets separately. The crucial factor is to quickly identify the problem and approach professionally utilizing the effects and impacts out of the past experience prudently and pragmatically.

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RELATIONSHIP BETWEEN DEMOGRAPHICS AND ENVIRONMENT ON THE USAGE OF BANKING SERVICES IN RURAL AREAS - AN EMPIRICAL STUDY OF KANCHEEPURAM DISTRICT

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1.0: Abstract:

Internet offers new opportunities to both consumers and producers of information in business transactions. During Fourth phase, also called as Reform Phase, Recommendations of the Narasimhan Committee (1991) paved the way for the reform phase in the banking. Important initiatives with regard to the reform of the banking system were taken in this phase. Entry of new banks resulted in a paradigm shift in the ways of banking in India. The present study has adopted both descriptive and analytical methodologies. The descriptive methodology has been focused on review in the literary evidences that are available through external and internal sources. The primary aim of the study is to find out the reasons and problems in availing the technology enabled services among the customers in Kancheepuram District. Based on the Results discussion, it is found that, the need of the hour is to create the wide publicity on technology enabled services usage and advantages, making sufficient and customer friendly technology enabled services at different points to avail with ease and access the same. This further gives ignition to financial services industry growth. The burning issue here is finance is closely associated with trust factor.

Keywords: Security - Trust factor- Availability-User friendliness - Service quality.

1.0: Introduction:

Information technology refers to all forms of technology applied to processing, storing and transmitting information in electronic form. The physical equipments used for information processing include computers, communication equipments and networks, fax machines. Information is a processed data used for decision making during uncertainty. Information systems execute organized procedures that process and communicate information. Information technology extends far beyond the computational capabilities of computers. Today computers are used extensively for data storage, computation and communication. Information technology is concerned with computation and communications. Internet offers new opportunities to both consumers and producers of information in business transactions.

1.1: Review of literature:

S.No	Dimension	Name of the author	Variables identified and used
1	Technology services –Level of awareness	Trembly(1991)	Theoretical knowledge and usage pattern
		Dr.Carlo Gabriel(2002)	Tele banking
		Norizon.m.Kassim(2007)	Webservices in banking
		Chee Lee Goi(2007)	Online transfers and accessibility
		Bronnenberg(2008)	E-Payments-awareness

2	Problems in availing technology services	Deekshit (1991)	Privacy and personal confidence
		Rajan(2006)	Technology failures
		PV.Vohra(2010)	Change of technology and up gradation, availability
		Harrington Warf(2004)	Hidden costs and cost per transaction
		Javalakshi(1995)	Network safety Establishment and maintenance.
3.	Reasons for not using the technology services	Xoan.AG (2006)	Lack of availability
		Yang(1997)	Myths associated with system usage
		Berger (2003)	Lack of uniformity in services and costs
		L.Mohan(2010)	Technology frauds
		Pretan.k.Shresta(2011)	No linkage with all banks connectivity
4	Factors influencing/ considering in the adoption and availing technology services	V.Chandra sekar(2003)	Availability and accessibility User friendliness Proper connectivity
		KMC.Nair(2008)	Procedural lapses
		O.Connel(2008)	Electronic security issues
		Mike Herald &Sunil raj(2009)	Customer service information
		Sankaran(2010)	CRM and trust building activities

1.2: Information Technology in Commercial Banking Sector

In the five decades since independence, banking in India has evolved through Traditional phase, (17861969), Nationalaization phase (1969-1980), Post Nationalaization phase (1980-1991), Reform phase(from 1991). During Fourth phase, also called as Reform Phase, Recommendations of the Narasimhan Committee (1991) paved the way for the reform phase in the banking. Important initiatives with regard to the reform of the banking system were taken in this phase. Entry of new banks resulted in a paradigm shift in the ways of banking in India.

1.3: Research Methodology

The present study has adopted both descriptive and analytical methodologies. The descriptive methodology has been focused on review in the literary evidences that are available through external and internal sources. As the study is based on the services and their satisfaction thereon. Measurement of satisfactory level is with respect to various service ingredients. Hence the analytical process has become inevitable, resulting in the adoption of analytical methodology. A questionnaire has been designed in four segments consisting of personal data, determinant of customer satisfaction, services provided by the bank. This research has primarily been based on the primary data collected from the select respondent customers of the selected commercial banks in Chennai. The oral interview has also been conducted wherever necessary to add clarity to certain key issues.

1.4: Objectives of the Study

To find out the level of awareness of the customers on technology services in the sample area.

To find out the problems faced by the customers in availing the technology services in banks.

To find out the reasons for not using the technology services offered by the banks.

To analyze the factors influencing the selection of technology services offered by banks.

1.5: Need for Study

For a long time, Indian banks faced very little competition and operated in a protected economy. Now, well-computerized foreign banks are beginning to compete seriously with the nationalized banks. Banks which use IT mainly focus on three areas viz. Meeting a customer's service expectations, cutting down the costs, managing dynamic competitive environment. For this, the banks are venturing into new financial products and service options that would help them grow without losing existing customers. And any new financial product or service that a bank offers will be intrinsically related to technology. Automation is the basic thing that banks need to have in place. It involves a combination of centralized networks, operations, and a core banking application. Automation enables banks to offer 24x7x365 service using lesser manpower. But to be really competitive, banks need to think beyond just basic automation. In this context this study has become very vital to find out the service- satisfaction level of the customer. Therefore the researcher decided to study the impact of Information Technology on the functioning and productivity of Commercial Banks in Kancheepuram District of Tamil Nadu.

1.6: Sample Size

The sample size is determined by using the scientific method, by using the pilot study standard deviation of the sample of 50 respondents, by allowing the standard error at 5% level. The sample size was determined by using the following formula. Sample Size (N)= $(ZS/E)^2$ The sample size should be = (N)= $(ZS/E)^2 = (1.96*0.548/0.05)^2 = 461.46$ or 462. The overall reliability of the questionnaire is represented by the Corn Bach's alphas is 0.8653 and found reliable to proceed with the data collection.

1.7: Data Analysis and Interpretation

1.8: Data Analysis and Discussion

Table 1: Distribution of sample on the basis of Experience

Age Group in years	Frequency	Percentage
Below 20	59	12.8
21-30	198	42.9
31-40	150	32.5
Above 40	55	11.9
Total	462	100.0

It is observed from the table 1 that the majority of the customers in the sample survey using technological services offered by the banks are belongs to 21-30 years age, and it is followed by 31-40 years age group. It indicates the role of age in adopting and availing technological services offered by the banks. One predominant reason for such relation may be lack of time and relocation of employees from one place to other and long working hours not permitting them to go to bank physically. In addition, the work place may be equipped with the online facilities and could have founds easy to complete the financial payments and other transactions through online via technological services offered by banks. The easy and free from logistics and waiting time may motivate the customers to use such options.

Table 2: Distribution of Sample on the basis of Educational Stream

Education Qualification	Frequency	Percentage
Upto SSLC	91	19.7
HSC	71	15.4
UG	126	27.3
PG	111	24.0
Professional	63	13.6
Total	462	100.0

Source: Primary data/Questionnaire.

It is noted from the table 2, that the majority of the respondents in the sample using technical services offered by banks are under graduates and it is followed by post graduates. The simple reason could be the majority of them are technical back ground and working in IT firms having technical savvy. The way deal with things in both personal and professional life is through technology and online. Such out comes are common and expected. It is the responsibility of the banks to propagate the need for going to electronic and technical services through explaining the advantages of it. In addition, technical services service quality needs to be improved to build the confidence and trust among the customers.

Table 3: Distribution of sample on the basis of occupation

Occupation	Frequency	Percentage
Private Employee	247	53.5
Government Employee	87	18.8
Business	59	12.8
Professional	69	14.9
Total	462	100.0

Source: Primary data/Questionnaire.

It is found from the table 3, that the majority of the customers using technical services offered by banks are employees working in private organizations. It indicates that the private organizations are equipped with technical savvy, which can be allowed to use the technology services offered by banks. In addition, private employees won’t get time to visit banks frequently during working time. It is also difficult for them to reach the banks located in distance places due to logistic issues and traffic. In such conditions private employees are used to go for technological services offered by banks.

Table 4: Distribution of sample on the basis of Annual income

Annual Income in Lakhs	Frequency	Percentage
Below 1	170	36.8
1-3	177	38.3
3-5	71	15.4
Above 5	44	9.5
Total	462	100.0

It is noted from the table 4, that the 38.3 percent of the sample respondents are belongs to the less than Rs.3 lakhs per year. It indicates the usage of banking services in increasing in the recent past by the middle income group. It indicates a positive sign in the organized sector growth and development in the country. The reported incomes are more means the transparency of the financial deals. In addition, this group is the potential income group for technological services adoption in the years to come. The hidden threat is the cost of services to avail technology services needs to be kept under control to attract the lower income groups in to the orbit of technology services.

Table 5: Showing the level of awareness of technology services among the different qualification groups

	Educational Qualification				
Educational qualification	Upto SSLC	HSc	UG	PG	Professional
Technology services	Mean	Mean	Mean	Mean	Mean
Internet Banking	4.24	4.11	4.12	4.45	4.24
Electronic bill payment	3.85	4.01	3.86	4.28	4.14
Online brokerage	3.86	3.82	3.40	3.46	3.49
Online delivery of financial products	3.80	3.66	3.44	3.56	3.54
Downloading transaction inform	3.86	3.83	3.73	4.01	3.94
Loan Applications	3.85	3.79	3.60	3.65	3.54
Mobile banking	3.86	3.82	3.81	4.23	4.11
Tele Banking	3.82	3.68	3.64	3.89	3.94
Electronic Fund Transfer (ETF)	3.88	3.83	3.59	4.28	4.08
The Electronic Clearing System (Credit)	3.89	3.72	3.52	3.71	3.98
The Electronic Clearing System (Debit)	3.90	3.66	3.39	3.75	3.92
National Electronic Fund Transfer (NEFT)	3.74	3.49	3.35	3.53	3.68
Real Time Gross Settlement (RTGS)	3.60	3.35	3.13	3.40	3.21

It is noted from the table 5.5, that the level of awareness on the technology enabled services are identified among the customers lower educational profile and higher educational profile are moderate. Majority of the services are aware of the SSLC qualified customers and into service sector, post graduate holders and professionals. It may be due to regular usage of these services for business purposes.

Table 6: Level of awareness on technology services among the different bank customers

	Type of bank account maintained			
	Public Sector Bank	Pvt. Sector Bank	Foreign Bank	Co-operative Bank
Level of awareness on technology services	Mean	Mean	Mean	Mean
Internet Banking	4.27	4.29	3.84	3.90
Electronic bill payment	4.05	4.04	3.64	3.95
Online brokerage	3.59	3.53	3.68	3.75
Online delivery of financial products	3.67	3.44	3.60	3.75

Downloading transaction information	3.91	3.85	3.48	3.95
Loan Applications	3.73	3.57	3.72	3.90
Mobile banking	4.00	4.00	3.44	3.80
Tele Banking	3.79	3.82	3.44	3.80
Electronic Fund Transfer (ETF)	3.87	4.03	3.52	4.00
The Electronic Clearing System (Credit)	3.76	3.71	3.64	3.70
The Electronic Clearing System (Debit)	3.69	3.74	3.60	3.45
National Electronic Fund Transfer (NEFT)	3.55	3.55	3.44	3.35
Real Time Gross Settlement (RTGS)	3.35	3.32	3.40	3.10

Based on the mean value, the overall usage of different services is recorded with different banks. It indicates that the level; of awareness is there among the respondents. The trust factor is not allowing them to use certain services with a particular bank.

