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An Overview

Virtue is a Bi-Annual Refereed Research Journal of DAV Institute of Management, Faridabad, Haryana. DAVIM, Faridabad has always recognized and acknowledged the contribution made by faculty members in imparting management education and their need to enhance the knowledge in various functional areas of management. In this pursuit, the institute took a new initiative and released the first issue of the Journal titled **"VIRTUE"** in 2010.

This journal seeks to provide a platform to researchers, academicians, practicing managers and other professionals from various expert fields to present their research findings and share their views and experience. Its main objective is to promote research education worldwide and to establish a link between various fields of management and information technology. The journal focuses on issues related to management development and implementation of new methodologies and technologies, which improve the operational objectives of an organization. These include product development, e commerce, marketing, behavioral finance, Talent Management, Risk Management, Operations Research, Statistics, Organizational Behavior and Development, Social Responsibility, Data Analysis and emerging trends in allied subjects. The journal provides a forum for researchers and practitioners for the publication of innovative scholarly research , which contributes to the adoption of a new holistic managerial approach that ensure a technologically, economically, socially and ecologically acceptable deployment of new technologies in today's business practice.

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CONTENTS

Editorial

Research Papers

Case study

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Message from the bellwether

Dear Researchers and Academicians

We are honored to announce the publication of the 2nd issue of the 4th volume of our Journal. We wish to express our gratitude to the researchers for their valuable submissions and to the ones who showed their interest for our journal.

I extend my heartfelt gratitude towards **Dr. Punam Suri Ji,** President, DAVCMC, Delhi and **Sh. Prabodh Mahajan Ji**, Vice President , DAVCMC , Delhi for their blessings and approbation in all our endeavors.

  Also I would like to thank our editorial team members, reviewers and the contributors who have helped in making this journal a possibility. We hope that the research featured here sets up many new landmarks.

The submitted articles have been carefully reviewed by a professional team consisting of the Editor-in-Chief and the members of the Editorial Board. The assorted research that are enveloped in this journal, are usable and have a high level of application.

There are a lot of challenges which the growing economies face in the domain of basic necessities in life. It is vital that different stakeholders unite and coalesce on issues which confront the society. The research papers and case studies published address to professionals, researchers, academics, and students who wish to complete and develop the knowledge in the area of business, economics and management, information technology, languages and psychology. The journal focuses on the latest trends and developments in the fields of management, business, information technology, behavioral sciences and languages. The contributions are multidisciplinary, interdisciplinary, and will have practical applications in the real world. The journal encourages theoretical analysis, empirical studies – both in qualitative and quantitative domains, case studies, and critical reviews of existing management theories, principles, and practices. The broad areas would include finance, production and operations management, human resources, organizational behavior, marketing, information systems, general management, economics, business ethics and corporate governance, legal and regulatory aspects of business, international business, languages and any other aspects related to management and business.

It is a matter of pride that we are able to maintain time line of the journal intact and the credit of

the same goes to the contributors who find our journal relevant and trustworthy in its processes and approach and had sent their contribution for publication consideration. Our expedited review process allows for a thorough analysis by expert peer-reviewers within a time line that is much more favorable than many other academic publications.

It has imbibed all major fields of education, and, that is the real impetus behind any journal. This is an ennobling process of growth. And, I , want to say with pride, that we have excelled in every initiative that we undertook and have stood together in facing the challenges in realizing quality research and publication.

The next issues will continue to focus on original studies, resulting from an extensive research, both theoretical and practical, which will cover the main domains from the topics of the journal. We are grateful to all the contributors who worked hard for the publication of this journal.

With Warm Wishes

Dr. Neelam Gulati

From the Desk of Editor-In-Chief

Dear Readers

"Result" is the most significant word which can change the destiny, can record history and can transform the future generations.

Clear focus, right approach and keeping outcome in mind every day, every hour, every minute can make a difference. As an offshoot of our keen enthusiasm on presenting, Issue Two of Fourth Volume of journal Virtue is conceived as a compilation of articles contributed by various research scholars and academicians form various institutes. We extend our thanks and appreciation to the intellectual contributors.

The views of the authors are vividly expressed in the articles which you will find to be of a contemporary relevance. The research papers cover various concepts of Human Resource, Marketing, Linguistics, Organizational Behavior, Consumer Behavior and a case study on HR strategies.

We hope that the issue will immensely benefit the members of academia, HR managers, Business Professionals, Strategists, Policy makers and vibrant students. We eagerly look forward to enriching this journal with enlightened critique and feedback as we endeavor to encapsulate even better ideas in the most creative impression for the perpetual intellectual delight of our readers. Also contributors are cordially invited to browse our college website www.davim.ac.in for further details for the next issue.

Keep Reading…..

Dr. Ritu Gandhi Arora
Editor-In-Chief

DETERMINANTS OF CONSUMERS BEHAVIOR TOWARDS MOBILE ADVERTISEMENT

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ABSTRACT

This study has been undertaken with the broad purpose of analyzing consumers' perception, attitude, intention and behavior towards mobile advertisements. T-sang (2004) model was used as the framework for the research. The study is descriptive and quantitative in nature. A survey was conducted with the help of standardize questionnaire which was administered with the help of field force in Jaipur city. A total of 422 responses were collected and 400 responses were found fit for the data analysis. Data was analyzed with the help of PASW.18 software. The study found that consumers have overall negative attitude towards mobile advertisement as they perceive it less entertaining and more irritating. It was also found that, with respect to mobile advertisements, perception; attitude; intentions and behavior of male and female consumers are different.

INTRODUCTION

The high penetration rate of mobile phones has resulted in the increasing use of mobiles to deliver advertisements for products and services which further influence consumer buying behavior of telecom services. A.T. Kearney surveys (2002)indicate that the use of mobile information services and SMS has increased exponentially. The popularity of text messaging (SMS) has led to the rise of the mobile advertising phenomenon (James, 2004). More than 100 billion SMS messages are sent across world in a single year. It is imperative for marketers to know what consumers think and how they react to SMS-based advertisements, particularly with regards to marketing of telecom service companies as they used it frequently. A better

understanding of these issues is critical to understand consumer decision making for telecom services.

The ubiquity of the mobile phone extends the time and space aspect of the traditional mass media advertising (Muk, 2007). Nevertheless, as regards to mobile advertising, there are different options for marketers to implement promotion campaigns. For example, marketers can send MMS which allows them to deliver multimedia contents such as pictures, audio or even animations to targetedconsumers. However, there is not much use of MMS as compared to SMS for promotion activities even though positive branding effects have been found with regards to MMS (Nysveen, 2005). This may be because SMS advertising is the most popular form of mobile advertising. As consumers prefer MMS messages to SMS messages, it can be expected that the usage of MMS messages for advertising purposes will expand with the increase in number of mobile phones supporting MMS messaging (Heinonen & Strandvik, 2007).

The continuous technological advancement and the need of grabbing attention of consumers have resulted in information bombarding as "advertising is everywhere" (Cook, 2001). This over exposure of promotional messages has somewhat made consumer immune to advertising and marketers are now striving hard for creative media and message strategy so as to ensure that their advertisement messages are noticed by their target market (Cappo, 2003). Scharl et al (2008) noted that there is general consensus among academics and practitioners regarding the importance of mobile advertising to reachselected targeted customers. Therefore this study is aimed at analyzing consumers' perception, attitude, intention and behavior towards mobile advertisingusing Tsang (2004) model in Indian Context. Tsang presented a framework (Exhibit 1) that shows the factors affecting attitudes and the relationship between attitudes, intention to receive mobile advertisements and user behavior. The specific objectives of this study are

- To analyzing the perception and consumer attitude towards mobile advertisement
- To study consumer intention and behavior with respect to mobile advertisement
- To analyze if there exist gender differences for perception, attitude, intention and behavior towards mobile advertisement.

In regards of the objectives mentioned above, the study also test the following null hypotheses

- $H0_a$:There is no significant difference in consumer perceptions towards mobile advertisement for male and female consumer
- $H0_b$: There is no significant difference in consumer attitude towards mobile advertisement for male and female consumer
- $H0_c$:There is no significant difference in consumer intentions towards mobile advertisement for male and female consumer
- $H0_d$: There is no significant difference in consumer behavior towards mobile advertisement for male and female consumer

LITERATURE REVIEW

The theoretical construct, Consumers' Attitude towards Advertisement has been of interest for many research scholars since 1981 after the publication of two influential studies (Mitchell & Olson, 1981; Shimp, 1981). Thereafter many research studies focusedconsumers; attitudes toward advertising affecting attitude towards brand and buying intentions (e.g., Gardner, 1985; MacKenzie, Lutz, & Belch 1986;MacKenzie, & Lutz, 1989). It has also been reported that attitude towards advertisement of particular brand is affected attitude towards advertising in general (Lutz, McKenzie, & Belch, 1983; Muehling, 1987; MacKenzie & Lutz,1989; Mehta, 2000).Schlosser (1999) demonstrated that as opposed to advertising in general, internet advertising was considered informative, trustworthy and entertaining.It has also been observed that attitudes towards advertising are strongly dependent on the advertising channel as Schlosser (1999) found that attitudes toward advertising on the internet are more positive when compared to advertising in general.Zanot (1984) reported negative attitudes toward advertising due to the increasing amount of advertising and commercial clutter. Nevertheless, another study showed that consumers feel advertising is helpful in guiding purchase decisions (Shavitt et al., 1998). Barwise and Strong (2002) studied the attitudes toward mobile advertising in a permission marketing context. Mobile advertising was found more favorable to location sensitive consumers and for timecritical events (Barwise and Strong 2002;

thatannoy, offend, insult, or are overly manipulative as defined by Ducoffe (1996) &*credibility*is the extent to which the consumerperceives claims made about the brand in the advertisement to be truthful and believable as defined by Mackenzie and Lutz (1989).This model has in various studies been usedas the basis for hypothetical testing of the relationship in the mobile advertising (Bauer et al., 2005; Haghirian et al., 2005; Tsang et al., 2004). Consumer attitude was found positively associated with three variables i.e. entertainment, informativeness and credibility and negatively associated with irritation. Based upon the model, the following hypotheses were also tested

H1: Consumers' perceptions of the value of entertainmentof SMS advertisements are positively correlated toconsumers' overall attitudes towards SMS advertising

H2: Consumers' perceptions of the informativeness ofSMS advertisements are positively correlated to consumers'overall attitudes towards SMS advertisements.

H3: Consumers' perceptions of the irritation of SMSadvertisements are positively correlated to consumers'overall attitudes towards SMS advertisements.

H4: Consumers' perceptions of the credibility of SMSadvertisements are positively correlated to consumers'overall attitudes towards SMS advertisements.

RESEARCH METHODOLOGY

This research is descriptive and quantitative in nature. A quantitative approach saves time and money as once the questionnaire is prepared, it can be administered on chosen sample with relatively lesser time as compared to qualitative research methods. Descriptive research studies require some previous understanding pertaining to research problem and are fit for answering questions of who, what, how, where, when (Zikmund, 2003). Collis & Hussey (2003) stated that quantitative methods are suitable for hypothesis testing purpose.

Primary data have been collected from a standard questionnaire (adopted from Tsang et al., 2004). Total 422consumers' data was collected from four different malls in Jaipur. For the

purpose of this study, a non random sampling technique - convenient sampling methodwas used to select the sample from four major mallsin Jaipur City. Zikmund (2003) defined non random sampling technique where sample is drawn from population based on judgment or convenience. Convenient sampling technique makes it possible to get sufficiently large number of responses quickly and economically (Zikmund, 2003; Fink, 2009).

Fink (2009) also supported the use of convenient sampling method on the ground of availability of respondents when required. Though there are also limitations of convenient sampling methods as it may not give a true representative sample, bias and variability are hard to estimate or control (Zikmund, 2003). Still this sampling technique was used considering ease of access, paucity of time to interact with employees, higher response rate. A total of 422 individuals responded to the questionnaire designed for consumers out of which 400 questionnaires were considered fit for data analysis.

PASW.18 was used for the purpose of data analysis. Data was analyzed at univariate and bivariate level. First of all data normality was ensured. For the purpose Histogram and Kolmogorov–Smirnov test was used to ensure that data normality (Zikmund, 2003). Percentage analysis was done for analyzing the profile of respondents. Further, descriptive statistics measures, mean and standard deviation were obtained for all items and constructs which were measured on likert scale. To test hypothesis, t-test (independent samples) was used.

FINDINGS &DATA ANALYSIS

DESCRIPTIVE PROFILE OF RESPONDENTS

The demographic distribution of sample on four parameters age, occupation, gender and income is presented as follows: There were 55% male and 45% female in the selected sample. There were 5% respondents less than 18 years old, 25 % in the age group (18-23) years, 28% in the age group (24-28) years, 23% in the age group (29-45) years and 13% respondents were above 45 years. As for occupation, 20% were government employees, 28% were working in private organizations, 20% were self employed/businessman, 18% were students and 15% were

homemakers. 30% of respondents have income less than Rs. 1.5 lakh, 20% between 1.5 lakh to 3 lakh, 30% between 3 lakh to 5 lakh and 20% above 5 lakh. The sample was found adequately consistent with the people living in Jaipur who would be of interest for the marketers of telecom companies.

Gender Differences in Perception and Attitude towards Mobile Advertisement

Major dimensions were measured using 5 point likert scale. Respondents were asked to show the level of agreement to statements measuring major dimensions. The overall "attitude towards mobile advertisement" was found on the negative side as reflected by the mean score (2.69) as it is less than 3 which is neutral on 5 point scale. Exhibit 2 shows the descriptive statistics on major dimensions of Tsang Model.It reveals that respondents perceive mobile advertising as less entertaining and informative as reflected by their respective mean scores. Further, though credibility (3.84) is on higher side for mobile advertising yet it is also perceived as irritating (3.69) by respondents.

Independent samples t-test has been applied to the first and second null hypotheses of no significant difference in consumer perceptions and attitudes towards mobile advertisement for male and female consumer. As all p-values of t-test are less than .05 except for the informative dimension, it can be said that there is significant difference in the attitude and perception of male and female respondents towards mobile advertisement except for the informative dimension.

Exhibit 2: Gender Differences in Perception and Attitudes towards Mobile Advertisement

Variables	Total		Male		Female		t-test
	Mean	SD	Mean	SD	Mean	SD	Sig. P<
Attitude Towards Mobile Advertisements	2.69	.30	2.67	.30	2.73	.31	.03.
Entertainment	2.24	.37	2.20	.33	2.28	.40	.02
Informative	2.37	.34	2.36	.31	2.39	.38	423
Irritating	3.39	.29	3.35	.28	3.43	.20	.01
Credibility	3.38	.28	3.35	.27	3.41	.30	.02

Gender Differences in Intention and Behavior towardsMobile Advertisement

For analyzing intention and behavior regarding mobile advertisements, respondents were asked how many mobile advertisements they want to receive per day. The observations are shown in Exhibit 3.As regards Behavior towards mobile advertisement, respondents were asked "what they do when they receive a mobile advertisement" and "how much do they read the mobile advertisement when they receive it from their telecom service providers". Observations are shown in Exhibit 4 and Exhibit 5 respectively.

Exhibit 3 indicates that majority of respondents (60.55%) want to receive at most two messages per day. Chi square test has been applied to test if intention to receive number of messages differs significantly for male and female respondents. The result (p-value = .466) doesn't indicates any difference in male and female respondents for the intention to receive number of SMS per day.

Exhibit 3: Respondents' Intention to Receive Numbers of SMS per day

	Total		Male		Female		Ch-Square-test
	n	%	N	%	n	%	Sig. P<
≤ 2 Messages Per Day	242	60.5%	130	59.1%	112	60.5%	
3 – 5 Messages Per Day	116	29%	69	31.4%	47	26.1%	.466
More than 5 Messages Per Day	42	10.5%	21	9.5%	21	11.7%	

Exhibit 4 indicates that majority of respondents either "ignore messages completely" (27.0%) or "read messages after accumulating too many of them" (26.3%). Chi square test has been applied to test whether reading behavior differs for male and female for mobile advertisement. The p-value of chi square test is less than .05 indicating significant differences in the reading behavior of male and female respondents for mobile advertisement. More females (42.8) prefer to ignore messages completely than their male counterparts (14.1%) whereas more male prefers (37.3%) to read messages after accumulating too many of them than their female counterparts (12.8%).

Exhibit 4: Respondents' Behavior towards Mobile Advertisement: When they read messages?

	Total		Male		Female		Ch-Square-test
	n	%	N	%	n	%	Sig. P<
Ignore It Completely	108	27.0%	31	14.1%	77	42.8%	
Read It Occasionally	70	17.5%	45	20.5%	25	13.9%	
Read It After Accumulating Too Many of Them	105	26.3%	82	37.3%	23	12.8%	.000
Read It When I Get Time	70	17.5%	34	15.5%	36	20.0%	
Read It Right Away	47	11.8%	28	12.7%	19	10.6%	

Exhibit 5: Respondents' Behavior towards Mobile Advertisement: How do they read messages?

	Total		Male		Female		Ch-Square-test
	n	%	N	%	n	%	Sig. P<
Do Not Read It At All	108	27.0%	31	14.1%	77	42.8%	
Just Browse Through It	117	29.3%	73	33.2%	44	24.4%	.000
Read It Incomplete	127	31.8%	95	43.2%	32	17.8%	
Read It Full	48	12.0%	21	9.5%	27	15.0%	

Exhibit 5 indicates that very few respondents (12.0%) read full messages while many respondents (27.05) prefer not to read it at all; (29.3%) prefer to just browsing through it and rest (31.8%) prefer to read it incomplete. Chi square test has been applied to test whether reading behavior differs for male and female for mobile advertisement. The p-value of chi square test is less than .05 indicating significant differences in the reading behavior of male and female respondents for mobile advertisement.

Regression Analysis for Attitudes towards Mobile Advertisement

Standard multiple regression analysis were performed (Exhibit 6) between Entertainment, Informative, Irritating and Credibility as independent variables and "Attitude towards Mobile Advertisements" as dependant variable (Tabachnick and Fidell, 2001). The analysis supported the Tsang Model (2004) as p value of F test has been found less than .05 with the significant coefficient of determination (R^2 =.912)showing the extent of variance in independent factor as explained by dependent factors. Italso reveals that all four independent factors significantly influence the dependent factor i.e. Attitude towards mobile advertisement as the significance value for t-test is less than 0.05 for all four factors where "entertainment" was found most influential for attitude towards mobile advertising with standardize beta coefficient (.539).

Exhibit 6: Regression Analysis for Attitudes towards Mobile Advertisement

Dependent Variable: Attitude Towards Mobile Advertisement	Standardize Coefficients Beta	Significance	R	R Square	F	Sign Value
Independent Variables						
Entertainment	.539	0.000				
Informative	.221	0.001	0.95	0.912	1027.43	.000
Irritating	-.089	0.038				
Credibility	.122	.000				

LIMITATIONS OF THE STUDY

The sample size was relatively small (n=400) and was selected with convenient (non-probability) sampling method which makes it difficult togeneralize and apply the findings of this study. The study also not included other factors such as permission, location sensitivity of customers, nature of products or services which have potential to affect consumers'attitude towards mobile advertisement. Thisrepresents a further limitation of the study. The final limitation of the study isthat the overall attitude construct was measured on oneitem. The scale may not be a very accurate measurementof consumers' overall attitudes towards SMS advertisements.

CONCLUSION

This study was done with broad purpose of analyzing perception, attitude, intention and behavior of consumers towards mobile advertisements. The study found that many consumers have negative attitude towards mobile advertisement as they perceive it less entertaining and more irritating. Hence consumer generally don't intend to get mobile advertisements and if received most of them ignore it or read it incomplete whenever they accumulate too many of them.The findings of the study provides insights to the marketers to be careful in using mobile advertisement for promoting their products and brands. Though through mobile advertisement, marketers can better reach to target customers but it may not really help to develop positive attitude towards the advertised brand or product. To harness the power of mobile advertisement

marketers have to work on their message strategy for example creating humorous advertisements can help to gain the attention of readers (Barwise and Strong, 2002).Further it was also found that, with respect to mobile advertisements, perception; attitude; intentions and behavior of male and female consumers are different. Marketers should be careful while using mobile advertisements as it may backfire if they keep on disturbing the consumers without seeking explicit permission regarding this.

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MOTHER TONGUE BASED BILINGUAL EDUCATION

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ABSTRACT

In developing countries, millions of children enter the classroom unable to understand the language they are taught in. In dominant national and international language, many countries teach the language that children don't relish at home Moreover, Children in remote areas who speak a different language at home face biggest problems to learn at school. The advantage of instruction in mother tongue in early years can't be denied at all but contemporary patterns of global communication and immigration have made bilingual and multilingual education programmes a way of allowing children to experience their rich multilingual backgrounds. The paper outlines the rationale for introducing mother tongue based bilingual or multilingual education and how it is an aid in instruction for education and social development as well.

Key words: Mother Tongue, Bilingual education, Multilingualism.

The linguistic boundaries between rich and poor in countries that have been former colonies are usually quite clear. These groups are often called "linguistic minorities", even through these groups in many countries in fact outnumber speakers of the dominant/national language. The question of language thus has huge implications for participation, governance, citizenship, fulfillment of rights and the distribution of power and resources. Emphasis is put on both the Mother Tongue and national languages through Bilingual Education in order to give all citizens the opportunity to develop linguistic skills in both Mother Tongue and Second language.

Mother Tongue Education refers to any form of schooling that makes use of the language or languages that children are most familiar with. This is usually the language that children speak at home. The mother tongue does not have to be the language spoken by the mother.

Bilingual Education refers to an education that includes both mother tongue and second language education Mother Tongue and bilingual education occurs when students are given exposure of both Education in their mother tongue and introduced any second language as medium of instruction.

It is very important that mother tongue should be the main language of imparting instruction and tongue for five years at least where as the second language with proper methodology and well trained educators may be introduced there after dual immersion classrooms encourage students but with the permission it may be enthusiastic and native language development. Mother Tongue education results in a number of advantages in terms of quality and efficiency in the provision of education. The advantages include: increased access and equity, improved learning outcomes; reduced repetition and drop-out rates; socio-cultural benefits, and lower overall costs. Mother Tongue education helps students to develop not only the Mother Tongue itself but also their skills in the majority education languages and research shows clearly that a second language is learned best when first language has been learned well. Bilingual students also perform better in school when the school teaches the Mother Tongue effectively.

Mother tongue based Bilingual Education is in many contexts a controversial and contested issue. Mother tongue bilingual education should be considered a right, closely linked both to the universal right to quality education and to people's collection cultural rights. But much advocacy remains to be done for this to be globally accepted.

MOTHER TONGUE-BILINGUAL EDUCATION AS A RIGHT

The Human Rights complex is controversial on the language issue in relation to education. The universal declaration of **Human Rights (1948) Paragraph on Education (26)** does not refer to language at all and the UN international covenant on economic, social and cultural rights (1976) omits reference to language or language groups in its educational article (13). That the education of the child shall be directed to the development of respect for the child's parents.

The weak status of Mother Tongue-Bilingual Education is in part grounded on the other hand, in the fact that only a few people are aware of its positive effects on learning, self-esteem parents,

educators, decision makers and education planners. In the following, advantages of Mother Tongue-Bilingual Education are highlighted.

MOTHER TONGUE-BILINGUAL EDUCATION IMPROVES CHILDREN'S LEARNING AND ACADEMIC PERFORMANCE

The majority of bilingual children with another Mother Tongue than the language of instruction score between 20-40% by the end of the educational intervention, because they only have 10% of the vocabulary needed to learn.

And when they are forced to learn a new language before learning how to read and to write in one's mother tongue, this creates an educational challenge that should not exist. The middle-class and elite may overcome this problem.

MOTHER TONGUE-BILINGUAL EDUCATION EMPOWERS INDIVIDUALS AND COMMUNITIES

The language of the community and the learners strengthens the involvement of parents and communities in the educational process and the life of the school is strengthened when education is conducted in. Studies have showed that a beneficial aspect of Mother Tongue education is the improvement of communication and interactions in the classroom and the integration of cultures and indigenous knowledge system into formal education curricula. A direct result of the use of a language the parents share refers greater involvement of the parents in the school and its management, above all in what pertains for to both community support to the children's learning and stronger cooperation and coordination between parents and teachers. This involvement leads to growing desire on the part of the parents for a better quality education, which in turn leads to greater demands being made of the school and the education system. Mother Tongue Education is equally important for youth and adults taking part in non-formal education.

MOTHER TONGUE-BILINGUAL EDUCATION BRINGS CULTURAL AWARENESS AND SELF WORTH

It has often been the '**minorities'** themselves and their characteristics, including bilingualism, who are seen as the problem. In a monolingual education system, the bilingual learners are often

made to be hesitant of their Mother Tongues. But it is not enough for educators to passively accept linguistic and cultural diversity; they must encourage learners to use their Mother Tongue and affirm the learners linguistic identity by developing an environment where their linguistic and culture experience is actively validated.

The language question is not a merely education issue: it is about the development of just societies and active citizens. Multicultural states , it is essential that every citizen has the right to have another language than the official language as their mother tongue and has the right to make use of this language –not solely in classroom, but also in society as such and beyond that.