Table 7: Problems in availing technology services among the different bank customers

Type of bank	Public Sector Bank	PVT. Sector Bank	Foreign Bank	Co-operative Bank
Problems in using the technology services	Mean	Mean	Mean	Mean
Technology do not ensure privacy	3.98	3.77	4.24	3.65
Safety to the funds is at stake due to trapping	3.74	3.73	3.84	3.85
Technology failures	4.06	3.90	3.72	3.05
Poor level of awareness on modus operandi	3.77	3.67	3.52	3.60
Frequent change of technology	3.70	3.56	3.80	3.05
No uniformity in operations and services	3.76	3.66	3.76	3.00
E-banks charge more hidden cost	3.74	3.74	3.84	3.15
More formalities in updating the changes	3.73	3.66	3.44	3.45
Network related issues	3.95	3.84	3.64	3.20
Lack of availability in many places	3.80	3.70	3.40	3.10

The major problems recorded in availing the technological services among the banks are safety and security, availability and accessibility, lack of customer friendliness, hidden charges and network related issues.

Factor Analysis:

Table 9: Rotated Component Matrix showing factors emerged along with score loadings

Items loaded as technical services	1	2	3	Factors
Internet Banking	.744	.096	.104	Exchange services
Electronic bill payment	.722	.188	.230	
Mobile banking	.705	.148	.194	
Downloading transaction information	.622	.216	.365	
Tele Banking	.561	.205	.358	
Electronic Fund Transfer (ETF)	.559	.556	.017	

The Electronic Clearing System (Debit)	.241	.781	.178	Money transfer services
National Electronic Fund Transfer (NEFT)	.182	.771	.109	
Real Time Gross Settlement (RTGS)	-.034	.758	.321	
The Electronic Clearing System (Credit)	.337	.714	.191	
Online delivery of financial products	.261	.150	.818	Proxy services
Online brokerage/trading	.161	.223	.791	
Loan Applications	.382	.224	.606	

Technology enabled services of banks are broadly grouped into three types, The first kind of services are mentioned as utility services, the second set of services are called as fund transfer services, and the final category of services are titled as agency services.

Factor Analysis-II:

Table:10: Problems in availing technology services by the customers

Items	Component		
Items shown as problems	1	2	Factors
Lack of availability in many places	.728	.120	Operating problems
Network related issues	.712	.062	
No uniformity in operations and services	.687	.320	
More formalities in updating the changes	.637	.244	
E-banks charge more hidden cost	.616	.307	
Technology do not ensure privacy	.042	.831	Safety and Security problems
Safety to the funds is at stake due to trapping	.129	.739	
Frequent change of technology	.382	.618	
Poor level of awareness on modus operandi	.338	.596	
Technology failures	.442	.544	

There are two factors emerged, grouping the level of awareness of technological services offered by the banks. They are titled as operating problems and safety and security problems.

1.9: Summary and conclusion:

Based on the above discussion, the need of the hour is to create the wide publicity on technology enabled services usage and advantages, making sufficient and customer friendly technology enabled services at different points to avail with ease and access the same. This further gives ignition to financial services industry growth. The burning issue here is finance is closely associated with trust factor. No manhandling in financial matters sometimes leads to misusage of services and using the technology for anti social activities too is a concern. By fixing a specific target strategy and reviewing on the issues from time to time can bring a lot of change in the usage patterns of the technology enabled services in banks in the years to come.

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IMPACT OF OBSERVED LEARNING AND FAMILY SHOPPING PATTERNS ON THE CHILD PESTER BEHAVIOUR TOWARDS TOYS: A STUDY WITH REFERENCE TO HYDERABAD CITY

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Abstract

Information is knowledge and power to take any decision within the predefined set of demographic attributes of individuals. Today electronic information gives further aid to kids to gain knowledge on various aspects of life and entertainment. In this way, manufacturers of toy making companies are adopting various types of advertisements to attract kids and to buy the variety of toys from time to time. Another important and most influencing source of information to kids is peer group. Peer group imitation is the strong source for child pesters among the nuclear families and urban environment. The third influencing factor could be shopping experience of kids in shopping malls along with parents can help the kids to gain more knowledge and collect information on availability, price, features of a toy etc. in this parlance, the current paper is focused to find out the relationship between the source of information, peer imitation, shopping experience and child pester behaviour, parent child conflict and purchase decision making.

The study is descriptive in nature. For the purpose of study, Hyderabad city is selected as sample area. Data required for the study is collected through a questionnaire. Simple random sample is used to collect the information from the customers visiting shopping malls in the city. The sample size is fixed at 600, however personal scrutiny rejects the defective questionnaires and data analysis is carried out with 480 responses. The study results indicate that, source of information and peer imitation behaviour of kids has close relationship with the child pester behaviour, parent child conflict and purchase decision making of toys in shopping malls and the co-efficient values are highly significant at 1% level of significance. Similarly shopping experience of kids has moderate level of relationship with the child pestered behaviour, parent child conflict and the p value is significant at 5% level of significance. This indicates that the source of information and peer group and reference group imitation behaviour has greater role in child pester behaviour towards toys.

Key words: Information-Peer Groups-Parent Child Conflict-Imitating Behaviour-Purchase Decision

Introduction

Some may say that children are just children- laughing, crying, playing, juggling between home, school, classes, tuition etc. They are now viewed as three markets in one: they are current market that spends money on their desires, they are a future market for most goods and services, they are also a market of influential who cause many billions of dollars of purchases among their parents (Mc Neal, 1987). India has witnessed social, cultural and economic changes in the last decade. The personal disposable income has risen by 6.57% between 1993-94 and 2003-04 (Annualized growth rate between 1993-94 and 2003-04) (Laveesh Bhandari, 2009). Compound annual growth rate of 5.3% is predicted for average Household disposable income between 2005-2025 (McKinsey Global Institute, 2007). As per Census of India, 2010, children under 15 years of age constitute 30% of our population. Not only that the large base of its age pyramid shows that for many years Indian population will continue to have a large number of young population. Children are influential buyers who are socialized into this role from an early age. Though research has been done in the West on socialization of children, the research in India is still lacking on the topic (Kaur and Singh, 2006).

McKinsey Global Institute (2007) has predicted that India will become the World’s 5th largest Consumer Market by 2025 .This study intends to investigate how the Indian child influences the purchase decision making of the family and its relation specifically to family communication and family demographics. Based on these reviews, it is concluded that the role of advertisements, peer group influence and shopping mall visiits and experience influences the kids pester bahaviour, parent child conflict and influencing the parental decision making while buying toys. Hence, the present study is titled as Role of Source of Information, Peer Imitation and Shopping Experience of Kids on Pester Behaviour, Parent child conflict and purchase decision making while buying toys : An Empirical Evidence.

Review of literature

Kapoor and Verma (2005) investigated children’s understanding of television advertising in a comprehensive study in Delhi. Their findings revealed those children as young as six years could understand the purpose of television ads and distinguish between a commercial and a television programme. With an increase in the age of the child, cognitive understanding of the ads increased and children above the age of eight years were able to respond to television ads in a mature and informed manner.

Bansal (2004) opines that „It’s all a kid’s play anyway’. Today’s youngsters have profound influence over purchases in all kinds of product categories via advertisements and media. They are the centre of the aspirations of the family. The findings of a survey named as New Generations 2001, conducted on Indian kids by Cartoon Network, reconfirm the power of the kids to make their parents dance to their tune when it comes to purchasing a product by influencing the information got through media, and peer group.

Lee and Collins (1999) proposed that when more than two family members are in conflict during the purchase decision processes the third parties (children) may form alliance to aid one side against the other. They investigated patterns of influence and coalition patterns across three stages of the decision making process, namely Configuration (synonymous with problem recognition and search for information), Negotiation (Synonymous with evaluation of alternatives) and Outcome (final decision) stage. It was found that children tend to use emotive strategies to gain influence. At the same time, the influence of family members varies in response to the gender mix of the children. The influence of a mother in the family was the strongest during the Negotiation and Outcome stage when both her children were male. Her influence was also strong if her first child was male and the second child was a female.

Mallalieu and Palan (2006) in order to identify the extent, to which shopping competence is developed in teenage girls, developed a model of adolescent shopping competence in a shopping mall context. The results of discussions with teenage girls indicated that they exhibited competence in using environmental and knowledge based resources „Partially’. This implies that if they revealed competency in some aspects of shopping, they came up short in other aspects they themselves perceived as being associated with shopping competence.

Parents are considered as the primary socialization agents for children, and most aspects of parental influence continue well into adulthood (Ying Fan and Yixuan Li, 2010). Among all the social entities from which children might learn, parents appear to be the most instrumental in teaching their children consumer behaviour (Moore and Moschis, 1981; Mascarenhas and Higby, 1993). The influence of family on consumer socialization appears to produce effects more through the subtle social interactions between parents and their children than purposive education efforts carried out by parents (Moore et al., 2003).

Research methodology

The study is descriptive in nature. For the purpose of study, Hyderabad city is selected as sample area. Data required for the study is collected through a questionnaire. Simple random sample is used to collect the information from the customers visiting shopping malls in the city. The sample size is fixed at 600, however personal scrutiny rejects the defective questionnaires and data analysis is carried out with 480 responses. The data collection tool is pre tested with pilot study and found the reliability alpha at 0.8623 and found as reliable. The for the purpose of data analysis SPSS 23.0 version is used. The customers visiting shopping malls were chosen at relaxation points and food courts after dining to collect the opinions on the child pester bahaviour and the related information.

Objectives of the study:

The current paper is focused on the following objectives.

1. To find out the relationship between the source of information and the child pester behaviour, parent child conflict and parental purchase decision.
2. To analyse the relationship between peer imitation behaviour and the child pester behaviour, parent child conflict and parental purchase decision.
3. To assess the relationship between the frequency of visiting malls and the child pester behaviour, parent child conflict and parental purchase decision.

Sample area: Hyderabad city is considered as a sample unit, including greater Hyderabad and the familiar shopping malls located at Banjara Hills, Charminar, Abids, Kukat Palle and Hi-Tech city.

Sample method: simple random sampling method is observed for selecting the customers in shopping malls.

Sample size: Initially planned for 600 samples and collected the information, but the physical verification shows errors of omission, duplication and partially filled questionnaires. Those are removed and the remaining 480 sample are taken up for study.

Sources of information and data collection: Both primary and secondary data is used in the present study.

Data analysis and discussion

The data collected through questionnaire is classified and tabulated and analyzed using SPSS and the results of the same is presented in the following lines.

Table 1: Distribution of sample on the basis of source of information to buy toys

Source of information	Frequency	Percentage
Advertisements	224	46.7
Peer and reference groups	155	32.3
Shopping mall display	101	21.0
Total	480	100.0

Source: Primary data/Questionnaire.

It is noted from the table 1, that, 46.7 percent of the sample respondents views the primary source of information to kids about toys is advertisements in media, especially electronic media, it is followed by 32.3 percent perceived peer group and reference groups as a source of information and finally 21 percent of the sample feels that shopping malls display as a source of information to the kids. This indicates that the advertisements in the media are the primary source of information and influencing the kids to a greater extent and reason for pester behaviour and the secondary influencer will be the peer and reference groups.

Hypothesis-I: There is no relationship between the source of information and the children pester behaviour, parent child conflict and parental purchase decision.

Table: 2: ANOVA results showing relationship between the source of information and the children pester behaviour, parent child conflict and parental purchase decision

Dimensions of study		Source of information			F value	P value
		Advertisements	Peer group	Shopping mall display		
Kids pester behaviour for toys	Mean	77.58	86.13	81.93	12.896	0.000**
	SD	(15.56)	(14.18)	(12.70)		
Parent child conflict reaction	Mean	47.64	52.42	47.95	6.843	0.001**
	SD	(11.41)	(11.89)	(10.95)		
Impact on parents purchase decision making	Mean	43.75	50.87	45.58	9.459	0.000**
	SD	(13.65)	(13.70)	(13.60)		

**- highly significant at 1% level of significance; *-indicates significant at 5% level of significance.

No indication- denotes not significant at 5% level of significance. Since p value is less than 0.01, the null hypothesis, There is no relationship between the source of information and the children pester behaviour, parent child conflict and parental purchase decision is rejected at 1% level of significance. Hence, statistically, it is inferred that, there is a highly significant relationship between the source of information and the children pester behaviour, parent child conflict and parental purchase decision. Based on the mean value, it is noted that peer and reference group is the powerful source of information and influencing the pester behaviour and also causes parent child conflict while buying toys in the shopping malls when compared to advertisements and shopping mall experience and window displays.