MOTHER TONGUE-BILINGUAL EDUCATION DEVELOPS INDIGENOUS/LOCAL LANGUAGES

When indigenous/local languages are not used in public spheres and in the education process for discussion on scientific and intellectual levels, they do not develop the terminal vocabulary. As Language is not static, but develops when used. Both at a global and national level states, hereunder universities and other scientific institution have to take a much bigger responsibility in prioritizing research into indigenous/local language and ensuring that higher education in the different language is feasible and accessible. Only this way stigmatization will eventually disappear and the status of the language be improved. This will also influence the relation to indigenous/ local language of persons who have the official language as their mother tongue.

PROMOTE AND SUPPORT CLASSROOM IMPLENTATION OF FORMAL AND NON-FORMAL MONTHER TONGUE OR BILINGUAL EDUCATION PROGRAMMES.

It is often said that parents well know what is best for their children and that they have a choice. Some parents are suspicious of mother tongue- bilingual education teaching/learning programmes because they worry that programmes take time away from the majority instruction language. Such parents are often not given reliable information as to the long-term consequences of monolingual education in the dominant language. Instead, in many places, educational alternatives are presented to them as a choice between mother tongue and traditional identity, or the dominant language, supposedly leading to jobs and social mobility. Learners and

communities are strongly needed to be informed and engaged in dialogues on the benefits of mother tongue- bilingual education and on how this can be implemented in their specific context. In many cases, the authorities, the school directors and even the teachers have just as basis for making a qualified choice as to the system to adopt – multilingualism, bilingual education or the long team consequence of the state language policies in education. What is lacking are living examples so people hear, see and feel what is going on in bilingual classroom and mother tongue based programmes. This seeks therefore to pilot mother tongue- bilingual education programmes in order to create and share evidence on how it can be done.

DEVELOPING TEACHER TRAINING THROUGH LANGUAGE ORIENTATION AND CURRICULA FOR MOTHER TONGUE AND BILINGUAL EDUATION

The best bilingual education programmes include both mother tongue instruction and second language instruction provided by bilingual education with a good knowledge of second language acquisition. The educator should be competent enough to teach in the learners' own language (and where relevant also the national language as a second language and have the skills to manage multilingual and multicultural classroom. The educator should also learn how to promote respect among different language groups and to use the linguistic and culture differences among learners to teach them about valuing and appreciating linguistic differences. Mother tongue- bilingual education should be inclusive of both formal and informal teacher training curricula and in educator supervision schemes for continuous learning and improvement. Both educator training models for mother tongue- bilingual education, should be engaged in the development of multilingual teaching material and curricula.

CONCLUSION

Undoubtedly, mother tongue has very important role in education development yet giving a child a strong foundation in Mother Tongue based bilingual helps language learning more than early. Young students are able to transfer literacy and curriculum contents. Skills learned in one language while learning other and high achievement in L1 helps student maximize this skill.

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CUSTOMER'S PERCEPTION TOWARDS ORGANISED vis-à-vis UNORGANISED RETAIL OUTLETS: FACTS FROM NATIONAL CAPITAL REGION OF INDIA

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ABSTRACT

Customers approach the retailers to meet the day to day requirements. However, instead of physically approaching the retailer, customers can these days approach the retailers online also. While selecting the retailer, customer is availed with two options; he can either choose the organised retailer or he can opt for unorganised retailer. This selection is affected by various factors and it further affects many factors, the study of which can be useful to draw beneficial business implications. The objective of this study is to identify the various factors which influence the perception of customers in selecting the different retail outlets (organised and unorganised) in the era of growing retail industry in India. The research is based on the data collected from 300 respondents through structured questionnaires from 5 districts of Haryana at are Sonepat, Panipat, Gurgaon, Faridabad and Rohtak of National Capital Region (NCR) of India to understand customer's perception about organised and unorganised retail outlets. For the purpose of analysis statistical tools like arithmetic mean, standard deviation, Chi-Square test and Z test etc. have been applied using SPSS statistics version 20. Customers' perception regarding the organised retail outlet goods are found significantly different from unorganised retail outlet goods (except for vegetables). Unorganised retailers need to reconcile their strategies regarding the demonstration of merchandise and be ready to bear the cost of customer complaint handling.

Keywords: *Customer perception, Organised retail, Unorganised retail, Hypermarket, Customer satisfaction.*

1. **INTRODUCTION**

In the ordinary parlance retailing word comprises of two words i. e.'re' and 'tailing' which means selling products in small lots. Retail also existed in ancient times and materialised from the old French word 'tailler' which means "to cut off". Retailing is defined as all tasks performed in delivering goods or services directly to the final consumer for their own, not for business use via shops, market, door-to-door selling, mail-order or over the internet where the buyer intends to consume the product. Retailing involves a direct interface with the customer and the coordination of business activities from end to end, right from the concept or design stage of a product or offering, to its delivery and post-delivery service to the customer.

Retailing is one of the major sectors in the Indian global economy and is going through an unfolding stage. Retailing is currently a luxuriant sector of the Indian economy. It is due to augment in Private Final Consumption Expenditure (PFCE) of customers; despite this organised retailing is at evolving stage. Retailing is highly fragmented in Indian market and current growth trends show that the organised retail market in India has undoubtedly gained top speed and is now on the verge to take-off. In today's scenario the Indian retail market is increasingly being captivated by the large retail chains and most of these chains are called shopping malls, but hitherto retail business is dominated by small-families in the form of unorganised outlets.

1.1 Reforms in Indian Retail Sector

India approved various policy reforms for single-brand retail outlets and welcomed everyone in the world to innovation in Indian retail market with 100% ownership in January 2012, but along with that government also imposed the requirement that in single brand retailer source 30% of its goods from India. From the time being Indian federal government also initiated a major plan on 7th December, 2012, which allows 51% foreign direct investment in multi-brand retail. A large number of protocols imposed on FDI in multi-brand retail like the minimum FDI limit has been set to $100 million. Any investment performed through FDI, half of which has to be made in infrastructure like cold-storage chains and warehouses. These types of policies are designed to boost the agricultural sector and also help Indian economy to overcome from a severe shortage of these types of facilities (Parvathamma, 2014).

1.2 Organised Retailers- An Overview

Organised retailing in India refers to trading activities ventured by a licensed retailer. These organised retailers are those who are registered for sales tax, income tax, etc. Formats of organised retail outlets include the supermarkets, hypermarkets and malls etc. Various examples of well-established organised retailer's chains are Walmart, Tesco, Costco, Carrefour etc. The reason for fastly growing organised retail market in India is favourable demographics (age, income etc.), increasing urbanisation, nuclearisation of families, rising affluence amid customers, growing preference for branded products and higher aspirations are other factors which drive/urge retail consumption in India.

1.3 Unorganised Retailers- An Overview

Vast majority of the unorganised retail outlets in India are owned by family members. They do not operate at large scale and are even not in a position to procure or transport products at high volume or at wholesale level. They have limited quality control techniques and fake-versus-authentic product screening technology. Unorganised retailers have no training or skills related to safety and hygienic storage, packaging or logistics. The unorganised retail outlets source their products from a chain of middlemen who mark up the product as it moves from farmer or producer to the customer. The unorganised retail shops typically do not offer after-sales support or service. Finally, most transactions at unorganised retail shops are done with cash, with all sales being final.

Table I: Difference between Organised and Unorganised Retailing

Basis of Difference	Organised Retailing	Unorganised Retailing
Ownership	Corporate business house	Household business
Size of operation	Comparatively large	Small store
Selling price	Less than MRP	Mostly on MRP
Nature of employment	Hired members/skilled employees	Generally family members
Store	Excellent ambience	Poor ambience
Location	Distantly located	Located round the corner
Product availability	Wide range of branded and non-branded products	Selective range of branded and non-branded products
Promotions	Joint promotions	Company promotions only
Tax payments	Enforcement of taxation mechanism	Evasions of taxes
Market experience	Short term experience	Long term experience

(Source: Shivaraman, 2011)

2. REVIEW OF RELEVANT LITERATURE

Sinha and Banerjee (2004) indicated that there are some store peculiarities which affect customer perception and they found major attributes of store which attract the customer are merchandise followed by ambience and lastly the service quality they provide. It is further concluded that more than half of the customers are affected by single attribute of store i.e. proximity which have huge impacts on their perception.

Goswami and Mishra (2009) revealed that major consideration which helps unorganised retailers is proximate location but now the buyers are more conscious about the offers given by organised retailers and shift towards them. One major factor is cleanliness which impacts the customer a lot due to more health awareness among shoppers. Because of location, unorganised retailers had upper hand but scenario changed drastically with the entering of big retail houses and customers shifted from unorganised to organised retail outlets.

Shivraman (2011) focused on the factors which affect unorganised retailer as compared to organised retailer radically and these are store proximity, brand choice, price, store ambience etc.

The major factor is financial illness of unorganised retailers because they are not having list of sources from where they are able to borrow or should take loan which creates a big hurdle for them to renovate their outlets or providing better services.

Murugan and Rajalingam (2012) observed that CRM is a crucial factor which affects customer's perception. They found that CRM (Customer Relationship Management) is a process which benefits retailers and gather heaps of pieces of information about customers, marketing effectiveness and responsiveness. It also helps the retailers to build cordial relationship with customer and initiate to change the perception of customer towards organised and unorganised retail outlets.

Pandya and Bariya (2012) examined that the customer spend more in organised retail outlets because of large variety of products and increase in reciprocal purchasing of products due to intense attractive display of products at organised retail outlets. Simultaneously, unorganised retail outlets are preferred because of bargaining power of customer and avoidance of unnecessary purchase. Respondents are admiring to open more and more organised retail outlets by ignoring limitations associated with them.

Kathuria and Gill (2013) propounded that in today's world, brand is a significant influencing factor of customer perception. They revealed that brand awareness is increasing rapidly among customers and they associate themselves with organised retailers because while purchasing, more than half of customers are from high income group and they want to maintain prestige in society.

Nair and Nair (2013) concluded that the service quality provided by retail outlets also impacts customer perception towards different retail outlets. Through research they found that the relationship between different variables which are considered in service quality like personal interaction and physical aspects are major influencing forces for making customer perception.

Narayana *et al.* (2013) stated that changing customer behaviour has a great impact on selecting retail outlets. Now the customers want to purchase different products under one roof with available variants, food and entertainment so that they feel fully associated with the retail outlet and this trend signs the boost for organised retailers.

Telreja and Jain (2013) scrutinised that proximity is the major factor which has deep roots in the minds of the customers to select unorganised retail outlets but due to increase in disposable

income of customer they also prefer organised retail outlets for some durables because of width and depth provided by them. Through this study they found that environment which is provided by organised retail outlets also attract customers or influence the perception of customers.

Zia and Azam (2013) connoted that the major problems faced by the customer with unorganised retailers are that the shopkeeper are not having proper system of complaint handling and also struggled with the physical aspect of products because of limited store area and owner of outlet are not capable to display every variant of product which formed a negative perception towards the unorganised retailers in customer minds.

Akram *et al.* (2014) explained that the boosting ingredients of organised retailers are many but most prominent are brand consciousness, large brand availability, easy credit availability and the emergence of foreign direct investment which empowers the strength of organised retail outlets and impresses customer to purchase from them.

Atulkar and Kesari (2014) found that due to urbanisation, awareness and electronic media options, customers are able to choose from modern retail outlet which accounts to increase the frequency of customers' visits to organised retail outlets. Some other important associated variables with organised retailers are convenient parking facility, easy availability, product information and restaurant.

Sushmana (2014) observed that the infrastructure facility is ahead of the growth of organised retailers because they provide the variety of products under a single roof with a food and entertainment facility which creates interest of customer towards organised retail outlets. It is also found that growing customer choice also accounts for boosting of organised retail outlets.

Singh and Singh (2015) concluded that due to the economies of large scale organised retail outlets are able to offer more services at rational prices. It is also found that organised retail outlets provide various promotional and festive offers and schemes. On the other hand, unorganised retailers are giving personal touch to the customers and providing satisfactory after sales services than the organised retailers.

Chandrashekar (2016) analysed the customer buying behaviour towards organised and unorganised retail outlets in Mysore city. He found that majority of the high income group

people are shopping at organised retail outlets. He advocated that in India it is fairly doubtful that the organised retail will be ever able to overcome the unorganised retail completely.

2.1 Research Gap

Literature review reveals that most of the researchers have concentrated their study only on organised or unorganised retailers. It is important to make a comparative study of customers' perception towards organised and unorganised retail outlets. Which type of retail outlets are liked by customers and why? Customer's perception towards different outlets is pertinent because retailers may formulate their strategies to attract more number of customers after taking into consideration the feedback of the customers.

The distinction of the current study is that it has concentrated on both types of retail outlets and factors affecting customer's behavior so that bottlenecks may be timely removed and ground facts are revealed.

3. OBJECTIVES AND METHODOLOGY

This research is deductive in nature because primary data has been collected and analysed to find out the customers' perception towards organised and unorganised retail outlets and future behavior may be predicted. There are negligible studies which are comparing the customers' perception towards organised and unorganised retail outlets. The objective of the present study is to examine the views of customers towards organised and unorganised retail outlets and convey the findings of this study through appropriate media to the needful retailers for strategy formulation. The present study has been undertaken to answer the following research questions:

(i) To study the perception of customers towards organised and unorganised retail outlets.

(ii) To examine the customers' preference towards different type of markets under organised retail outlets.

(iii) To study the customers' liking towards different type of markets under unorganised retail outlets.

(iv) To study whether there is significant difference regarding product preference of customers to be purchased from organised as well as from unorganised retail outlets.

(v) To study the factors which majorly influencing the purchase of merchandise from organised or unorganised retail outlets.

3.1   Hypothesis of the Study

H_{01}: There is no significant difference of customer's perception between organised and unorganised retail outlets while going for purchasing.

H_{02}: There is no significant difference towards different type of markets under organised retail outlets.

H_{03}: There is no significant difference towards different type of markets under unorganised retail outlets.

H_{04}: There is no significant difference regarding product preference of customers to be purchased from organised and unorganised retail outlets.

H_{05}: There is no significant influence of any factor on the purchase of merchandise from organised and unorganised retailers.

3.2   Research Design and Data Collection

To study the research objectives and to examine the customers' perception towards organised and unorganised retail outlets it is proposed to use the descriptive-cum-exploratory research design on the basis of initial literature review on customers' perception towards organised and unorganised retail outlets and previous research findings on similar kind of study done elsewhere. A mix of these designs provides enough protection against biasness, maximizes reliability and provides opportunities for considering various facets of the research problem. To obtain information on the 36 indicators is considered most important regarding customer perception from sample area, the primary data has been collected through a well-structured questionnaire filled by the 300 respondents of 5 districts i.e. Sonepat, Panipat, Gurgaon, Faridabad and Rohtak of National Capital Region (NCR) of India. The respondents were asked to respond on a 'Five Point Scale' ranging from "Strongly Agree to Strongly Disagree". Secondary data was gathered from various websites, journals, magazines and newspapers etc.

4. STATISTICAL ANALYSIS AND INTERPRETATION

Prior to administering the questionnaire for final survey, Cronbach's Alpha test (Cronbach, 1951) has been applied to check the statistical reliability of the questionnaire and an Alpha Coefficient value for different factors of perception of customers towards organised and unorganised retail outlets was found 0.994 which can be considered reasonably excellent for further data analysis vis-à-vis justifying the reliability of research instrument. For the purpose of analysis statistical tools like arithmetic mean, standard deviation, Chi-Square test and Z test etc. have been applied using SPSS statistics version 20.

Table II: Respondent's Profile at a Glance

Gender	Residential Status	Educational Status
Male =188 (62.7) Female=112 (37.3)	Urban =222 (74) Semi-urban =60 (20) Rural =18 (6)	Under Matric=0 Plus two=40 (13.3) Graduate=170 (56.7) Post Graduate and above=90 (30)
Marital Status Bachelor =94 (31.4) Newly Married=58 (19.3) Married with Dependents =148 (49.3)	**Type of Family** Nuclear=184 (61.3) Joint=116 (38.7)	**Occupation** Student=62 (20.7) Govt. employee=74 (24.7) Private employee=106 (35.3) Own business=26 (8.6) Housewife=32 (10.7)
Age (in Years) Below 25=68 (22.7) 25-35 =122 (40.7) 35-45 =76 (25.3) Above 45=34 (11.3)	**Income (in r)** Below 20,000=76 (25.3) 20,000-40,000=136 (45.4) 40,000-60,000=80 (26.7) 60,000-80,000=4 (1.3) Above 80,000=4 (1.3)	

Source: Primary data, Note: Figures in brackets are showing percentage of total

It is evident from table that demographic characteristics of the respondents are significantly different which shows that 188 respondents (62.7%) were males followed by 112 (37.3%) females. It is further shown by the table that 148 respondents (49.3%) are with dependent children and on the other hand 94 (31.4%) are bachelor. Similarly, 122 (40.7%) respondents belonged to 25-35 years of age group, followed by 76 (25.3%) falling in the age group of 35-45

years. Sample is dominated by nuclear families 184 (61.3%) and urban living 222 (74%) respondents. As far as the income level is concerned, 136 respondents (45.4%) associated with the category of Rs.20000-40000. Table further shows that 170 (56.7%) respondents are graduates and 106 (35.3%) private employees are the part of this sample.

Table III: Customer's Preference for Shopping towards Different Retail Outlets

Shopping Preference	Response	Percentage	Chi-square
Organised retail outlet	128	42.7	χ^2 (Cal.) = 6.453
Unorganised retail outlet	172	57.3	χ^2 (Tab.)= 3.84
			d. f.=1
Total	300	100	

Source: Primary data

It is evident from the table II that χ^2 calculated value (6.453) is greater than χ^2 tabulated value (3.84) with the rejection of (H_{01}) null hypothesis. This shows that there is significant difference of customer's perception between organised and unorganised retail outlets while going for purchasing.

Table IV: Customer's Preference towards Different Types of Markets under Organised Retail Outlets

Organised Outlet	Response	Percentage	Chi-square
Hypermarket	76	25.3	χ^2 (cal.) =115.253
Supermarket	134	44.7	χ^2 (tab.) = 7.81
Chain store	86	28.7	d. f.= 3
Others	4	1.3	
Total	300	100	

Source: Primary data

It is obvious from the table III that χ^2 calculated value (115.25) is greater than χ^2 tabulated value (7.81) with the rejection of null hypothesis (H_{02}). This shows that there is significant difference towards different type of markets under organised retail outlets.

Table V: Customer's Preference towards Different Type of Markets of Unorganised Retail Outlets

Unorganised Outlet	Response	Percentage	Chi-square
Kirana store	110	36.7	χ^2 (cal.) =8.720
Neighborhood store	114	38	χ^2 (tab.) = 5.99
Traditional store	76	25.3	d. f.= 2
Total	300	100	

Source: Primary data

It is apparent from the table IV that χ^2 calculated value (8.720) is greater than χ^2 tabulated value (5.99) with the rejection of null hypothesis (H_{03}). This shows that there is significant difference of customers' preference towards different type of markets under unorganised retail outlets.

4.1   Customers' Buying Preference (Product-wise) towards Organised vs. Unorganised Retail Outlets

Customers' buying preference might differ for different products. It may be possible that particular products are reserved for buying from specific organised or unorganised retail outlets. Difference of customers' buying preference towards grocery, vegetables, stationary, garments and durables of organised retail shops and unorganised retail shops was checked using Z test at 95% level of significance (two tailed test). It may be seen from the table VI that the value (0.12) for difference of perception towards buying vegetables from organised and unorganised retail outlets is going negligible it means there is no significant difference between customer's perception towards buying vegetables from organised retailers and unorganised retailers. On the

contrary, there is significant difference between customer buying preference towards groceries, stationary, garments and durables with the rejection of null hypothesis (H_{04}).

Table VI: Z Values for Studying Customers' Buying Perception towards Various Products

Particulars	Z-value
Difference of perception towards buying grocery from organised and unorganised retail outlets	-11.51
Difference of perception towards buying vegetables from organised and unorganised retail outlets	0.12
Difference of perception towards buying stationary from organised and unorganised retail outlets	-10.48
Difference of perception towards buying garments from organised and unorganised retail outlets	-10.83
Difference of perception towards buying durables from organised and unorganised retail outlets	-7.92

Source: Primary data

4.2   Perception towards Quality, Variety and Pleasure

Difference between customer's perception towards quality, variety and pleasure while shopping from organised or unorganised retail outlets was also tested using Z test at 95% level of significance (two tailed test) and it is reflected from table VII that Z values are (-9.82, -12.36 & 23.11) which proves that there is significant difference between customer's perception for all of three attribute quality, variety and pleasure from shopping. Further, it may also be noted that the value (23.11) for difference of perception regarding pleasure from shopping through organised and unorganised retail outlets is highest which is indicating that shopping pleasure is an important concern for the customers.

Table VII: Z Values for Testing Perception towards Quality, Variety and Pleasure

Particulars	Z value
Difference of perception regarding quality	-9.8
Difference of perception regarding variety	-12.36
Difference of perception regarding pleasure from shopping	23.11

Source: Primary data

4.3 Customers' Views about Organised and Unorganised Retail Outlets

Customers' views regarding organised and unorganised retail outlets were measured for the different attributes like product quality, price, complaint handling, offers, value added services, ambience, all things at one place and home delivery. Results reveal that most of the consumers rate these attributes as very good for organised retail outlets while consumers are neutral about these factors with regard to unorganised retail outlets. This shows a great shift in customer perception from unorganised retailing to organised retailing (as shown in figure 1 and table 8).
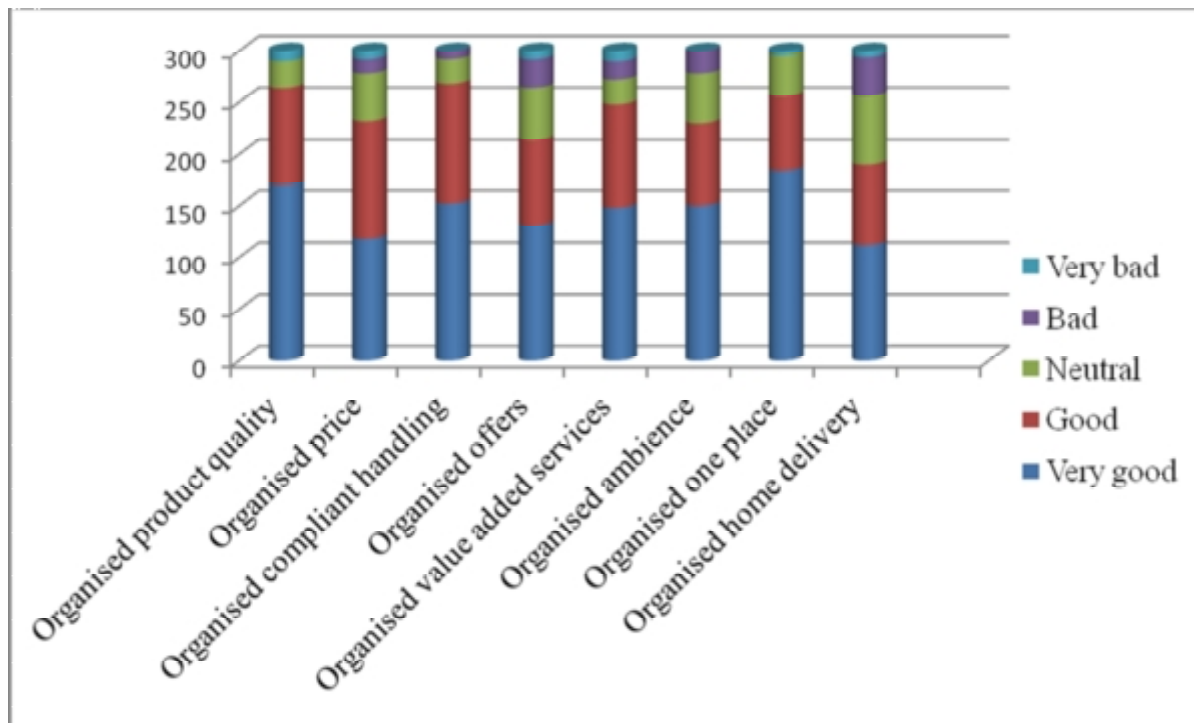