Table 3: Distribution of sample on the basis of perceptions on degree of influence of peer group on the pester behaviour of kids

Degree of peer group influence	Frequency	Percentage
Very high	49	10.2
High	173	36.0
Fair	76	15.8
Considerable	116	24.2
Nominal	66	13.8
Total	480	100.0

Source: Primary data/Questionnaire.

It is observed from the table 3, that 10.2 percent of the sample perceived very high degree of influence of peer group on the pester behaviour of kids, 36 percent views high level of influence, 15.8

percent feels fair level of influence, 24.2 percent views considerable degree of influence, and 13.8 percent feels nominal degree of influence of peer group on the pester behaviour of kids respectively. This indicates that peer group has higher degree of influence on the bahaviour of the kids and also on pesters behaviour development in the sample. This can be resolved through explaining to the kids about the toys and why we can buy and why we should not buy and the importance of money and the productive uses of money along with importance of savings. This can help the kids to understand and improve the savings habit from the child hood.

Null Hypothesis: There is no relationship between peer imitation behaviour and the children pester behaviour, parent child conflict and parental purchase decision.

Table: 4: ANOVA results showing relationship between peer imitation behaviour and the children pester behaviour, parent child conflict and parental purchase decision

Dimensions of study		Peer imitation bahaviour Degree of influence					F value	P value
		VH	H	Fair	Considerable	Nominal		
Kids pester behaviour for toys	Mean	79.07	81.76	84.03	83.51	72.69	8.746	0.001**
	SD	(13.98)	(12.76)	(12.69)	(14.02)	(18.38)		
Parent child conflict reaction	Mean	46.37	47.82	51.54	51.83	43.61	8.520	0.001**
	SD	(10.69)	(10.50)	(11.41)	(11.64)	(11.46)		
Impact on parents purchase decision making	Mean	46.49	44.70	46.33	50.31	40.47	6.625	0.001**
	SD	(14.60)	(13.59)	(13.72)	(13.15)	(13.42)		

**- highly significant at 1% level of significance; *-indicates significant at 5% level of significance. No indication- denotes not significant at 5% level of significance. Since p value is less than 0.01, the null hypothesis, There is no relationship between peer imitation behaviour and the children pester behaviour, parent child conflict and parental purchase decision is rejected at 1% level of significance. Hence, it is concluded that, there is a highly significant relationship between peer imitation behaviour and the children pester behaviour, parent child conflict and parental purchase decision. Based on the mean value, it is noticed that, peer imitation behaviour fairly affects the children pester behaviour while buying toys in the shopping malls. On the other hand peer imitation bahaviour considerable influenced the parent child conflicts while buying toys and finally peer imitation bahaviour considerable influences the parental purchase decision of toys in the sample area.

Table 5: Distribution of sample on the basis of frequency of visiting shopping malls

Frequency of visiting to malls	Frequency	Percentage
Weekly	146	30.4
Biweekly	160	33.3
Monthly	87	18.1
Bimonthly	87	18.1
Total	480	100.0

Source: Primary data/Questionnaire.

It is noted from the table 5, that, 30.4 percent of the respondents visiting the shopping malls weekly, 33.3 percent of the sample visiting at a frequency of bi-weekly, 18.1 percent of the sample at a frequency of monthly and another 18.1 percent is with the frequency of bi-monthly indicates the fair level of shopping mall visiting practices among the sample. This indicates that, shopping malls are attractive sources of purchase for both kids and parents. This may be due to lot of discount offers along with comfortable shopping with all the required items availability under the single roof. This also helps the parents to complete multiple tasks in a single visit. Hence, shopping malls have very good potential to grow further in the years to come.

Null Hypothesis: There is no relationship between the frequency of visiting malls and the children pester behaviour, parent child conflict and parental purchase decision.

Table: 6 : ANOVA results showing relationship between the frequency of visiting malls and the children pester behaviour, parent child conflict and parental purchase decision

Dimensions of study		Frequency of visiting malls				F value	P value
		Weekly	Biweekly	Monthly	Bimonthly		
Kids pester behaviour for toys	Mean	80.11	79.56	79.68	85.23	3.944	0.008*
	SD	(15.13)	(13.50)	(13.76)	(15.57)		
Parent child conflict reaction	Mean	48.62	47.79	47.04	51.79	3.522	0.015*
	SD	(11.30)	(10.65)	(11.15)	(12.68)		
Impact on parents purchase decision making	Mean	46.17	45.30	43.99	48.12	1.559	0.199
	SD	(13.70)	(13.98)	(13.74)	(13.96)		

**- highly significant at 1% level of significance; *-indicates significant at 5% level of significance. No indication- denotes not significant at 5% level of significance. Since p value is less than 0.05, the null hypothesis, There is no relationship between the frequency of visiting malls and the children pester behaviour and parent child conflict is rejected at 5% level of significance. Hence, it is inferred that, there is a significant relationship between the frequency of visiting malls and the children pester behaviour and parent child conflict. Based on the mean value, it is noticed that, customers visiting bi-monthly to shopping malls has facing higher level of kids pester behaviour, and parent child conflict when compared to others in the sample. This clarifies that the frequency of visit has moderate level of relationship with kids pester behaviour and parent child conflict while buying toys in the shopping malls.

Findings and observations

1. The primary source of information to kids about toys is advertisements in media, especially electronic media; it is followed by 32.3 percent perceived peer group and reference groups as a source of information. This indicates that the advertisements in the media are the primary source of information and influencing the kids to a greater extent and reason for pester behaviour and the secondary influencer will be the peer and reference groups.
2. There is a highly significant relationship (at 1% level of significance) between the source of information and the children pester behaviour, parent child conflict and parental purchase decision. Based on the mean value, it is noted that peer and reference group is the powerful source of information and influencing the pester behaviour and also causes parent child conflict while buying toys in the shopping malls when compared to advertisements and shopping mall experience and window displays.

3. 10.2 percent of the sample perceived very high degree of influence of peer group on the pester behaviour of kids, 36 percent views high level of influence, 15.8 percent feels fair level of influence, 24.2 percent views considerable degree of influence, and 13.8 percent feels nominal degree of influence of peer group on the pester behaviour of kids respectively. This indicates that peer group has higher degree of influence on the bahaviour of the kids and also on pesters behaviour development in the sample.
4. There is a highly significant relationship between peer imitation behaviour and the children pester behaviour, parent child conflict and parental purchase decision. Based on the mean value, it is noticed that, peer imitation behaviour fairly affects the children pester behaviour while buying toys in the shopping malls.
5. 30.4 percent of the respondents visiting the shopping malls weekly, 33.3 percent of the sample visiting at a frequency of bi-weekly, 18.1 percent of the sample at a frequency of monthly and another 18.1 percent is with the frequency of bi-monthly indicates the fair level of shopping mall visiting practices among the sample. This indicates that, shopping malls are attractive sources of purchase for both kids and parents.
6. There is a significant relationship between the frequency of visiting malls and the children pester behaviour and parent child conflict. Based on the mean value, it is noticed that, customers visiting bi-monthly to shopping malls has facing higher level of kids pester behaviour, and parent child conflict when compared to others in the sample. This clarifies that the frequency of visit has moderate level of relationship with kids pester behaviour and parent child conflict while buying toys in the shopping malls.

Summary and conclusion

Pester bahaviour is a result of many individual, family and reference group imitations. The parental support in this at different points of time is obvious. Nuclear family set ups and parental working conditions make the kids to stay alone and attached to electronic gadgets for a long period of time has two fold increase of information and physical detachment with parents. This has becomes a habit of having toys of self play or operated ones for time pass becomes regular. This leads to higher levels of pester among kids. Advertisements, peer group and shopping visits and experience add the fuel to the existing information and knowledge and improves the adamant bahaviour towards buying toys by expressing pester behaviour. A parental touch and feel to a kid along with simplified child counseling can help in resolving the issue at ease.

Another strategy could be not comparing the social status of us in front of the kids and also explaining the value of money and need for savings to the future along with creating a saving bank practice among kids can help to have a different kind of attitude of kids towards spending.

The third could be parent child relationships and the value system at home is direct influencing factors of kids. The honest and cordial relationships, communication and behaviour at home environment can helps to improve the cordial behaviour of kids and it can help to a greater extent in controlling the child pester bahaviour.

A right mix and match of social, cultural and behaviour aspects of counseling to kids can help to resolve the problem of pester behaviour, parent child conflicts and children influence in parental purchase decision making.

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FACTORS OF WORK LIFE BALANCE AND JOB SATISFACTION AND JOB PERFORMANCE AMONG THE WOMEN WORKING IN UNORGANIZED SECTOR: FACTOR ANALYSIS

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1. Introduction

The issue of work-life balance has become the hot topic in the current day scenario. Sverko et al (2002) emphasized that change in technology, values and demographic trends contributed to the emergent relevance of work-life balance in industrialized societies. It is supplemented by other factors which include increasing complexity of work, change in nature of family and the extended number of women entering the workforce. Work-life balance refers to the divergence between the work place demands and the demands of personal life. When either side becomes unbalanced for extended periods of time, the effect is likely to be visible in unhealthy symptoms (fatigue, stress, depression, etc.). A lack of synchronization between domestic life and work life causes great personal and financial hardship, both to the individual and the service taker, in general households and small firms. The current paper is focused in analysing the role of various variables in work life balance, job satisfaction and job performance of women working in unorganized sector in Hyderabad city.

2. Review of Literature

Supriti Dubey, Ruchi Saxena & Neetu Bajpai, (2010) in their article titled “Work life balance: can women be both bearer and manager” put forth that WLB is about people having measure of control over when, where and how they work. The core of WLB could also be summed as achievement with enjoyment. WLB can lead to a healthy synergy in the working environment of an organization and its employees. A balanced life is one where the employees spread their energy and efforts through emotional, intellectual, imaginative, spiritual and physical levels on the key areas of importance.

Ramanathan & Vanitha (2011) “Work-Life Balance-A primitive Channel Source for work culture at workplace with special reference to IT employees in India” state work culture is the image building process for any organization and to its employees, the prevailing work culture in an organization will make employees put their contribution towards the work and responsibilities and help the organization to move towards its desired objectives and mission.

Susi & Jawaharran (2011) in their article titled “Work-Life Balance: The key driver of employee engagement” narrated that the workplace culture comprises the employee's attitudes, belief systems, value systems, work ethics, behavior which characterize the functioning of a group or organizations. Workplace culture includes the beliefs, attitudes, practices, norms and customs that characterize a workplace.

Hence, it is noticed that the work life issues of organised sector is studied and literature is available. But the unorganized sector and women employees and work life balance, job satisfaction and performance is not studied much. Hence, the current work is undertaken to identify the factors of work life balance, job satisfaction and performance.

3. Research Methodology

For the purpose of study, the women working in unorganized sector in Rangareddy district is selected. The present study is descriptive in nature. The variables influencing the work life balance are purely tested and the relationship may be varying from sample to sample. The factors influencing the work life balance are work environment factors and job related factors. The correlation between the selected variables is tested in the current paper. The sample size used for the study is 542. The sample data is collected using a pre tested structured questionnaire (Reliability alpha of the questionnaire is observed at 0.8169). The variables are scaled using the 5 point likert's technique and analyzed using the SPSS version 28.0. The results are explained in the following lines.

4. Data Analysis using Principal Component Analysis

The Factors influencing the work life balance of women working in the unorganized sector in Rangareddy district of Telangana state consist of 37 variables therefore the data reduction is done through the application of factor analysis by principal component method and the following results are obtained

Table-1: KMO and Bartlett's Test for sample adequacy

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.683
Bartlett's Test of Sphericity	Approx. Chi-Square	374.585
	df	105
	Sig.	.000

From the above table it is found that KMO measure of sampling adequacy is .683, Bartlett's test of Sphericity with approximate chi squire value 374.585, P= .000 are statistically significant at 5% level this implies the sample size is adequate to ascertain the Factors influencing the work life balance of women working in the unorganized sector in Rangareddy district of Telangana state this leads to the variance verification for all 15 variables

Table -2: Factor analysis of self-awareness as a factor in work life balance of women working in unorganized sector

Self-Awareness	Factor loading	Cumulative % Variance explained
I do not speak unkindly about people	.677	27.784
I feel that my general behavior is well balanced	.677	
I think of myself as a positive person	.661	
I fully understand/accept/respect myself	.660	
I accept responsibility easily	.578	
I get on well with other people	.574	
I feel I am reaching my potential	.518	
I am never bad tempered or lose self-control	.493	

Table 2 shows the factor analysis of self-awareness. In the analysis, eight items are grouped as self-awareness. The factor loading values of the items range from 0.493 to 0.677. Also, the factor self-awareness retains 28 percent of the variation in the dependent variable. From the above analysis, it is noted that, empathy towards others, good behaviour, having positive thoughts and actions and understanding self are the primary aspects in self awareness. A person with good level of self awareness will have a high level of work life balance at work. Hence, self awareness is primary factor in work life balance.

Table -3: Factor analysis of self-management as a factor in work life balance of women working in unorganized sector

Self-Management	Factor loading	Cumulative % Variance explained
I do things for which the resources are readily available	.703	18.975
I respond on the basis of who wants it.	.694	
I tackle small jobs before I tackle large jobs.	.615	
I do what I like, before I do what I done	.608	
I work on things in the order of their arrival.	.581	
I do interesting things before I do uninteresting things.	.577	
I readily respond to crisis and emergencies.	.571	
I respond to demands from others before I respond to demands from myself.	.552	
I do things that are urgent before I do things that are important.	.536	
I do the things I know how to do faster than the things I don	.497	

Table 3 presents the factor analysis of self-management. In the analysis, ten items are grouped as self-management. The factor loading values of the items range from 0.497 to 0.703. Also, the factor self-management retains 19 percent of the variation in the dependent variable. It is observed from the analysis that, availability of resources, planning of work, people associated with activities and personal priorities are the variables having higher loadings in self management factor.

Table -4: Factor analysis of social awareness as a factor in work life balance of women working in unorganized sector

Social Awareness	Factor loading	Cumulative % Variance explained
I help out based on understanding other people	.691	8.745
I offer useful feedback and identify people's needs for development	.687	
I show sensitivity and understand others	.645	
I respect and relate well to people from varied backgrounds	.639	
I understand customers' needs and match them to services or products	.616	
I grasp a customers' perspective acting as a trusted advisor	.613	
I acknowledge and reward people's strengths, accomplishments and development	.599	
I am attentive to emotional cues and am a good listener	.582	
I see diversity as opportunity, creating an environment where diverse people can thrive	.525	
I gladly offer appropriate assistance	.525	

Table 4 presents the factor analysis of social awareness. The factor loading values indicate the level of relationship between the individual items and the factors. The factor loading value ranges from 0.525 to 0.691. In addition, the factor social awareness encompasses 9 percent of the variation in the dependent variable. Understanding people, identifying personal and professional needs, sensitivity and respect to other are the basic issues in social awareness factor of work life balance of women working in unorganized sector.

Table -5: Factor analysis of relationship management as a factor in work life balance of women working in unorganized sector

Relationship Management	Factor loading	Cumulative % Variance explained
I make and maintain personal friendship among work associates	.691	14.061
I promote a friendly, cooperative climate	.685	
I encourage debate and open discussion	.684	
I cultivate and maintain extensive informal networks	.674	
I protect the group and its reputation, and share credit with the group	.652	
I balance a focus on task with attention to relationships	.626	
I build team identity and commitment	.598	
I handle difficult people and tense situations with diplomacy and tact	.534	
I model team qualities like respect, helpfulness and cooperation	.526	

Table 5 shows the factor analysis of relationship management. In the analysis, nine items are segregated as relationship management. The factor loading values of the items range from 0.526 to 0.691. Also, the factor relationship management amounts to 14 percent of the variation in the dependent variable. In relationship management, maintaining personal friendship, co-operative climate, encouraging debate on issues, maintaining informal networks etc are considered to be vital variables in relationship management as a factor in work life balance of women in unorganized sector.

Factor Analysis-II

Factors influencing the job satisfaction consist of 18 variables therefore the data reduction is done through the application of factor analysis by principal component method and the following results are obtained.

Table-6: KMO and Bartlett's Test indicating sample adequacy

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.643
Bartlett's Test of Sphericity	Approx. Chi-Square	255.803
	df	45
	Sig.	.000**

From the above table it is found that KMO measure of sampling adequacy is .643, Bartlett's test of Sphericity with approximate chi squire value 255.803, P= .000 are statistically significant at 5% level this implies the sample size is adequate to ascertain the job satisfaction of women working in the unorganized sector in Rangareddy district this leads to the variance verification for all 18 variables

Table 7 : Factor analysis of work environment as a factor in job satisfaction

Work Environment	Factor loading	Cumulative % Variance explained
I feel like I am part of a team (sharing mission, values, efforts and goals)	.646	23.676
I am encouraged to solve as many as of my own work-related problems possibly	.611	
At work, I am accepted for the person I am	.595	
Innovation is expected from me; I am encouraged to take the initiatives	.593	
I am encouraged to give honest feedback to my supervisor	.592	
The culture and emotional climate are generally positive and supportive	.553	
I believe in and take pride in my work and my workplace	.546	
The reward for success is greater than the penalties for failure	.530	
I feel accepted and valued by my colleagues	.458	
I tend to see problems as challenges, rather than as obstacles	.447	
I can handle encounters with peer staff as work-centered rather than ego-centered	.368	

Table 7 provides the factor analysis of work environment. In the analysis, eleven items are segregated as work environment. The factor loading values of the items range from 0.368 to 0.646. In addition, the factor work environment indicates 24 percent of the variation in the dependent variable. Team work, help in problem solving, accepting personal lapses, innovative practices, honest feedback, emotional intelligence are the key variables in work environment and affecting job satisfaction of women working in unorganized sector in the sample.

Table -8 Factor analysis of job stress as a factor in job satisfaction

Job Stress	Factor loading	Cumulative % Variance explained
My job often interferes with my family and social obligations or personal needs.	.668	35.392
My communication with my boss, co-workers, friends, or family seems strained.	.660	
Most of the time I feel that I have very little control over my life at work.	.639	
I have to neglect some tasks because I have too much to do	.585	
Relationships at work are strained	.571	
I feel a sense of dissatisfaction, of something wrong or missing.	.570	
I have unachievable deadlines	.470	

Table 8 shows the factor analysis of job stress. In the analysis, seven items are segregated as job stress. The factor loading values of the items range from 0.470 to 0.668. In addition, the factor job stress reveals 35 percent of the variation in the dependent variable. Social obligations role in profession, communication lapses, lack of control on work are considered to be the key aspects of job stress affecting the job satisfaction of women working in unorganized sector in the sample area.

Factor Analysis-III

Factors influencing the job performance of women working in the unorganized sector consist of 14 variables therefore the data reduction is done through the application of factor analysis by principal component method and the following results are obtained

Table 9 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.658
Bartlett's Test of Sphericity	Approx. Chi-Square	130.456
	df	45
	Sig.	0.000**

From the above table it is found that KMO measure of sampling adequacy is .658, Bartlett's test of Sphericity with approximate chi squire value 130.456, P= .000 are statistically significant at 1% level this implies the sample size is adequate to ascertain Factors influencing the job performance of women working in the unorganized sector, this leads to the variance verification for all 14 variables.

Table 10 Factor analysis of job satisfaction as a factor in job performance

Job Satisfaction	Factor loading	Cumulative % Variance explained
My development has been encouraged by the organization	.742	38.925
My manager/supervisor provides me with continuous feedback to help me achieve	.645	
My coworkers are committed to do quality work	.623	
Organization provides necessary facilities to carry out my job	.604	
The welfare scheme of my organization is good	.544	
I know what is expected of me at work	.544	

Table 10 presents the factor analysis of job satisfaction. In the analysis, six items are classified as job satisfaction. The factor loading values of the items range from 0.544 to 0.742. Also, the factor job satisfaction shows 39 percent of the variation in the dependent variable. Professional development supported by the firm, continuous feedback from leaders, support from peers, facilities for development and to try the jobs with new methods of process are identified as prime factors of job satisfaction of women employees working in the unorganized sector in Rangareddy district of Telangana.

Table 11 Factor analysis of career path as a factor in job performance

Job performance	Factor loading	Cumulative % Variance explained
I have the opportunity to work on different and/ or latest technologies	.675	31.625
I have a clear understanding of the tasks and expectations	.664	
I am given opportunities to grow (career advancement)	.663	
I am provided with all useful information, on time	.639	
My skills are used effectively	.596	
My work schedule meets my professional needs	.572	
My orientation to the job is effective	.508	
The training given is adequate	.508	

Table 11 presents the factor analysis of job performance. In the analysis, eight items are grouped as job performance. The factor loading values of the items range from 0.508 to 0.675. Also, the factor job performance exhibits 32 percent of the variation in the dependent variable. Opportunity to work with different technologies, clear understanding on tasks, career advancement, providing the required information are considered to be the vital in career path as a factor in job performance of women employees working in the unorganized sector.

5. Summary and conclusion,

The work life balance is women working in unorganized sector are depending on the self awareness, self management, social awareness and relationship management of the women. Whereas job satisfaction is depending on work environment and job stress variables and job performance is depending on job satisfaction and career development of the employees in unorganized sector. In this way, personal variables are linked with work life balance, work life balance is linked with job satisfaction, job satisfaction is linked with job performance of the women working in the unorganized sector. Hence, an effective HR policy and planning and manpower management practices can help in the management of human capital in unorganized sector.

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FACTORS OF CAREER ENABLERS OF WOMEN AT WORK: WORK ENVIRONMENT AS A FACTOR IN EMOTIONAL INTELLIGENCE AND JOB SATISFACTION: AN EMPIRICAL STUDY

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Abstract:

There is always a significant difference between the workforce participation rates of men versus that of women. Women were largely limited to low-paid and poor status occupations for the past two centuries and earned less pay than men for doing the same work. Even so, inequities in women's workforce participation exist. Women's careers are often non-linear in nature with numerous breaks due to a variety of reasons such as work-life imbalance, spousal relocation, elder-care and childbirth. Hence women employees requires flexible work environment to have a balanced emotional intelligence and perform better at work. The primary objective of the current paper is to assessing the association between the Work environment as a factor in emotional intelligence and job satisfaction and career enabling for women. For the purpose of study 473 women working in various sectors are selected using the convenient sampling technique and approached with a pre tested structured questionnaire.

The study results shows that, chi-square (73.464) and p value (<0.01) reveal that there is a highly significant association between level of emotional intelligence and work environment of the women employees. Similarly, the chi-square (50.335) and p (<0.01) values indicate that there is a highly significant association between level of emotional intelligence and job satisfaction, job performance of the women employees. Hence, it is concluded that, work environment, emotional intelligence, job satisfaction and job performance and career success is interlinked with each other.

Keywords: Flexibility- Family Responsibility- Work Place-Job satisfaction-Performance.