Figure 1: Factors for customers' preference for organised retail outlets
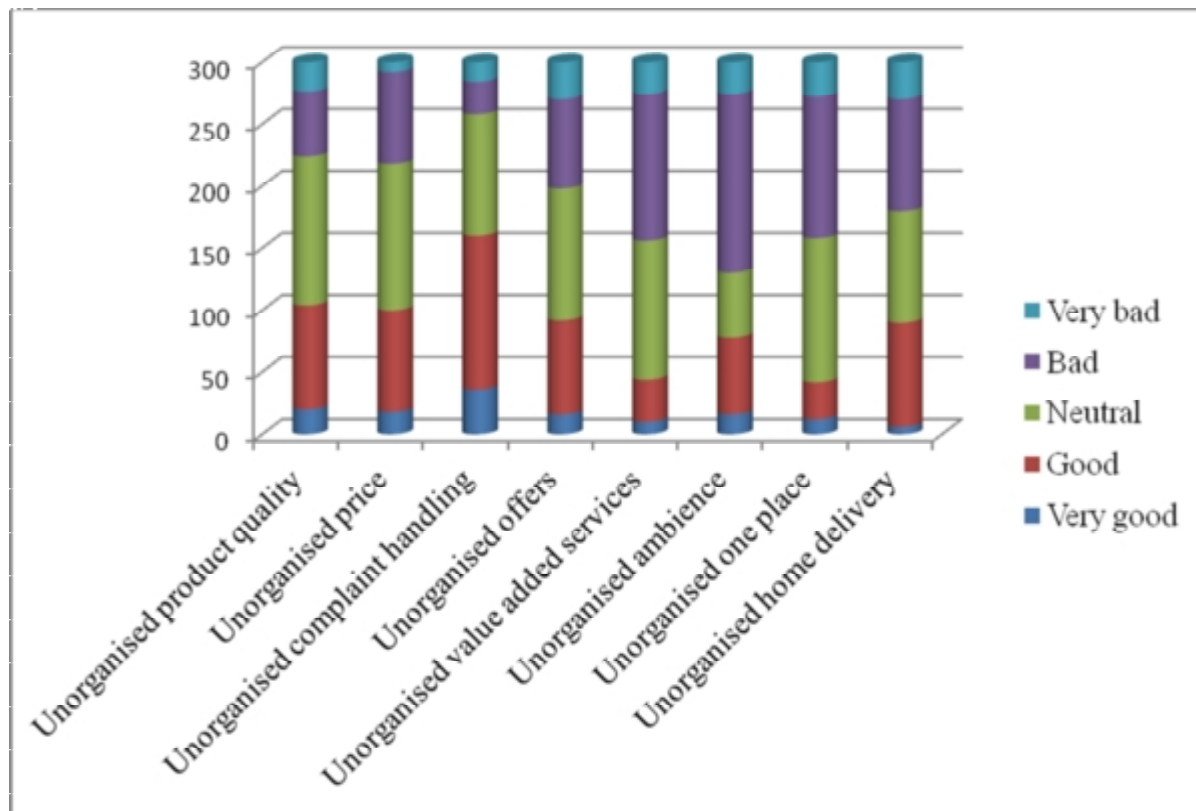
Figure 2: Factors for customers' preference for organised retail outlets

Table VIII: Respondents' Views towards Different Determinant of Organised and Unorganised Retail Outlets

	Very good	Good	Neutral	Bad	Very bad	Total
Organised product quality	170 (56.67)	94 (31.33)	26 (8.67)	0 (0)	10 (3.33)	300 (100)
Unorganised product quality	20 (6.67)	84 (28)	120 (40)	52 (17.33)	24 (8)	300 (100)
Organised price	118 (39.33)	114 (38)	46 (15.33)	14 (4.67)	8 (2.67)	300 (100)
Unorganised price	18 (6)	82 (27.33)	118 (39.33)	74 (24.67)	8 (2.67)	300 (100)
Organised compliant handling	152 (50.67)	116 (38.67)	24 (8)	8 (2.67)	0 (0)	300 (100)
Unorganised complaint handling	36	124	98	26	16	300

	(12)	(41.33)	(32.67)	(8.67)	(5.33)	(100)
Organised offers	131 (43.67)	83 (27.67)	50 (16.67)	28 (9.33)	8 (2.67)	300 (100)
Unorganised offers	16 (5.33)	76 (25.33)	106 (35.33)	72 (24)	30 (10)	300 (100)
Organised value added services	148 (49.33)	100 (33.33)	24 (8)	18 (6)	10 (3.33)	300 (100)
Unorganised value added services	10 (3.33)	34 (11.33)	112 (37.33)	118 (39.33)	26 (8.67)	300 (100)
Organised ambience	150 (50)	80 (26.67)	48 (16)	22 (7.33)	0 (0)	300 (100)
Unorganised ambience	16 (5.33)	62 (20.67)	52 (17.33)	144 (48)	26 (8.67)	300 (100)
Organised one place	184 (61.33)	72 (24)	40 (13.33)	0 (0)	4 (1.33)	300 (100)
Unorganised one place	12 (4)	30 (10)	116 (38.67)	114 (38)	28 (9.33)	300 (100)
Organised home delivery	112 (37.33)	78 (26)	66 (22)	38 (12.67)	6 (2)	300 (100)
Unorganised home delivery	6 (2)	84 (28)	90 (30)	90 (30)	30 (10)	300 (100)

Source: Primary data

4.4 Reasons for Choosing Organised and Unorganised Retail Outlets

Customers were asked about the factors which attract them towards buying from organised or unorganised retail outlets. They were to select from the factors: ambience, affordable price, customer service, attractive scheme, quality services or all the factors. The results revealed that majority of the respondents selected unorganised market due to affordable price followed by attractive schemes. On the other hand, most of respondents selected organised market due to all the factors, which are ambience, affordable price, customer service, attractive scheme and quality service (as shown in chart) implying that customers are liking organised retail market due to all of their features. On the basis of these results it may be concluded that customers attraction towards organised retail outlets is increasing day by day. This is also a signal for organised retail

outlets to provide more and more services to the customers so that customers may be kept satisfied and shifting from unorganised to organised may be stopped up to the possible extent.
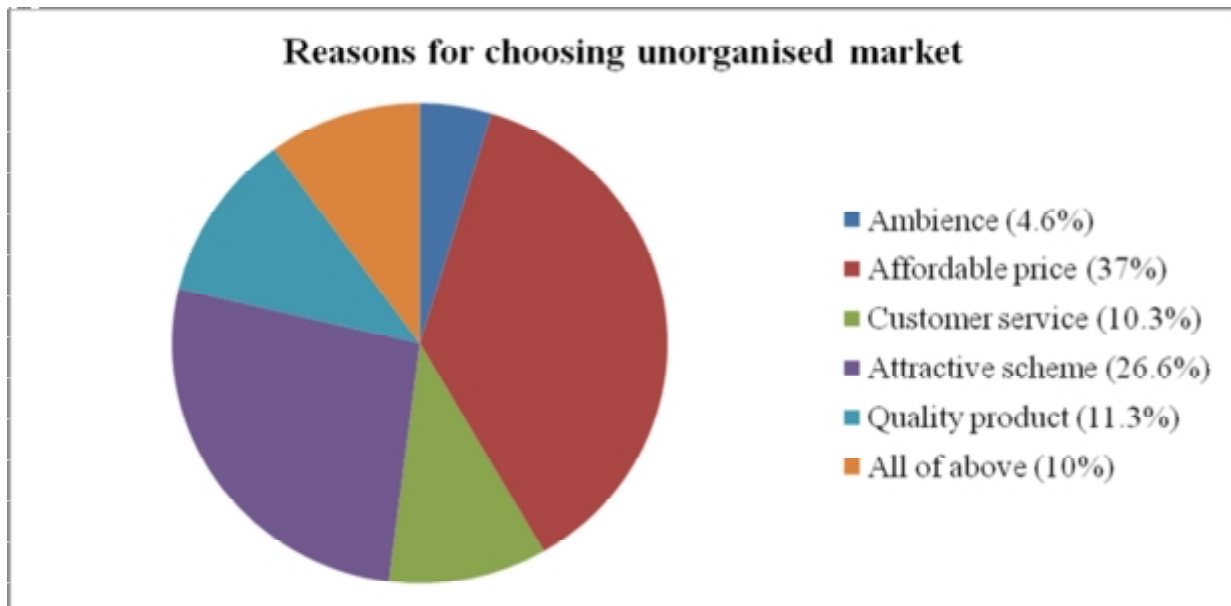

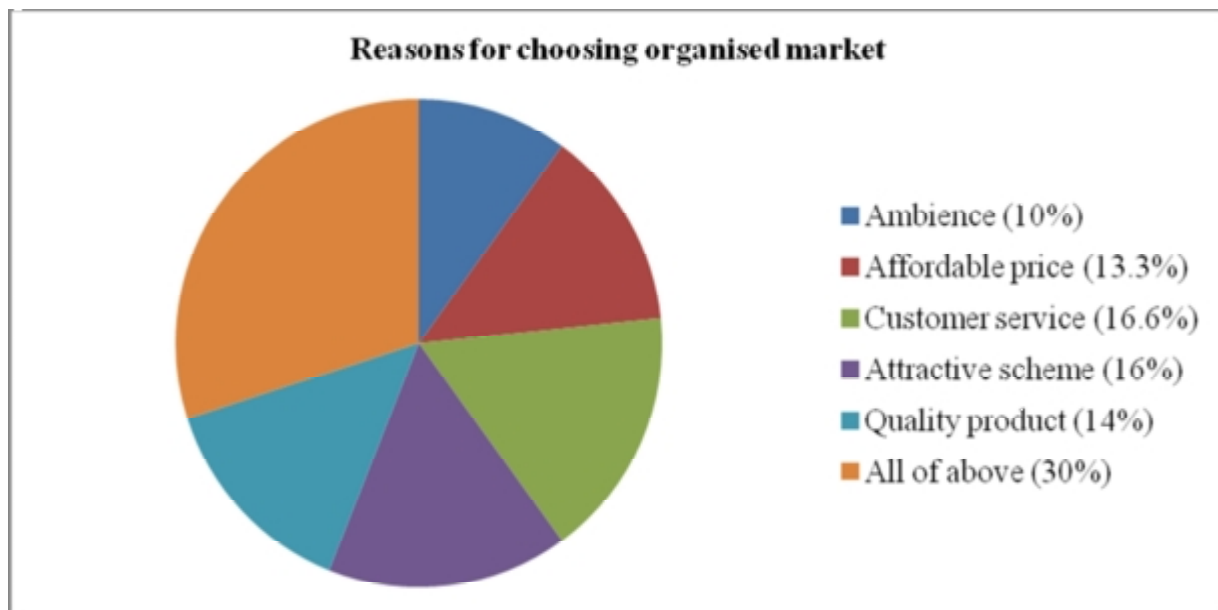Figure 3: Reasons for choosing unorganised retail market

Figure 4: Reasons for choosing organised market

Table IX: Reasons for Choosing Organised and Unorganised Retail Outlets

	Organised Retail Outlets		Unorganised Retail Outlets	
	Frequency	Percent	Frequency	Percent
Ambience	30	10.0	14	4.6
Affordable price	40	13.3	111	37.0
Customer service	50	16.6	31	10.3
Attractive scheme	48	16.0	80	26.6
Quality service	42	14.0	34	11.3
All of the above	90	30.0	30	10.0
Total	300	100.0	300	100.0

5. CONCLUSION

Unorganised as well as organised retail outlets have certain positive as well as negative attributes that have influence on the customer's perception. The analysis shows that there is significant difference in customer perception towards buying grocery, stationary, garments and durables from organised and unorganised retailers; however there is no significant difference in customer perception towards buying vegetables from organised or unorganised retail outlets. The analysis also shows that most of the customers rate the attributes of organised retail outlets as good or very good while most of them are neutral regarding the attributes of unorganised retail outlets. This shows a shift in customer's liking from unorganised retail outlets to organised retail outlets. The study also states that customers prefer unorganised retail outlets due to affordable price and they prefer organised retail outlets for all factors including ambience, affordable price, customer service, attractive scheme and quality service.

Unorganised retailers should improve themselves in terms of complaint handling, ambience, schemes, quality and variety etc. if they want to compete with organised retailers and maintain their market share.

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STUDY THE USE OF THE POWER TOOLS REPLACING SOME OF THE HAND TOOLS IN WORKSHOP PRACTICE IN TECHNICAL EDUCATION

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ABSTRACT

The presented paper emphasis on the use of power tools in the Workshops of Diploma and Engineering institutes. As in today's world it is desired from engineering student that he should not only performs in the field but the work associated to him should be done in efficient way. The paper briefed the necessity of these tools to include in the syllabus also in some shops to eliminate old hand tools still practised in workshop. The purpose is to give student a high satisfaction not only to complete his job in shop. While working with power tools the student also capable to think new complicated designs which can be completed in a faster way.

Keywords - *Workshop, Power tools, hand tools, safety, operations etc.*

INTRODUCTION

The Workshop Practice subject is under scheme of study of almost all the Technical University at Graduate Engineering and Diploma in Engineering Courses. In these two courses the passing students are joined generally in different organizations as Graduate Trainee Engineer and Supervisory level respectively. The subject is in detail practiced to produce perfect craftsmanship of different trades at ITI (Industrial Training Institutes).