Introduction

Globalization, changing demographics and metamorphosis in the roles of men and women has forced business to transform the way they operate. Strategies dealing with work-life integration are an important implement in this transformation. Employee benefit practices such as work-from-home policies, part-time working, flexi-time working, job-sharing, job-splitting etc provide women employees with the much needed integration between aspects of work and home. It is about people having a measure of control over when, where and how they work. It is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and society. Women in the workforce pursuing a career and obtaining remuneration for the same are thus part of a modern phenomenon. It is a well-established fact that women have been challenged by inequality in the workforce. O'Reilly and O'Neill (2006) speak about the various factors which impact the career of a woman across different stages in her life. The primary focus on Gender identity propels the thinking that women can stay true to their engendered identity and still be successful in their careers rather than change their behavior to follow male models of workplace norms.

Until recent times, both in India and around the world, legal and cultural practices, combined with the inertia of longstanding religious and educational traditions, restricted women's entry and participation in the workforce. Recent decades have seen rapid growth in female employment across all developing nations as well as the industrialized countries. However, in most countries, there is always a significant difference between the workforce participation rates of men versus that of women. Women were largely limited to low-paid and poor status occupations for the past two centuries and earned less pay than men for doing the same work. Even so, inequities in women's workforce participation exist. Women's careers are often non-linear in nature with numerous breaks due to a variety of reasons such as work-life imbalance, spousal relocation, elder-care and childbirth. Hence women employees requires flexible work environment to have a balanced emotional intelligence and perform better at work.

Review of literature:

Weiner (2008) that Diversity across dimensions, such as functional expertise, education, or personality, can increase performance by enhancing creativity or group problem-solving. In contrast, more visible diversity, such as race, gender, or age, can have negative effects on a group—at least initially. However such fault lines can be utilised to a group's advantage too.

Ann Pomeroy (2007) in her study about the careers of women speaks about the reason why women are not found in large numbers even in the HR profession which is considered as one of the most suitable ones for women managers. In the study, she highlights the fact that due to family responsibilities and the fact that women are the primary stakeholders of the home, there is a serious shortage of women professionals as we go up the career ladder.

The whole lot of literature showed the barriers of work and work environment for women and the role of management and the peers support. But the information about the emotional intelligence and job satisfaction as career enablers is not studied; hence, the current paper is focused on assessing the association between the Work environment as a factor in emotional intelligence and job satisfaction and career enabling for women.

Research Methodology:

The primary objective of the current paper is to assessing the association between the Work environment as a factor in emotional intelligence and job satisfaction and career enabling for women. For the purpose of study 473 women working in various sectors are selected using the convenient sampling technique and approached with a pre tested structured questionnaire. The reliability of the data collection tool is measured with cornbach's alpha and found at 0.845 and considered as acceptable level. For the purpose of data collection married women having kids and family is selected.

Data analysis and interpretation:

The present section deals with testing of association between the work environment and emotional intelligence, job satisfaction and job performance of women in the sample. The detailed analysis of the sample data is assessed using the appropriate statistical test of chi square of SPSS3.0 version and the relevant data is presented in the following pages.

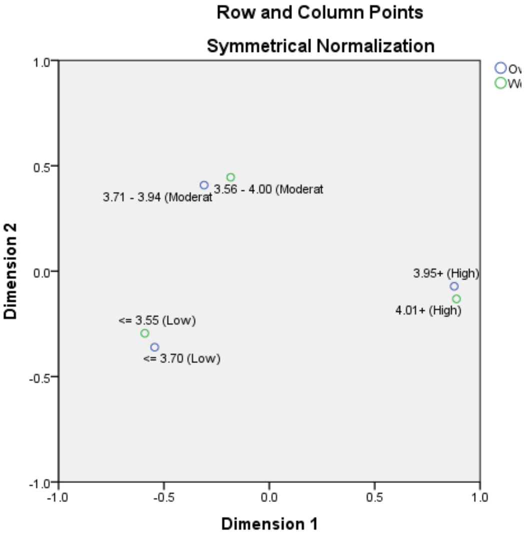
Null Hypothesis: H_1: There is an association between level of emotional intelligence and level of work environment of the women employees

Table 1: Association between Levels of Emotional Intelligence and Work Environment

Level of Emotional Intelligence	Level of Work Environment <= 3.55 (Low)	 3.56 - 4.00 (Moderate)	 4.01+ (High)	Total
	n (%)			
<= 3.70 (Low)	80 (46.8)	48 (30.8)	27 (18.5)	155 (32.8)
3.71 - 3.94 (Moderate)	63 (36.8)	67 (42.9)	34 (23.3)	164 (34.7)
3.95+ (High)	28 (16.4)	41 (26.3)	85 (58.2)	154 (32.6)
Total	171 (100.0)	156 (100.0)	146 (100.0)	473 (100.0)

Chi-square value: 73.464, p-value: 0.000<0.01

Table 1, shows the association between level of emotional intelligence and work environment using chi-square test. The findings show that the majority of the women employees who have high emotional intelligence (n=85) have a good working environment in the organization and 80 women employees who have less emotional intelligence have a low level of the work environment. In addition, chi-square (73.464) and p value (<0.01) reveal that there is a highly significant association between level of emotional intelligence and work environment of the women employees.



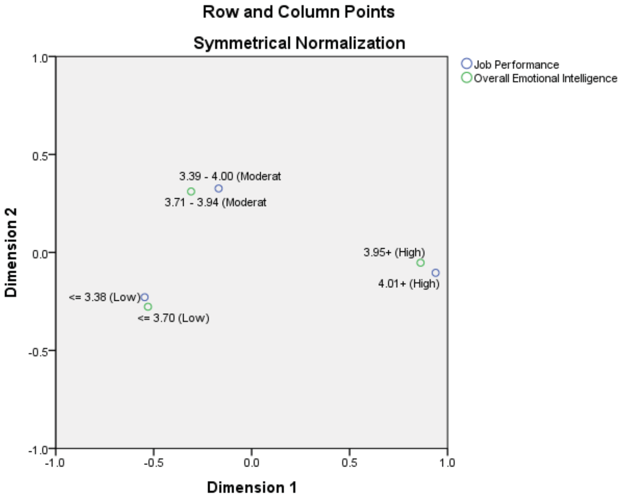
Null Hypothesis: H_2: There is an association between level of emotional intelligence and level of job satisfaction of the women employees

Table 2: Association between Levels of Emotional Intelligence and Job Satisfaction

Level of Emotional Intelligence	Level of Job Satisfaction <= 3.50 (Low)	 3.51 – 4.00 (Moderate)	 4.01+ (High)	Total
	n (%)			
<= 3.70 (Low)	77 (43.5)	55 (35.0)	23 (16.5)	155 (32.8)
3.71 - 3.94 (Moderate)	64 (36.2)	60 (38.2)	40 (28.8)	164 (34.7)
3.95+ (High)	36 (20.3)	42 (26.8)	76 (54.7)	154 (32.6)
Total	177 (100.0)	157 (100.0)	139 (100.0)	473 (100.0)

Chi-square value: 50.335, p-value: 0.000<0.01

Table 2 shows the association between level of emotional intelligence and job satisfaction using chi-square test. From the analysis, the majority of the women employees who have a low level of emotional intelligence (n=77) possess a low level of satisfaction in their job. Likewise, 76 women employees who have a high level of emotional intelligence have a high level of satisfaction in their job. Also, the chi-square (50.335) and p (<0.01) values indicate that there is a highly significant association between level of emotional intelligence and job satisfaction of the women employees.



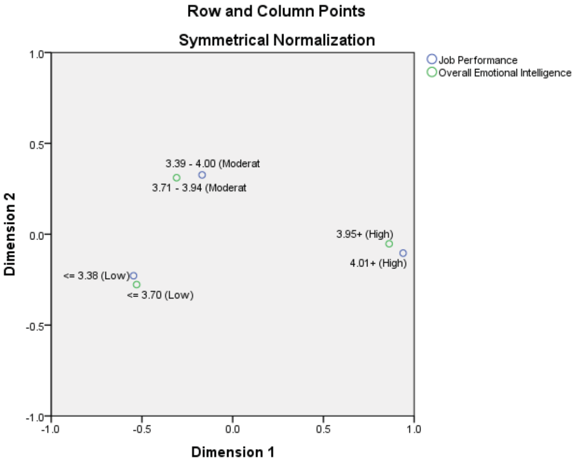
Null Hypothesis: H_3: There is an association between level of emotional intelligence and level of the job performance of the women employees.

Table 3: Association between Levels of Emotional Intelligence and Job Performance

Level of Emotional Intelligence	Level of Job Performance			Total
	<= 3.38 (Low)	3.39 – 4.00 (Moderate)	4.01+ (High)	
	n(%)			
<= 3.70 (Low)	78 (44.3)	54 (32.7)	23 (17.4)	155 (32.8)
3.71 - 3.94 (Moderate)	67 (38.1)	66 (40.0)	31 (23.5)	164 (34.7)
3.95+ (High)	31 (17.6)	45 (27.3)	78 (59.1)	154 (32.6)
Total	176 (100.0)	165 (100.0)	132 (100.0)	473 (100.0)

Chi-square value: 65.380, p-value: 0.000<0.01

Table 45 provides the association between level of emotional intelligence and job performance using chi-square test. From the analysis, the majority of the women employees who have a high level of emotional intelligence (n=78) retain a high level of job performance and around 78 women employees who have a low level of emotional intelligence have a low level of job performance. Further, the chi-square (65.380) and p (<0.01) values interpret that there is an association between level of emotional intelligence and job performance of the women employees.



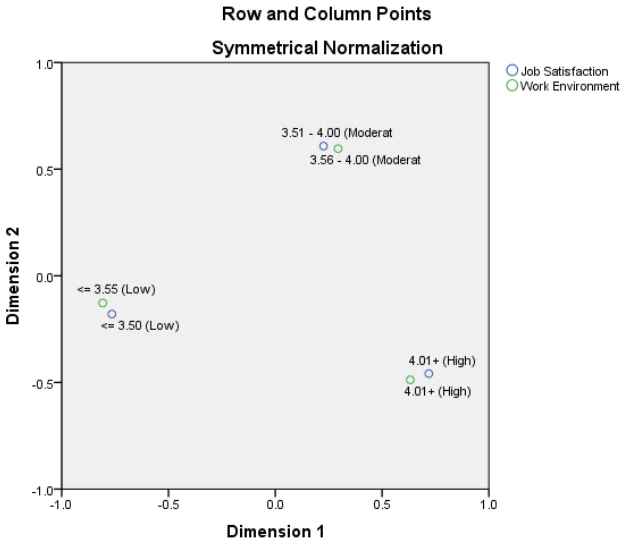
Null Hypothesis: H_4: There is an association between levels of work environment and job satisfaction of the women employees

Table 4: Association between Levels of Work Environment and Job Satisfaction

Level of Work Environment	*Level of Job Satisfaction*			*Total*
	<= 3.50 (Low)	*3.51 – 4.00 (Moderate)*	*4.01+ (High)*	
<= 3.55 (Low)	*105 (59.3)*	*42 (26.8)*	*24 (17.3)*	*171 (36.2)*
3.56 - 4.00 (Moderate)	*39 (22.0)*	*74 (47.1)*	*43 (30.9)*	*156 (33.0)*
4.01+ (High)	*33 (18.6)*	*41 (26.1)*	*72 (51.8)*	*146 (30.9)*
Total	*177 (100.0)*	*157 (100.0)*	*139 (100.0)*	*473 (100.0)*

Chi-square value: 89.424, p-value: 0.000<0.01

Table 4 shows the association between level of the work environment and job satisfaction using chi-square test. The numerical values illustrate that the majority of the women employees who have a low level of the work environment (n=105) have a low level of job satisfaction and 72 women employees who have a high level of work environment have a high level of job satisfaction. In addition, the chi-square (89.424) and p (<0.01) values indicate that there is an association between level of the work environment and job satisfaction of the women employees.