In Degree of engineering courses mostly all the branches studies this subject in first semester except branches such as Biotech and Bio Medical Engineering, Electronics and Tele Communication Engineering, Computer Science Engineering and Information technology. Instead they read for example in First Semester Electronics and Telecommunication branch studies Electronics Material & Workshop. In second semester Computer Science Engineering and Information Technology studies the Electronics and Measurement Lab. But this workshop is

only to Electrical and Electronics aspect of studies. At Diploma level the branches studies this subject are Civil, Mechanical, Electrical, Metallurgical, Instrumentation, Production, Mining and mine surveying, Printing Technology, Electrical and Electronics and Chemical Engineering.[1]

Description of Subject

The Workshop Practice subject comes under head of Workshop Technology which is again a part of Manufacturing Process/Science. So we can say that the Workshop Practice is a part of Manufacturing Science. The purpose of to study the subject is in rapid development in technology and competitive economy has led to the development of new trends and tools in manufacturing industry such as conventional manufacturing with new method and tools, CNC machines, Automation FMS etc. Graduate, Diploma Engineers in professional life has to operate, supervise and maintain production systems available in the industry. In view of this it is mandatory for him to understand the fundamentals, concept, principles and advancements in the manufacturing process while working on the shop floor. [2]

Scheme of Study

After completion of lectures and tutorials students take hands on experience on the job. This covered list of practices in different shops. These practices performed on a work piece called job. Mainly the practices are performed in measurement, safety, wood working (Carpentry Shop), Fitting Shop, Smithy shop, Sheet metal shop, Welding Shop and Machine Shop. The different tools, operation, joints are studied and manufactured on shop floor. The marks are given on the accuracy in dimensions maintained by the student. So while making the job in any of the shop student keep his mind to get the precise work in job making. After job is prepared at different shops the marks are given according to preciseness of dimensions maintained by the students.

General Classification of Hand Tools

In these shops mostly the tools are hand operated and generally called hand tools. The tools are classified as Measuring tools, Marking tools, Cutting tools, Planning tools, Drilling tools and Boring tools, Holding and clamping devices, Striking tools, Sharpening tools, Thread cutting

tools etc. On the shop floor these are used as required as the job demand. Student chooses or provided the set of hand tools for completion of job.

Power Tools

The power tools can be defined as the tools which run by external sources. The external sources generally very popular are electric, pneumatic and I.C. (Internal Combustion) engine driven. Generally pneumatic, electrical are preferred in house operation and I.C. engine operated used as outdoor. The power tools are mainly two types Stationary and Portable. The portable power tools are generally hand held. The portable power tools have obvious advantages of mobility. [3]

Today these power tools are very commonly uses by Industries, at construction sites, in cleaning, by motor mechanics, at service stations, gardening, kitchens, dental Clinics and many more places. Operation wise they are used in driving (fasteners), drilling, cutting, shaping, sanding, grinding, routing, polishing, painting, heating and many more.

Use of Power tools replacing hand tools in Workshop

As describe earlier there are different workshop shops operations performed in different shops. We cannot replace almost all the hand tools with power tools in all the shops. But we can certainly use these tools in some shops. And they are mainly in the Carpentry Shop and Fitting shop. In carpentry shop student performed cutting of wood with different saws, planning of wood with different planning tools, drilling with help of hand drill, Ratchet Brace or gimlet, to make curve with help of rasp file. It can be replaced by power tool using cutting of wood with help of circular wood cutter, planning of wood with wood planner, drilling or boring by hand drill machine, curving by jig saw etc. In fitting shop student performed cutting of metal with hack saw, Drilling by Radial or Bench Drilling machine etc can be done by using power tools such as circular saw for cutting long pieces, if possible use of hand drilling machine for drilling etc.
As these two shops are always considered the basic shops where the student is having hands on experience. As the student work with the tools which are obsolete in the field such as today the carpenter never use jack plane or any other tools to planning of wood instead he uses the power

planner for smoothening of wood. Earlier he used different saws for cutting job but now he uses only circular power saw. In fitting shop also the metal should be grind for removing surface roughness, buffing and polishing must be done by power tools.

While earlier the student study shop tools for 3 periods or hours, measurement and marking work on his job for 3 periods or hours, completion of job for 6 periods or hours. The use of power tools does not fast the process. Where student earlier make a job in group now to run the power tools he has to wait for his turn. As the shop instructor will have to perform his/her job in his supervision. So the students have to wait for his turn.

Why necessary the use of power tools

This is 21st century most of the industrial even household work is performed by self. That is mostly all work are DIY (Do it yourself) categories. It may happen that we may not afford a carpenter or plumber for our household works. The working or exposure with power tools gives the person confidence to work self. The cost of power tool is very less if we compare the work we get from them. The author also insists to introduce the introduction of these tools to the high school and higher secondary school irrespective of the subject they choose. As it give them a confidence to work at least in their house.

Safety issue while operating power tools

The biggest problem operating the power tools that they have to handle very carefully. Mishandling may lead to fatal accident. As most of the power tools run on electricity. The workplace must be design & build according to it. When student performed the job manufacturing at workshop strict discipline must be maintained. While running of power tools only one student one instructor policy is to be maintained. Other than observation general safety requirement as safety glasses, apron, safety shoes and hand gloves must be provided to the students primarily.

CONCLUSION

Using power tool in different discussed shops give the student a level of confidence and ease of working with the job. He also knows working on the precautions and the output he may take from it. And similarly direct or supervise the workers to get work done from the same. While he can also searched for new modification available in the market as the power tool market is changing frequently and the new features are added time to time. He can use the same to improve and modify the existing process with new one. Which ultimately improve the efficiency of work.

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THE PREVALENCE OF ORGANIZATIONAL POLITICS

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Abstract

The article aims to understand the prevalence of organizational politics in organizations. It is suggested that public personnel will tend to react to workplace politics with negligent behavior rather than by leaving. Perception of organizational politics was found to have had a negative relationship with job attitudes (e.g., job satisfaction and organizational commitment), a positive relationship with intention to leave the organization (exit), and a stronger positive relationship with negligent behavior (neglect). If Organizational Politics is self serving and one indulges in it for own benefit, then, there is no gainsay in the fact that it's a negative phenomenon. Like each coin has two sides, similarly, Organizational Politics, also, has two sides to it- Positive and Negative. Yet, this research article commentates on negative side of organizational politics including the characteristics of the people who indulge in this and how one can stand against it.

Key Words: *Organizational Politics; Job Satisfaction; Organizational Commitment; Job Performance, Machiavellianism, Locus of Control.*

INTRODUCTION

Politics in organizations is simply a fact of life (Medison, Allen, Renwick, & Mayes, 1980; Gandz&Murray, 1980). Personal experiences, hunches, and anecdotal evidence for years have supported general belief that behavior in organizations is often political in nature. Mintzderg (1983), Ferris &Kacmar (1992) and Pfeffer (1992) defined organizational politics as a general term that indicates power relations and influence tactics in workplace. Due to this political nature, the concept of Organizational Politics has received an increasing attention in management literature.

Organizational politics refers to behaviors "that occur on an informal basis within an organization and involve intentional acts of influence that are designed to protect or enhance individuals' professional careers when conflicting courses of action are possible" (Drory, 1993; Porter, Allen, & Angle, 1981). Politics is a specific quality of the organizational dynamic which impacts all aspects of business life. Organizational Politics is usually defined as behavior strategically designed to maximize self-interests (Ferris, Russ, & Fandt, 1989) and therefore contradicts the collective organizational goals or the interests of other individuals. This perspective reflects a generally negative image of OP in the eyes of most of the organization members. Pfeffer (1992) defined *politics* as the processes, the actions, the behaviors through which potential power is utilized and realized. Organizations are social entities that involve a struggle for resources, personal conflicts, and a variety of influence tactics executed by individuals and groups to obtain benefits and goals in different ways (Molm, 1997). Estimating the political climate of a work unit is a complex task but it is crucial for a better understanding of organizations. Dubrin defined organizational politics as an informal approach to gaining power through means other than merit or luck. Many definitions of organization politics view it as workplace activities that can result in negative or destructive work outcomes.As defined by Greenberg and Baron in 1997, Organizational Politics comprises "actions not officially approved by an organization taken to influence others to meet one's personal goals."

REVIEW OF LITERATURE

In some organizations disputes may have a long history, decisions and actions in the present being shaped by conflicts, grudges, or differences that others believe long forgotten or settled. The manager of a production department may align with the marketing manager to block a proposal from the production engineer not because he disagrees with the basic ideas, but because of resentments associated with the fact that he and the production engineer have never gotten along. Though such resentments may seem petty, they are often powerful forces in organizational life.

Drory and Romm (1988) offer seven concepts as key elements in defining organizational politics: 1) behavioral means consisting of three types including formal, informal, and illegal, 2) acting against the organization, 3) power attainment, 4) conflict, 5) concealed motive.

Organizational politics has intrigued academicians and practitioners for decades. Like the unseen elephant in the living room, one knows it is there, even though, it is difficult to describe and define. Studies have long argued that politics is an epidemic phenomenon in organizations and that it deserves more attention and empirical examination (Gandz & Murray, 1980). The importance of organizational politics (OP) lies in its potential consequences and effect on work outcomes. Theoretical arguments suggest that politics often interferes with normal organizational processes (e.g., decision making, promotion, and rewards) and damages productivity and performance on individual and organizational levels. Empirical attempts to support this notion have proved equivocal. As per researches politics is:

- Employees who do not believe in working hard depend on nasty politics to make their position secure at the workplace.
- Employees play politics simply to come in the limelight and gain undue attention and appreciation from the seniors.
- Politics refers to irrational behavior of the individuals at the workplace to obtain advantages which are beyond their control.
- Nobody has ever gained anything out of politics; instead it leads to a negative ambience at the workplace.

OBJECTIVE OF THE STUDY:

Through this article researcher has tried to study the pervasiveness and impact of organizational politics on the work of the human resource professional. It delves into the negative side of the organizational politics, the reasons, consequences and the characteristics of the people who indulge in politics.

RESEARCH METHODOLOGY:

The data was collected through secondary method which included journals, magazines, various web articles etc.

ANALYSIS AND FINDINGS:

A Number Of Individual And Organizational Factors Contribute To Political Behavior (Adapted from Dubrin):

1. **Pyramid-shaped organization structure**: A pyramid concentrates power at the top. Only so much power is therefore available to distribute among the many people who would like more of it. Each successive layer on the organization chart has less power than the layer above. At the very bottom of the organization, workers have virtually no power. Since most organizations today have fewer layers than they previously had, the competition for power has become more intense.

2. **Subjective standards of performance**: People often resort to organizational politics because they do not believe that the organization has an objective and fair way of judging their performance and suitability for promotion. Similarly, when managers have no objective way of differentiating effective people from the less effective, they will resort to favoritism.

3. **Environmental uncertainty and turbulence**: When people operate in an unstable and unpredictable environment, they tend to behave politically. They rely on organizational politics to create a favorable impression because uncertainty makes it difficult to determine what they should really be accomplishing. The uncertainty, turbulence, and insecurity created by corporate mergers or downsizing is a major contributor to office politics.

4. **Emotional insecurity**: Some people resort to political maneuvers to ingratiate themselves with superiors because they lack confidence in their talents and skills.

5. **Manipulative tendencies:** Some people engage in political behavior because they want to manipulate others, sometimes for their own personal advantage.

6. **People willing to come in the limelight without much effort depend on politics;**

There are certain individuals who attend office just for the sake of it and do not believe in working hard. Such individuals have no other option than to depend on nasty politics. They try their level best to create a negative image of their fellow workers just to come in the good books of the management.

Potentially Unethical Political Strategies And Tactics (Adapted from Dubrin):

Any technique of gaining power can be unethical if practiced in the extreme and with negative intentions. For example, a person who supports a boss by feeding him or her insider information that could affect the price of company stock is being unethical. Some approaches are almost unequivocally unethical, such as those described next. In the long run they can erode a leader's effectiveness by lowering his or her credibility.

1. **Back Stabbing**. The ubiquitous back stab requires that you pretend to be nice, but all the while plan someone's demise. A frequent form of back stabbing is to initiate a conversation with a rival about the weaknesses of a common boss, encouraging negative commentary and making careful mental notes of what the person says. When these comments are passed along to the boss, the rival appears disloyal and foolish. Email has become a medium for back stabbing. The sender of the message documents a mistake made by another individual and includes key people on the distribution list. A sample message sent by one manager to a rival began as follows, "Hi, Sam. I'm sorry you couldn't make our important meeting. I guess you had some other important priorities. But we need your input on the following major agenda item we tackled . . . ."

2. **Purge All But Loyalists**. The ancient strategy of purge those you have conquered suggests that you remove from the organization rivals who suffered past hurts through your efforts; otherwise the wounded rivals might retaliate at a vulnerable moment.

3. **Set a Person Up for Failure**. The object of a setup is to place a person in a position where he or she will either fail outright or look ineffective. For example, an executive whom the CEO dislikes might be given responsibility for a troubled division whose

market is rapidly collapsing. The newly assigned division president cannot stop the decline and is then fired for poor performance.

4. **Exert Undue Pressure**. Even if you have the power to do this, it would be unethical if used to further your interests at the expense of others. In any case, it may have longer-term repercussions.