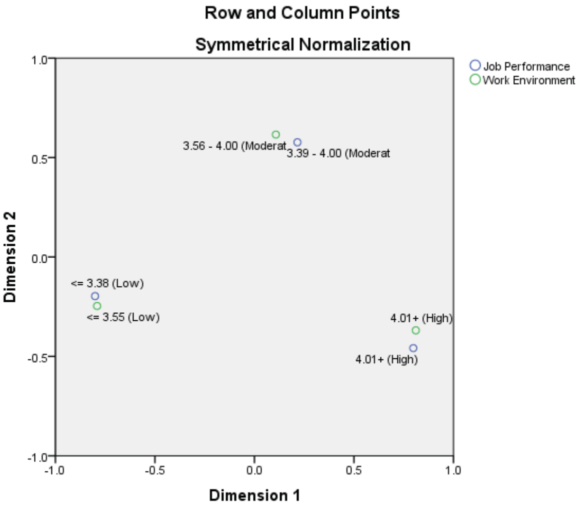
Null Hypothesis: H_5: There is an association between levels of work environment and job performance of the women employees

Table 5: Association between Levels of Work Environment and Job Performance

Level of Work Environment	Level of Job Performance			Total
	<= 3.38 (Low)	3.39 – 4.00 (Moderate)	4.01+ (High)	
<= 3.55 (Low)	107 (60.8)	41 (24.8)	23 (17.4)	171 (36.2)
3.56 - 4.00 (Moderate)	46 (26.1)	75 (45.5)	35 (26.5)	156 (33.0)
4.01+ (High)	23 (13.1)	49 (29.7)	74 (56.1)	146 (30.9)
Total	176 (100.0)	165 (100.0)	132 (100.0)	473 (100.0)

Chi-square value: 105.440, p-value: 0.000<0.01

Table 5 presents the association between level of the work environment and job performance using chi-square test. From the analysis we may know that the majority of the women employees who have a low level of work environment in the organization (n=107) perform their job at a low level and 74 women employees who have a high level of work environment give more contribution in their job. Also, the chi-square (105.44) and p (<0.01) values unveil that there is an association between level of the work environment and job performance of the women employees.



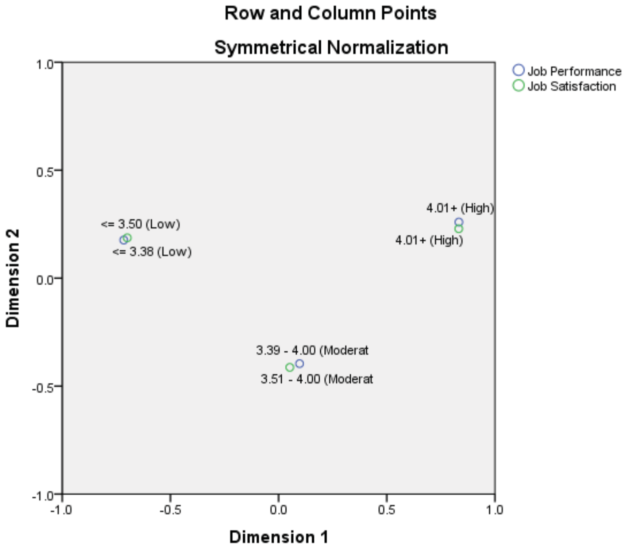
Null Hypothesis:H_6 : There is no association between the job satisfaction and job performance of the women employees in the sample.

Table 6: Association between Levels of Job Satisfaction and Job Performance

Level of Job Satisfaction	Level of Job Performance			Total
	<= 3.38 (Low)	3.39 - 4.00 (Moderate)	4.01+ (High)	
<= 3.50 (Low)	101 (57.4)	53 (32.1)	23 (17.4)	177 (37.4)
3.51 - 4.00 (Moderate)	52 (29.5)	64 (38.8)	41 (31.1)	157 (33.2)
4.01+ (High)	23 (13.1)	48 (29.1)	68 (51.5)	139 (29.4)
Total	176 (100.0)	165 (100.0)	132 (100.0)	473 (100.0)

Chi-square value: 74.482, p-value: 0.000<0.01

Table 54 shows the association between level of job satisfaction and job performance using chi-square test. From the analysis, the majority of the women employees (n=101) who have low job satisfaction do their job at low level followed by 68 women employees who have high job satisfaction perform their job at a high level. In addition, chi-square (74.482) and p (<0.01) values unveil that there is an association between level of job satisfaction and job performance of the women employees.



Suggestions to improve the emotional intelligence and job performance of the women employees

1. Promote people to management positions because of how effective they will be as leaders, not because of what they know and how long they have worked. One may be very good at sales or information technology, but effective leadership requires a different set of skills.
2. Emotional self-control which is one of the aspects of self-management needs to be managed by management to endeavor women employees to be in control of their emotions and ensure these emotions are effectively managed to avoid it affecting their work and persons they relate and work with daily to ensure improved output and healthy work environment relationships. Transparence needs to be highly promoted so that staff can live their values, and where necessary they can openly admit mistakes and fault which can be corrected for improved later performances.
3. Performance improvement in the company is possible due to women employees ability to encourage and model change process towards an acceptable and productive result whenever necessary and required therefore automobile units in the sample is recommended to train its women employees to manage and view change from a positive angle. The study noted that women employees who are able to manage conflict effectively are able to avoid unnecessary explosion of problems at work places throughout the organization and thus women employees energies are directed towards improving performance for both individuals and general organizational performance thus good conflict management skills and practices needs to be recognized and rewarded to promote a conflict free work environment culture.
4. Many women employees have suggested improvement in working environment and employee motivation in the survey. So the companies should give attention to the factors which it can improve itself internally. Even though the women employees are satisfied with their nature of job, it is identified in the study that many women employees prefer to change their job due to lack of growth opportunities in their job. So the automobile companies can look for some innovative

technologies to decrease their attrition level by providing growth opportunities.

5. The companies should conduct regular meetings to know about what exactly women employees expect. Organizations should focus on exit interviews. The companies may give training like Personality Development and Self - improvement training to the women employees, every three or six months once this status has to be reviewed and necessary action can be taken. It is better to have such training in the future.
6. Schedule shifts in a fair and consistent manner. Listen to the individual needs of women employees about the shifts that they can work but be fair to all of your staff when creating the schedule. Resolve conflicts fairly and create a system for scheduling and trading shifts that works for the greatest number of women employees.
7. Create open communication between the staff and management. Train managers to be good listeners and good communicators. Post policy changes where all staff has access to them. Hold short daily shift meetings to keep women employees informed about such things as daily specials, shortages or new policy changes and incentives.

Conclusion

It is concluded that, emotional intelligence, job satisfaction, job performance, has a strong association and correlation with each other. The degree of relationship may be differing from industry to industry. The role of work environment variables having an upper hand in influencing the emotional intelligence of the women employees working in the sample. Similarly, the job related variables like job stress, job satisfaction, job performance and incentives plays a role in career success of the women employees. Hence, both the dependent variables are influenced by the selected independent variables and the relationships are statistically significant at 1% level. Hence, it is concluded that, work related variables influences the emotional intelligence and the job related variables influences the career success of the women employees working in the sample area.

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LEADERSHIP STYLES OF EMPLOYEES IN CORPORATE HOSPITALS IN CHENNAI

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INTRODUCTION

Leadership requires many things, but the most important is service to others. The combination of competencies, characteristics, traits and methods of each style will yield an effective leadership mode capable of driving quality management and sustaining long-term evolution in the organization.Leaders responsible for managing today's healthcare organizations are exposed to the needs of clients, and the limitations and demands of the organizations that they must serve. Antonaros (2010) argue that leadership is about the skills, abilities, behaviour, and knowledge necessary for the success of quality initiatives, which is significant given the number of organizations striving to weave quality programs into their overall strategic orientation.According to Bass and Avolio (1994), the turbulent healthcare environment shows that it poses challenges and has made management aware of the need for appropriate leadership as healthcare professionals function in an environment of uncertainty, disorder, and ambiguity. The current turbulent environment requires speed, innovation, and flexibility, with which traditional organizational practices are unable to cope with. Suffice it to say, the right leadership in an organization can stimulate a group to articulate innovative ideas. These are known as the "strong forces" of leadership, which can shift the focus from quantity to quality and speed (Bass &Avolio, 1999). Quality and speed can provide an organization with a competitive edge; these two factors can be responsible for the long-term success of an organization. Leadership can facilitate qualitative change by changing associates' viewpoints. Hence, leadership style influences the quality environment.

Organizational commitment is the attitudinal component to increase organizational effectiveness. In addition to several variables, the quality of hospital services is also determined by the commitment given by the employee. This signifies that the indication of the achievement of optimal external services if the climate has been created to serve one another among fellow employees. Climate of mutual service is largely determined by the rules of ethics and values prevailing among the employees, the employee's ability to serve, as well as the leadership style of employees (Mayfield and Mayfield, 2002).Similarly, Dabholkar et al. (2000) identify personal attention and comfort as provided by a provider's employees as components of service quality.

The leaders must practice effective leadership to succeed in today's challenging climate and to balance these competing demands. Greenleaf (1977) argued that true leadership is essentially synonymous with service and great leaders are identified by the service they perform for individuals and society. Leadership behaviours appears to be what healthcare organizations need to effectively lead their organizations in today's challenging times.Additionally, (Love et al., 2008) says health care organizations are increasingly concerned with looking beyond financial performance measures, while focusing on how to deliver higher quality care.

LITERATURE REVIEW

Leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals. A leader can be defined as a person who delegates or influencing others to act so as to carry out specified objectives. Today's organizations need effective leaders who understand the complexities of the rapidly changing global environment. If the task is highly structured and the leader has good relationship with the employees, effectiveness will be high on the part of the employees.

Smith (1996), Defined organizational commitment as the measure of strength of the employee's identification with, involvement in, the goals and values of the organization."

However, Anderson et al. pointed out that in Deming's management method, the basic premise is creating an organizational system that fosters quality management practices implementation including customer focus, continuous improvement, and teamwork, which all require effective leadership.

Leaders must have the ability to realize formulated vision by managing quality elements to transform the firm into using quality managerial practices (Idris & Ali, 2008).

According to Allen and Meyer (1990), organizational commitment has three components, namely affective commitment, continuance commitment, and normative commitment. Affective commitment implies employees' emotional attachment to the organization. Continuance commitment refers to employees' feelings of obligation to remain with the organization. Normative commitment is based on the costs that employees would have to incur if they decided to leave the organization.

Netemeyer, Maxham, and Pullig (2005) found leadership to motivate the employee to go above and beyond the basic requirements of the job responsibilities in their interaction with customers in corporate hospitals.

According to Waterman (2011) Leadership is characterized by the mantra of putting other people first. Adopting this caring, empathic attitude should not only be displayed towards patients and customers but also should be applied in the work place and surrounding community (Waterman, 2011).

Podsakoffetal said that leadership behaviour can affect trust and satisfaction of employees to organization and organizational citizenship behaviour further enhances the relationship between leadership style and organizational commitment directly.

Similarly the result of (Chen, 2004) says that the relationship style between nursing faculties' perceptions of nursing deans' and directors' leadership style and faculties' job satisfaction level in Taiwan. (Chen, 2004) found that Taiwanese nursing deans and directors tend to display transformational leadership more frequently than transactional leadership.

The work of (Kleinman, 2004), indicated that there was a significant relationship between the leadership behaviours of nurse administration and staff nurse job satisfaction and retention. Many health care administrators are increasingly showing concern for delivering high quality care in which both the customer (patients) and providers (employees) are satisfied while maintaining a strong financial environment (Love et al., 2008). The New approaches to continuous improvement in health sectors that rely on highly developed "people management." New thinking about leadership is helping to change and shift thinking about a range of contemporary leadership approaches and methods.

GAPS IN THE LITERATURE

After reviewing national and international literature pertaining to leadership qualities of employees in various organizations, it is found two important gaps are yet to be fulfilled.

1. The factors responsible for the leadership of employee in corporate hospitals.
2. The impact of leadership on employee commitment as well as their performance are still unaddressed at national and international levels therefore the present research aim's at fulfilling the above mention research gaps.