5. **Divide and Conquer**. An ancient military and governmental strategy, this tactic is also used in business. The object is to have peers struggle among them, therefore yielding the balance of power to another person. If team members are not aligned with one another, there is an improved chance that they will align with a common superior. One way of getting subordinates to fight with one another is to place them in intense competition for resources.

6. **Play Territorial Games**. Also referred to as turf wars, territorial games involve protecting and hoarding resources that give one power, such as information, relationships, and decision-making authority. A relationship is "hoarded" in such ways as not encouraging others to visit a key customer, or blocking a high performer from getting a promotion or transfer. Other examples of territorial games include monopolizing time with clients, scheduling meetings so someone cannot attend, and shutting out coworkers from joining you on an important assignment.

EFFECTS OF POLITICS ON ORGANIZATION AND EMPLOYEES

1. **Decrease in overall productivity**
   - Politics lowers the output of an individual and eventually affects the productivity of the organization.
   - Common observation says that individuals who play politics at the workplace pay less attention to their work.
   - They are more interested in leg pulling and back biting. They spend most of their times criticizing their fellow workers.
   - As a result of politics at the workplace, employees fail to achieve targets within the stipulated time frame. Work gets delayed in such an organization.

2. Affects Concentration

- Individuals find it difficult to concentrate on their work. They are more interested in spoiling the other person's image in front of the superiors.
- An individual involved in politics is bound to make more mistakes as his focus is somewhere else.

3. Spoils the Ambience

- Politics leads to a negative environment at the workplace.
- It spoils the relationships amongst individuals. An individual playing politics at the organization is disliked by all.

4. Changes the Attitude of employees

- Politics changes the attitude of the employees.
- Even the serious employees lose interest in work and attend office just for the sake of it.
- Internal politics do not allow employees to give their hundred percent at work.
- No matter how much hard work an employee puts in, it goes unnoticed in a politically driven organization.

5. De motivated employees

- A non performer can be the apple of his boss's eye simply due to politics, thus de motivating the performers.
- Discussions are essential at the workplace to extract the best out of employees. Evaluating the pros and cons of an idea always helps in the long run. Employees playing politics always look for an opportunity to tarnish the image of the fellow workers.
- Employees feel de motivated when they are not rewarded suitably or someone who has not worked hard gets the benefits due to mere politics.

6. Increases Stress

- It is rightly said that problems evaporate if discussed. Individuals find it difficult to confide in any of their fellow workers due to the fear of secrets getting leaked.

- Politics increases the stress level of the employees. Individuals are not machines who can work continuously for 8-9 hours without talking to others. It is important to have friends at the workplace who help you when needed.
- Individuals fail to trust each other.
- Stress also comes as an individual gets tired of comparison between him and the colleague who has been getting accolades for his work.

7. Wrong Information

- Employees indulged in politics manipulate information and it is never passed on in its desired form.
- Superiors get a wrong picture of what is actually happening in the organization.
- A wrong person walks away with the credit in an organization where employees are indulged in politics.

8. Comparison

As one move higher up in the organization, opportunity of wielding formal positions becomes smaller and the amount of power available seems scarce. Here, individuals struggle to prove themselves superior, either by gaining power at someone else's expense or by a comparative gain in perceived power e.g. better impression on immediate superior, higher proximity or visibility in the organization. It is here that the mentality of comparison, as a basis of measuring his self esteem, takes over an individual.

9. Limited resources

Like pay rise and promotion opportunities being not freely available creates pressures and feeling of competition among the fellow members of an organization. A marked distinction occurs between those who have and those who don't have power which in turn spurs undercurrents in day to day affairs and dealings.

CONSEQUENCES OF ORGANIZATIONAL POLITICS

Ferris et al. (1989) mentioned three potential responses: increased job anxiety, decreased job satisfaction, and withdrawal from the organization were negatively related to job satisfaction and organizational commitment. Parker et al. (1995) found that respondents who perceived more

politics in the organization also tended to see the organization as less supportive of innovation.. He found that OP had a potentially damaging effect on lower status employees but no negative effect on higher status employees. He speculated that lower status employees, who lacked a stable power base and effective means of influence, perceived OP as a source of frustration and reacted to a climate of politics by showing increasingly negative attitudes toward the organization

Bozeman et al. (1996) elaborated on the effect of perception of organizational politics on several work outcomes.

Organizational Politics is prevalent almost in all the sectors of the economy. Negative organizational politics are disapproved of because of the ethical dilemmas stuffed with them and the workplace conflicts that are generated as its consequence.

- Consequently those employees who perceive their organization as being politicized will tend to withhold useful information.
- Some state that political behavior restricts information sharing and communication (Curtis, 2003,Poon, 2003) and thus inhibits learning.
- Organizational politics may mute and warp the voices and opinions of individuals.
- Within political environments, employees tend to feel threatened by the uncertainty, ambiguity and the self-interest actions.
- And thus an individual facing Organizational Politics or is a victim of Organizational Politics might get enveloped with stress leading to negative affect on the job performance and organizational commitment. And this may be faced by especially, the lower status employees.
- Not only this, Organizational Politics produces conflicts at the workplace. And many studies transpire that politics were strappingly related to job anxiety for those with less perceived control.
- This means that employees with a lower level of power feel more stressed when they perceive politics in their work environment. As a result, organizational politics may cause an individual to detach either physically or mentally from the

workplace (Vigoda-Gadot & Kapun). Therefore, whilst people may be present at the place of work, their mind could be elsewhere and may lack concentration.

- In addition, Cropanzano & Li state that political climate can have negative consequences even for those who are not directly affected by the primary political activity. This is because politics create anguish which in turn generates violent behavior, causing more anguish among colleagues (Vigoda-Gadot & Drory, 2006:)

(Ref: Google)

CHARACTERSTICS OF PEOPLE INDULGING IN POLITICS

- The people indulging in politics are always on the higher scale of forcefulness, power and control need, manipulation, rank rivalry, and egotism and like to materialize everything in their benefit, irrespective of their colleagues or subordinate's dreams, aspirations and individuality.

- Some individuals tend to be more highly political than their counterparts due to differing characteristics. Curtis (2003) mentions the 'Machiavellianism' and 'locus of control' as examples of particular characteristics of highly political individuals.

- People who tend towards Machiavellianism are portrayed as being rational rather than sensitive, do not value camaraderie, and like to manoeuvre others and lie in order to accomplish personal objectives (Rosen *et al*, *in Vigoda-Gadot & Drory*).

- This behavior was frequently associated with manipulation, defamation, subversiveness, and illegitimate ways of overusing power to attain one's objectives.

TIPS TO WIN AT OFFICE POLITICS

Office Politics is something which is inevitable. In every organization you would definitely find someone or the other indulged in politics to make his position secure at the workplace. Let us go through some tips to win at office politics:

- **The best way to win at office politics is to stay out of it**. Don't get involved in any of the controversies at the workplace. Avoid unnecessary disputes and conflicts.

- **Concentrate on your own work rather than interfering in other's business**. Remember you are paid for your hard work and not for playing dirty politics at the workplace.

- **Don't always find faults in others**. Try your level best to help your fellow workers whenever needed. Never give them wrong suggestions.

- **Be honest**. Never break anyone's trust. If any of your colleagues has confided in you, don't ever walk up to the superiors and disclose the secrets.

- **Don't unnecessarily react to each and every thing at the workplace**. Your fellow worker might try to play a smart game against you but remember if you are honest to your job, no one ever can harm you. It is ultimately the hard work which benefits you in the long run. An individual playing politics might get instant recognition and fame but if he does not have the skills, he would soon be thrown out of the system.

- **Don't rely much on verbal communication**. Communicate through emails. It is always advisable to keep your boss in the loop in all kinds of communication. Let your superiors know what you are up to.

- **Never manipulate any data**. The information must be passed on in its desired form. Don't play with words.

- **Never ever open anybody else's confidential documents or check his e mails in his absence**. Such things are considered strictly unprofessional. It is essential to respect the privacy of others. One should never over hear anyone else's conversation.

- **Never take sides at the workplace**. One should not blindly support any one. Promote open communication at the workplace. Let the two parties sit face to face and discuss issues on an open platform to sort out differences.

- **Always hold back your temper at the workplace**. One should learn to keep a control on his tongue. Be nice to everyone. Avoid using derogatory sentences against any of your fellow workers.

- **Don't spread rumors against anyone at the workplace**. It is always better to discuss things face to face rather than backbiting. Avoid criticizing others. Try to look at the positive aspects of life.

- **Set a goal for yourself and stay focused**. Don't let others influence you and affect your performance.

- **Employees must enter office with a positive state of mind**. Leave your ego at the doorstep. Avoid being jealous at the workplace.

- **One should not overhear anyone else's conversation**. It is essential to concentrate on own work, rather than interfering in other's business.

- **Engage employees in productive work**: Employees do not play politics when they are engaged in productive work. The management must ensure that the employees are enjoying their work and do not get time to indulge in nasty politics.

- Don't believe things unless and until you receive a confirmation.

- Discuss things with individuals face to face and try to sort out issues on an open platform.

- Don't try to overshadow the efforts of your fellow workers.

- One should not get influenced easily.

- Avoid taking sides at the workplace.

- Communicate through emails or written modes of communication. Mark a bcc to your superior to keep him in the loop as well.

- Promote open communication at the workplace.

- The team leader must interact with his subordinates on an open forum.

- Delegate responsibilities as per the interest and educational qualifications of individuals. Employees play politics whenever there is a job mismatch.

- Transparency must be maintained at all levels to avoid dirty politics.
- Incentive plans and schemes should be discussed with the employees beforehand.
- Celebrate important festivals at the workplace to bring the employees closer to each other.
- Assign fixed lunch timings for employees. Let them discuss things amongst themselves apart from work at the lunch hour. Such activities strengthen the bond amongst the employees.
- Don't always treat your fellow workers as mere colleagues. Even they can be your friends and help you at the hours of crisis.
- Don't bring your personal rivalries to work. Keep your personal and professional life
- Learn to trust your fellow workers.
- Never play with words.
- Avoid double standards at the workplace.
- Respect each other's privacy.

CONCLUSION AND SUGGESTIONS

Organizational politics is a natural result of the fact that people think differently and want to act differently. This diversity creates a tension that must be resolved through political means. There are many ways in which this can be done, for example: autocratically ("We'll do it this way"); bureaucratically ("We're supposed to do it this way"); technocratically ("It's best to do it this way"); or democratically ("How shall we do it?"). In each case the choice between alternative paths of action usually hinges on the power relations between the actors involved.

Politics can sometimes be constrained by a threat to discuss questionable information in a public forum. People who practice devious politics usually want to operate secretly and privately. They are willing to drop hints and innuendoes and make direct derogatory comments about someone else, provided they will not be identified as the source. An effective way of stopping the discrediting of others is to offer to discuss the topic publicly. Loosely based on Culbert & McDonough, 1985; Dubrin, 2001, and Pettigrew, 2003, some steps that an employer should adopt to curb organizational politics are as follows:

1. To control politics, organizational leaders must be aware of its causes and techniques. For example, during a downsizing, the CEO can be on the alert for instances of back stabbing and transparent attempts to please him or her.

2. Open communication also can constrain the impact of political behavior. For instance, open communication can let everyone know the basis for allocating resources, thus reducing the amount of political behavior. When communication is open, it also makes it more difficult for some people to control information and pass along gossip as a political weapon.

3. Avoiding favoritism is a potent way of minimizing politics within a work group. If group members believe that getting the boss to like them is much less important than good job performance in obtaining rewards, they will try to impress the boss through task-related activities.

4. Setting good examples at the top of the organization can help reduce the frequency and intensity of organizational politics. When leaders are nonpolitical in their actions, they demonstrate in subtle ways that political behavior is not welcome. It may be helpful for the leader to announce during a staff meeting that devious political behavior is undesirable and unprofessional.

5. Another way of reducing the extent of political behavior is for individuals and the organization to have *goal congruence*, i.e., share the same goals, with thorough understanding of what they mean. If political behavior will interfere with the company and individuals achieving their goals, workers with goal congruence are less likely to play office politics excessively.

"Office politics" are the strategies that people play to gain advantage, personally or for a cause they support. The term often has a negative connotation, in that it refers to strategies people use to seek advantage at the expense of others or the greater good. The political nature of work environments has been discussed for quite some time; however surprisingly little is known about the personal and situational factors that influence employees' perceptions of organizational politics. Perception of organizational politics, successively, is assumed to provide rise to outcomes for example, attitudinal outcomes (e.g., job satisfaction and organizational

commitment), psychological outcome (e.g., job stress) and behavioral outcomes (e.g., turnover intention).