OBJECTIVEs of the STUDY

The major objectives in research are presented as fellows.

1. To study the predominant factors of leadership qualities among employees in corporate hospitals.
2. To measure the influence of leadership qualities on the effectiveness on organisation.

HYPOTHESIS

The factors of the leadership qualities do not differ significantly.

METHODOLOGY

The study is based on both primary and secondary data. The primary data is collected on structured questioner with optional type question as well as statement in likert's5 point scale.

DATA COLLECTION

The researcher applied convenient sampling method to collect the responses from employees of corporate hospitals. The researchers consider top five corporate hospitals in Chennai city for data collection purpose. The researcher circulated 40 each in all the five corporate hospitals and able to obtain 168 responses with completed responses. After scrutinising 14 of the questioner are filled with flaws hence the researcher rejected those response and consider remaining 154 responses for the research. Hence the sample size of research is 154.

Data analysis

After entering the coding of the questioner the researcher analysis using both univariate and multivariate statistical techniques.

1. Factor analysis
2. F-Test
3. T-Test
4. KMO-Bartlett Test

ANALYSIS AND DISCUSSION

The employees in corporate hospitals are requested to express their participation in management through Leadership at the point of inception. Their responses are obtained in Likert's 5 point scale which range from strongly agree to strongly disagree. 10 statements have been posed on them to obtain responses suitable for Leadership. Factor analysis, the principal component method is applied and the following results are obtained.

Table: 1 KMO and Bartlett's Test for Leadership in management

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.806
Bartlett's Test of Sphericity	Approx. Chi-Square	697.830
	df	45
	Sig.	.000

Source : Computed Data

From the table 1 it is formed that Kaiser – Mayer – Olkin measure of sampling adequacy is .806, Barrtlett's test of sphericityand Chi-Square value is 697.830 are statistically significant. This shows that the employees Leadership in management obtained from 500 samples is significantly explaining the data reduction process through Factor analysis. The following table gives the number of factors deduced into 2 predominant factors.

Table: 2 KMO and Bartlett's Test for Leadership in management& Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.988	29.879	29.879	2.988	29.879	29.879	2.276	22.762	22.762
2	1.163	11.628	41.508	1.163	11.628	41.508	1.875	18.746	41.508
3	.915	9.145	50.653	1.012	10.124	51.632	1.156	10.124	51.508
4	.907	9.070	59.723						
5	.808	8.079	67.802						
6	.755	7.551	75.353						
7	.733	7.333	82.687						
8	.678	6.778	89.464						
9	.551	5.508	94.973						
10	.503	5.027	100.000						

Extraction Method: Principal Component Analysis.

Source : Computed data

From the above table it is found that the two Eigen values 2.276 and 1.875, along with individual variances 22.762and 18.746. The total variance explained by the 10 variables of Leadership in management about Leadership is 41.508 which is statistically significant. The two factors deduced so far are loaded with certain number of variables as shown in the table below

Table: 3 KMO and Bartlett's Test for Leadership in management& Rotated Component Matrix (a)

	Component		
	1	2	3
LSF 9	.661		
LSF 3	.624		
LSF 7	.588		
LSF 5	.573		
LSF 6	.551		
LSF 10		.748	
LSF 8		.630	
LSF 2		.587	
LSF 4		.491	
LSF 1			.780
LSF 13			.692
LSF 12			.664
LSF 11			.663

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

A Rotation converged in 3 iterations.

Source: Computed data

From the above table it is found that the first factor consists of 5 variables namely

I make dynamic decisions in my capacity (.661)
I listen to my subordinates before taking decisions (.624)
I give chances for my subordinates to share their views (.588)
I share my organizational problems with my subordinates / colleagues (.573)
I discuss with employees on job assignments (.551)

Therefore the first factor is named ‘Participative Leadership’

The second factor consist of 4 variables namely

I help my colleagues to make working on their task more pleasant (.748)
Personal welfare of group members is very important for me (.630)
Efforts are taken by the top level management to create conducive work environment (.587)
Rational approach is found among the employees (.491)

Therefore the second factor is named ‘Supportive leadership’

It is also found that the third factor comprises four crucial variables with factor loadings

Employees are given schedules to accomplish to job assigned (.780)
They are able to understand what is realistic in accomplishing the tasks (.692)
Lifelong learning process supports us to acquire knowledge (.664)
Top level come down to any level to solve problems (.663)

Now it is suitable to call this factor “Instrumental Leadership”

FINDINGS AND CONCLUSION

The employees of the corporate hospitals expresses that the Leadership in management is achieved through the participative leadership which helps the organization to improve its production. They perceived that the work commitment is the primary aim of employees to acquire Leadership. The enlightened motivation is increased with the help of dynamic supportive and instrumental leadership among the employees.

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Evidences of Performance Appraisal System as a part of Strategic HRM practices in IT Companies

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Abstract:

This study's goal is to find out the is there any relationship between the Performance Appraisal System and Strategic Human Resource Management Practices in IT Companies. Further, it analyzed the factors Recruitment and Selection, Training and Development which relate to the Strategic HRM practices. The findings show that there is a strong relationship between Performance Appraisal System as well as Strategic HRM Practices.

Key Words: Strategic HRM Practices, Performance Appraisal System, IT Companies.

Introduction:

Strategic HRM is a set of effective managerial activities and goals that are related to developing and maintaining the workforce required to attain the competitive advantage. The present trend of HR managers to adopt a Strategic perspectives in their job and recognize the link between organizational goals and HR strategies. In the present scenario of highly competitive environment, organizations have to ensure peak performance of their employees continuously in order to compete and survive in the marketplace effectively **(Prasad 2005).**

Performance appraisal is also described as merit rating in which an individual is rated as better or worse in comparison to others. This is one of the oldest and most universal practices of management **(Tripathi 2005).**Performance Appraisal is nothing but an assessment of employee performance systematically and periodically. The purpose of Appraisal for the development of the employee as well as the organization. The factors which are looking into being job knowledge, quality and quantity of input, initiative, commitment, co-operation and learning ability.

According to **Beach (1980),** "Performance appraisal is a systematic evaluation of the individual with regard to his or her performance on the job and his potential for development." In the performance appraisal process starts with a performance evaluation. Performance evaluation is employees actual performance is compared with the standard or expected performance. On the basis of performance evaluation either performance appraisal is given for the best performance, or remedial measures would have been taken to improve the employee performance.

Objectives

1. To study the factors of Strategic HRM Practices in IT Companies.
2. To find out the relationship between Strategic HRM Practices and Performance Appraisal System in the study area.

Review of Literature

Some of the studies were presented here to strengthen that performance appraisal system is a key factor of the Strategic Human Resource Management practices. The principles behind performance management are(a)career management and(b)better performance. The line managers should recognize that performance management is a useful contribution to their team management and notan ordeal. Performance managementisan ongoing and continuous process of communicating and clarifying job responsibilities, priorities, and performance expectations to ensure an understanding between supervisor and employee.

La Hatani, Sri Wiyati Mahrani (2013)explored and to test the influence of implementation of Total Quality Management which includes the performance appraisal system and Strategic Human Resource Management practices which serves as the mediation of TQM practices to attain the competitive advantage.

Leap-Han Loo, Loo-see Beh, 2013, analyzed to identified performance appraisal system is one of the best predictors of firm performance prevailing in the organization.**Antonio Argon Sanchez, et.al. (2015)** in their empirical study, they proposed and tested an integrative model which examined Strategic Human Resource practices as a catalytic mechanism influencing the effectiveness of knowledge management. The Comprehensive Performance Appraisal system has the mediating role of HRM and to align HR practices with the organizational strategies.

Awolusi Olawumi Dele, et.al. (2015) this research is to investigate the effectiveness of Strategic HRM Practices on organizational climate. The result of the study has shown performance appraisal systems is one of the key Strategic HRM practices which influences organizational climate in the Nigerian Banking Industry.

Mine Afacan Findikh, et.al. (2015) this study made an effort to test the effectiveness of Strategic Human Resource Management practices over organizational innovation and knowledge management capacity of firms. Their data analysis showed performance appraisal is one of the most important predictors of organizational innovation and firm performance. Performance appraisal makes the employees motivated towards the best performance. It helps the employees to think for the betterment of the organization. It is one of the systematic approaches to identify the strengths and weaknesses of an employee in terms of the job.

Badar Yousef Obeidat, Ra'ed (Moh'd Taisir) Masa's and Ayman Bahjat Abdallah, 2014, this study concentrates on human resource management practices and organizational commitment. HRM practices include recruitment methods, training and development, performance appraisal and reward systems. The HRM practices have the greatest influence on organizational commitment.

Snell and Bohlander defines (2007) performance appraisal as a process, typically performed/delivered by a supervisor to a subordinate, designed to help employees understand their roles, objectives, expectations and performance success. Further, he explains performance management is the process of creating a work environment in which people can perform to the best of their abilities.

N.Ramkumar, Dr.R.Krishnaveni, 2003, analyzed various Human Resource Development Practices are prevailing in the organization. The results show that two HRD mechanisms viz., role analysis and potential appraisal were the associated factors of organizational commitment. Most organizations prefer to call their systems as a performance management system rather than performance appraisal systems. This is most welcome change of the last fifteen years **(Pareek and Rao, 2006)**.

David K. Banner, James M. Graber, (1985) states that to help performance appraisal reach its fullest potential, management development professionals need to be political strategists, appraisal system experts, trainers, salespeople and catalysts, in combination.

Performance appraisal is variously named as aperformance review,performance evaluation, careerdevelopment discussion,oremployee appraisal. Itis a method by which thejob performanceof anemployeeis documented and evaluated. It is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives.The Performance appraisal is the process of measuring quantitatively and qualitatively an employee's past or present performance against the background of his expected role performance, the background of his work environment, and about his future potential for an organization.

Hypothesis:

There is no relationship between Strategic HRM Practices and Performance Appraisal System.

Methodology:

The Present study is based on both analytical and descriptive type of Methodology. The research mainly leads upon the Primary Data. The primary data is collected from the employees of Top 10 IT Companies. The researcher collected 20 responses from all the top 10 companies using a convenient sampling method in Chennai.

The sample size of the research is 200. The responses are collected through a well structured questionnaire which consists of demographic profiles, organizational profile and employee perception towards Strategic HRM practices and Performance Appraisal system. The questionnaire consists of both optional types as well as statements in Likert 5 point scale.

Analysis and Discussions:

INFLUENCE OF PERFORMANCE APPRAISAL VARIABLES ON SHRM

The influence of twenty independent variables of performance management in the dependent factor, namely SHRM is measured in the following model summary table

Table 1
Model Summary

Model		R	R Square	Adjusted R Square	Std. Error of the Estimate
	1	.690[a]	.476	.449	.30965

a. Predictors: (Constant), training institute, employee recruitment policy, intellectual skills, HC statistics, entrepreneurial spirit, leadership practices, number employees, employee benefit,employee incentive program, educational qualification, job rotation, employee safety, health, employee compensation, training education, employee value, employee turnover, career opportunity, training participation, skills competencies, community activities

From the above table, it is found that R-value = 0.690, R-Square =.476, adjusted R-square is 0.449 are statistically significant and the independent variables are 47.6% variance over the strategic management practices. This leads to the further verification of the regression fit of unique dependent and multiple independent variables.

Table 2
ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.011	20	1.701	17.735	.000[a]
	Residual	37.395	390	.096		
	Total	71.406	410			

a. Predictors: (Constant), training institute, employee recruitment policy, intellectual skills, HC statistics, entrepreneurial spirit, leadership practices, number employees, employee benefit, employee incentive program, educational qualification, job rotation, employee safety and health, employee compensation, training education, employee value, employee turnover, career opportunity, training participation, skills competencies, community activities

b. Dependent Variable. SHRM

From the above table it is found that the F-value 17.735, P-value = 0.000 are statistically significant at the 5 percent level. This implies the regression fit is significant and the independent variables appropriately explain the dependent factor strategic management practices. The individual influence of all the twenty independent variables of performance management practices as independent variables is presented in the following co-efficient table

Table 3
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.565	.247		14.427	.000
	Employee benefit	-.227	.039	-.475	-5.866	.000
	Entrepreneurial spirit	.056	.050	.105	1.119	.264
	Job rotation	.056	.046	.117	1.212	.226
	Training participation	-.223	.061	-.459	-3.652	.000
	Training education	.197	.060	.385	3.277	.001
	Skills competencies	.050	.075	.117	.668	.505
	Intellectual skills	-.033	.039	-.060	-.867	.387
	HC statistics	-.433	.053	-.675	-8.158	.000
	Leadership practices	-.162	.035	-.362	-4.628	.000
	Educational qualification	-.039	.041	-.086	-.950	.343
	Employee turnover	.167	.045	.429	3.704	.000
	Number employees	-.348	.053	-.772	-6.507	.000
	Employee value	.099	.062	.251	1.596	.111
	Employee recruitment policy	-.298	.048	-.564	-6.170	.000
	Employee compensation	.083	.039	.190	2.108	.036
	Employee incentives program	.100	.031	.269	3.182	.002
	Employee safety health	.027	.053	.053	.507	.613
	Career opportunity	.114	.057	.240	2.009	.045
	Community activities	.287	.080	.670	3.577	.000
	Training institute	-.081	.061	-.147	-1.323	.187

a. Dependent Variable:SHRM

From the above table it is found that employee benefits (t=-5.866, p=0.000), training participation (t=-3.652, p=0.000), training education (t= 3.277, p=0.001), HC statistics (t=-8.158, p=0.000),, leadership practice (t=-4.628, p=0.000), employee turnover (t=3.704, p=0.000), number employees (t=-6.507, p=0.000), employee recruitment policy (t=-6.170, p=0.000), employee compensation (t=2.108, p=0.036), employee incentive programme(t=3.182, p=0.002), career opportunity (t=2.009, p=0.045), community activities (t=3.577, p=0.000) are statistically significant to explain the strategic human resource management practices. This shows that strategic human resource management practices in the organizations help them to acquire maximum employee efficiency to increase their service quality. These practices enhance intensified training, leadership qualities and career opportunities for the personal development of the employees as well as the organizational development of IT companies. This proves that performance management is one of the elements SHRM.

Findings and Conclusion:

The research revealed Strategic HRM practices in IT Companies with the combination of Recruitment and Selection, Training and Development, and Performance Appraisal System. The hypothesis is rejected at 5% level and concluded that there is a deep relationship between Strategic HRM Practices and Performance Appraisal System in IT Companies. It is found that the employees with high experience perceived that the organization always adopt Strategic HRM to extract maximum knowledge and skill of employees as well as to offer better Job Satisfaction and Career Elevation.

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ONLINE SHOPPING PATTERN IN CHENNAI CITY

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INTRODUCTION

The internet plays a vital role in every one life today. Internet helps in Share Trading, Bank Transitions, Education notification,Employment notification, OnlineShopping, Government notification and so on. The present Government initiates "Cashless Transaction" by whichE-Commerce,M-Commerce, Net-Banking, and Online Markets are gettinga new dimension which makes it very popular, even among common man.

Today internet has become essential to middle and upper class people. Internet providers offersattractive schemes at affordable rate. Internet café is also available in all the places in Chennai. Internet providers and online marketers having tremendous growth, it leads to increase online shopping consumers. Online marketers like Amazon, Flipkart,Snapdeal, Bigshopee, Indiamart, Yepme, Mynthra,Ebay have captured good market share in marketing of products. They are attracting customers by offering number of products with attractive discounts, door delivery, on time delivery, return option, review of customers, etc.Online consumers can purchase the products by sitting in home and they can browse different products by comparing with others and can also compare with other vendors who offer the similar products. All products/services can be purchased quickly, conveniently and without moving from their place.These are all transforming customers from traditional markets to online markets.

In this paper, online shopping pattern of Chennai customers are studied to find about the awareness of online shopping and how they perceive online shopping to buy things. The purpose of the research is based on the problem as how customers are giving preferences to these online shopping patterns these days.

Literature Review

Consumers worldwide can shop online 24 hours a day, seven days a week, 365 days a year. Some market sectors, including insurance, financial services, computer hardware and software, travel, books, music, video, flowers, and automobiles, are experiencing rapid growth in online sales.

Solomon, 1998 in his study "Consumer behavior is the study of the processes involved when an individual selects, purchases, uses or disposes of products, services, ideas, or experiences to satisfy needs and desires". In view for the Internet to spread out as a retail channel, it is imperative to realize the consumer's mind - set, intention and conduct in light of the online buying practice: i.e., why they employ or falter to use it for purchasing? Consumer attitudes seem to have a significant influence on this decision.

Sultan and Henrichs (2000) in his study concluded that the consumer's willingness to and preference for adopting the Internet as his or her shopping medium was also positively related to income, household size, and innovativeness.

Jarvenpaa, Tractinsky, and Vitale (2000) investigate how consumer's perceived store size and reputation influence their trust in the store, risk perception, attitudes, and willingness to buy at the specific store.

They discover that there is a positive relationship between consumer trust in Internet stores and the store's perceived reputation and size.

Monsuwé et al. (2004) made a comparison of the traditional way of shopping and online shopping and that the comparison indicated that online shopping is a more convenient way of shopping compared to the traditional ones. This was mainly concluded on the fact that the Internet allows for more information to be gathered with a minimal amount of effort, inconvenience, and invested time by the consumer. With this conclusion the authors show that the convenient t factor is indeed relevant for the identification of the online consumer (Mon suwé et al. 2004)

The work of Kim and Park (2005)using U.S. samples suggests that their positive attitudes as well as willingness to search for pre-purchase information leads to a strong likelihood that they will buy online. Online shoppers, are required to have computer skills in order to use the Internet for shopping. Hence, those who are not comfortable with using the computer, will likely do their shopping at the traditional store, modern shop, or discount store.

Yulihasri, Islam and Daud (2011) conducted a study on 'Factors that Influence Customer's Buying Intention on Shopping Online'. The variables that were tested included usefulness of internet shopping, ease of use, compatibility, privacy, security, normative beliefs, self-efficacy, attitude and student's buying intention. Pearson correlation analysis provided statistical information about the relationship of each independent variable with dependent variables. It was studied that web advertising favourably influences the purchasing of a company's products.

Karim (2013) conducted a study on online shopping behaviour of customers and documented that online vendors can assure their consumers for transaction security and avoid long delays in completing online orders and the hassle of returning goods for better online shopping experience. Morris (2013) conducted a study on 'More Consumers Prefer Online Shopping' Shoppers increasingly want what's called a "seamless omni-channel experience," meaning one in which retailers allow them to combine online and brick and mortar browsing, shopping, ordering and returning in whatever combo they would like.

NamitaBhandari and PreetiKaushal (2013) in their study on online consumer behaviour using factor analysis and found the reasons for using online shopping like trust, information about the product and services, convenience, effortless shopping

Gaps in the literature:

After reviewing national and international literature pertaining to online shopping behavior on consumers. The researcher identified there are prominent lacunae namely awareness of online shopping consumers, preference of online shoppers and their decision making styles are not ventured at a stretch in a single research.

This leads to make an attempt to analyse the awareness, preference and decision making style of online consumers in Chennai city.

Objectives of research:

To study the awareness and preference of online shopping consumers in Chennai city.

To study various decision making style of online shopping consumers in study area.

Hypothesis:

a) There is no relation between awareness and preference of online shopping consumers.

b) The factors of decision making style do not differ significantly

Research methodology:

The study is based on both primary and secondary data. The primary data is obtained through the structured questionnaire which consists of questionnaire regarding awareness, preference and purchase decision. The questionnaire consists of both optional type as well as statement in Likert 5 point scale. The scale ranging from strongly agrees to strongly disagree.

The sample selection: The researcher adopted convenient sampling method to obtain the response from online consumers from Chennai city.

The convenient sampling procedure covers all the 12 zones of Chennai city and special care is taken to cover both the gender, all age groups as well as income group.

Sample size:

The researcher submitted 50 questions each in 12 zones and able to receive 524 questionnaire after scrutiny 11 of them are replete with flaws, hence the sample size of research is 513.

The researcher conducted the pilot study for the tested questionnaire used for the research. The Researcher considered 50 samples to conduct pilot study.

Cronbach's Alpha method is applied on all the statements in likert 5 point scale and obtained the value 0.899. The value derived above is the benchmark value 0.75 therefore the Researcher proceeded from the main study without modifying the questionnaire.

Data Analysis:

In order to analyse the primary data responses obtained from the online shopping consumers the researcher apply both univariable and multivariable statistical technique this attempt automatically the primary data to verify the objectives and test the Hypothesis.

In order to identify online shopping pattern of consumer the researcher applied factor analyses the principle component method on 15 variables of online shopping consumer pattern .This statistical tool enable the researcher to reduce the 15 variables into existing pattern of predominant factors. The application of the factors analysis bought the following result.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.853
Bartlett's Test of Sphericity	Approx. Chi-Square	1855.901
	df	105
	Sig.	.000

From the above table is KMO measure the sampling adequaciy0.853, chi-square test value for the normal distibution1855.901 are satisfactory significant at5% level, this implies the 15 variables are considered the research normally distributed and suitable for dimension reduction.

The number of variable considered with I variance is expressed in the following communalities table.

Communalities

	Initial	Extraction
Sufficient information about the product and services are available.	1.000	.709
The description of products shown on the web sites is very accurate.	1.000	.704
Wide variety of brand choices	1.000	.589
Selection of goods available on the internet is very broad	1.000	.646
Latest product information is available	1.000	.593
Having comparison shopping	1.000	.505
Saving money	1.000	.471
I will prefer online shopping only if online prices are lower than actual price	1.000	.506
Value for money is more assured through online shopping	1.000	.546
Attractive discounts	1.000	.455
Promotion and advertisement are the factors Influencing Online Shopping Decision	1.000	.323
Good Post sales service	1.000	.505
Delivery on time	1.000	.653
Safe delivery	1.000	.575
Availability of information from vendors	1.000	.490

Extraction Method: Principal Component Analysis.

From the above table it is found that all 15 variables are very high variance ranging from32.3 to 70.9%. This impliesall the 15 variables are suitable for dimension reduction. The individual influences and factors extraction can be derived fromthe table.

Component		Initial Eigenvalues			Rotation Sums of Squared Loadings		
		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
dimension0	1	4.581	30.542	30.542	2.397	15.982	15.982
	2	1.526	10.172	40.714	2.252	15.011	30.993
	3	1.132	7.548	48.262	2.054	13.696	44.689
	4	1.030	6.866	55.128	1.566	10.438	55.128
	5	.972	6.478	61.605			
	6	.790	5.265	66.871			
	7	.740	4.931	71.802			
	8	.634	4.229	76.030			
	9	.624	4.162	80.193			
	10	.609	4.063	84.255			
	11	.571	3.809	88.065			
	12	.516	3.442	91.506			
	13	.492	3.278	94.784			
	14	.420	2.801	97.585			
	15	.362	2.415	100.000			

From the above table it is found that online shopping variables are reduced into 4 predominant factors namely

1. Selection process

2. Accessibility
3. Product description
4. Cost of the product

These 4 factors have the cumulative variance 55.128% they have individual variance 15.98%, 15.011%, 13.696% and 10.438% respectively. This proves the existence of 4 prominent patterns of online shopping consumers.

Finding and conclusion:

The Researcher found that online shopping consumers are highly meticulous in collecting information before selecting the variability of the product purchased through online.

The analysis concluded that the product availability and sufficient information of the product are the main factors influencing the purchase pattern of online consumers, cost of the product is also vary vital in the pattern of online shopping consumers.

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