Both, individuals and groups, may engage in office politics which can be highly destructive, as people focus on personal gains at the expense of the organization. Psychologist Oliver James identifies the dark triadic personality traits (psychopath, narcissism and Machiavellianism) to be of central significance in understanding office politics. "Each player in the organization has a role in the politics that grease the wheels of getting things done." Office politics differs from office gossip in that people participating in office politics do so with the objective of gaining advantage, whereas gossip can be a purely social activity. The secretive nature of organizational politics differentiates it from public gossip and thus, may be more harmful to the organization.

Among the various reasons behind office politics, one is that it emerges out of insecurity of one's position. As they say a mother-in-law doesn't want the newly married daughter-in-law to interfere in many things and wants her to work as per the whims and fancies of the mother-in-law, it is just the same in the case of a senior employee who can't bear the junior or a newbie to step into their shoes. They don't wish that any new employee should side line them and do something innovative. Thus, they , instead of becoming the building blocks for the enrichment of the juniors , end up being the obstacles in the path of the zestful newbie.

It has been found that office politics has become a potent instrument through which employees are indulging in pulling each other down, in almost every organization. The employees have learnt to live with this disease which, they feel, has enveloped their professional life. And, thus, people who wish to fight off this evil will have to be strong, firm and positive people, as Lord Rama had become to fight the demon Ravana.

Hence, it would take a lot of time for the organizational politics to be minimized, as, come what may, it can't be totally taken out of the system of an organization, yet, one could always follow the above points and adapt to it more positively and firmly.

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MANAGING CUSTOMER DEFECTIONS: QUALITY REVOLUTION IN SERVICES

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Abstract

Customer satisfaction is the primary indicator that organizations use for identifying and managing customers' likelihood to defect. But while satisfaction and defection are related, satisfaction cannot be a complete clue as to the fact that customer is likely to be retained. This article suggests that for repurchase decisions that involve an information-based evaluation of alternatives to the incumbent, likelihood of defection will be influenced by "how much" customers know about those alternatives. The relationship between level of knowledge about alternatives and defection is examined in the context of credit card companies. Results suggest that the level of objective and subjective knowledge about alternatives has a direct effect on likelihood of defection—above and beyond satisfaction level. The view of defection forwarded in this article suggests that managers may be able to gain additional control over customer defection through actions aimed at influencing how much customers know (or come to know) about alternative vendors.

Keywords: Customer defection; knowledge about alternatives; satisfaction; quality revolution; information about alternatives

INTRODUCTION

The actual quality revolution is now coming to services. In recent years, few service company executives have been able to follow through on their decision to satisfy customers. But at the same time, service companies are beginning to understand what their manufacturing counterparts learnt way back in the 1980s – quality doesn't improve unless it is objectively measured. When manufacturers began to discover the costs and impact of scrap heaps rework, and jammed machinery, they realized that "quality" was not just a hypothetical promise but the most

profitable way to run a business. They made "zero defects" their basic tenet, and the quality movement took off.

Service companies have their own type of scrap: customers who will not come back. This scrap heap too has a cost. On measuring the impact of this scrap service businesses will see the urgent need to reduce it. They will strive for reducing the number of lost customers – keeping every customer the company can profitably maintain – and they will enable the organization to achieve it.

Customer defections have a very strong impact on the bottom line. They have lot to do with a service company's profits, scale, market share, unit costs, and many other factors usually associated with competitive advantage. As a customer's relationship with the company increases, profits rise. It is widely believed companies can boost profits by almost 100% by retaining just 5% more of their customers.

DEFECTING CUSTOMERS GIVE A CLEAR INDICATION: LOWERING OF PROFIT AHEAD

While defection rates are an exact driving pointer of benefit swings, they accomplish more than inactively show where benefits are going. They likewise direct supervisors' consideration regarding the particular things that are making clients take off. Since organizations don't hold clients hostage, the main way they can anticipate rebellions is to outflank the opposition persistently. By requesting criticism from outgoing clients, organizations can uncover the shortcomings that truly matter and reinforce them before benefits begin to wane. Examining the defection is in this manner a tool that helps organizations observe constant change.

THE PRICE OF OUTGOING CUSTOMER

If companies were aware about the amount they truly spend to lose a client, they would have the capacity to make sensible assessments of speculations organized to hold clients. But, today's bookkeeping frameworks don't keep record of the estimation of a faithful client. Most frameworks concentrate on current period expenses and incomes and disregard expected money streams over a client's lifetime. Served accurately, clients produce progressively more benefits every year they remain with an organization. Over an extensive variety of organizations, the

example is a similar longer an organization keeps a clients, the more cash it stands to make. (See the bar diagrams delineating "How Much benefit a client generates after some time"? For one auto-benefit organization, the normal benefit from a fourth year client is more than triple the benefit that same client creates in the main year.

It might be evident that obtaining another client involves certain one-time costs for publicizing, advancements, and so forth. In charge cards, for instance, organizations spend a normal of $ 51 to enroll a client and set up the new record. Be that as it may, there are numerous more pieces to the gainfulness confound.

To proceed with the charge card case, the recently gained clients utilize the card gradually as first and create a base benefit. Be that as it may, if the clients remain a moment year, the financial aspects incredibly make strides. As they get to be distinctly acclimated to utilizing the charge card and are happy with the administration it gives, clients utilize it increasingly and equalizations develop. In the second year-and the years from that point – they buy much more, which turns benefits up forcefully. We discovered this pattern in each of the more than 100 organizations in two dozen ventures we have broke down. For on mechanical merchant, net deals per account keep on rising into the nineteenth year of the relationship.

As purchases rise, working costs decrease. Checking clients' records of loan repayment and adding them to the corporate database is costly, however those things need be done just once. Likewise, as the organization picks up involvement with its clients, it can serve them all the more effectively. One little money related counseling business that relies on upon individual associations with customers has found that costs drop by 66% from the main year to the second since clients comprehend what's in store from the advisor and have less inquiries or issues. What's more, the advisors are more productive in light of the fact that they know about the client's money related circumstance and venture inclinations.

How Much Profit a Customer Generates over Time
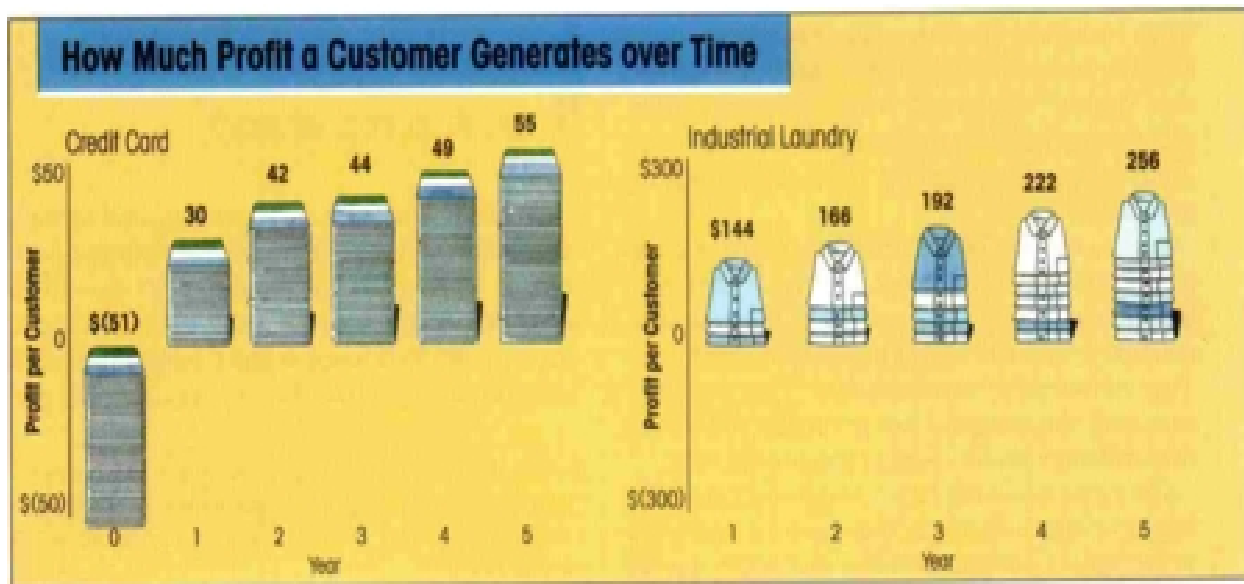
 Likewise, organizations with long-lasting clients can frequently charge more for their items or administrations. Many individuals will pay more to remain in an inn they know or to go to specialist they trust than to take a risk on a less costly contender. The organization that has grown such a reliable after can charge a premium for the client's trust in the business.

However another financial aid from long-lasting clients is the free promoting they give. Steadfast clients do a considerable measure of talking throughout the years and rustle up a great deal of business. One of the main home developers in the United States, for instance, has found that more than 60% of its deals are the aftereffect of referrals.

These cost investment funds and extra incomes join to create a consolidated investment to deliver a relentlessly expanding stream of benefits through the span of the client's association with the organization. (See the diagram "Why Customers Are More Profitable after some time.") While the relative significance of these impacts shifts from industry to industry, the final product is that more extended term clients create expanding benefits.

To ascertain a client's genuine worth, an organization must consider these anticipated benefit streams. On the off chance that, for example, the charge card client departs after the principal year, the organization assumes a $21 misfortune. On the off chance that the organization can keep the client for four more years, his or her esteem to the organization rises strongly.

At the point when an organization brings down its surrender rate, the normal client relationship keeps going longer and benefits climb steeply. One approach to acknowledge exactly how responsive benefits are to changes in absconding rates is to draw a defection curve. (See the chart, "A Credit Card Company's Defection Curve.")

DEFECTING CUSTOMERS CAN ALWAYS INDICATE WHAT ASPECTS OF BUSINESS NEED IMPROVEMENT

The curve shows, for example, that as the credit card company cuts its defection rate from 20% to 10% the average life span of its of its relationship with a customer doubles from five years to ten and the value of that customer more than doubles – jumping from $134 to $300. As the defection rate drop another 5% the average life span of a customer relationship doubles again and profits rise 75% - from $300 to $525.
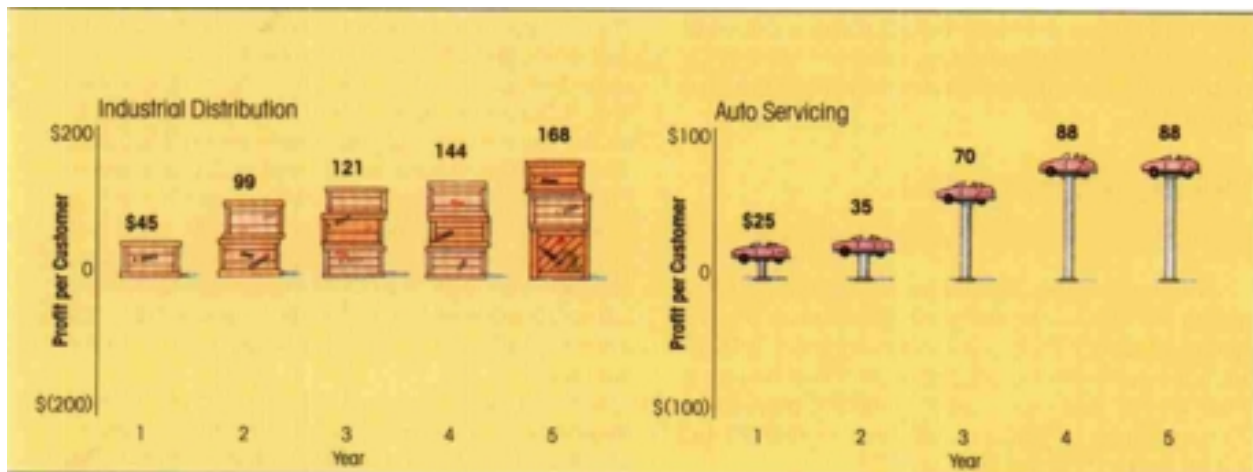
The credit card business is not different. Though the shape of defection curves differs across industries, in general, profits increase as defection rates fall. Decreasing defections by just 5% generated 85% more profits in one bank's branch system, 50% more in an insurance brokerage, and 30% more in an auto-service chain. (See the chart "Reducing Defections 5% Boosts Profits 25% to 85%.")

Comprehending the rules of defections is useful to managers in several ways. In a way, it shows that regular improvement in service quality is not a cost but an investment in a customer who generates more profit than the cost on a one-time sale. Executives can therefore justify giving

priority to investments in service quality versus things like cost reduction, for which the objectives have been more tangible.

Acknowledging that competitors are firmly connected to benefits likewise clarifies why a few organizations that have generally high unit expenses can in any case be very gainful. Organizations with steadfast, long-term clients can fiscally beat contenders with lower unit expenses and high piece of the overall industry however high client agitate. For example, in the MasterCard business, a 10% lessening in unit expenses are monetarily proportionate to a 2% diminish in surrender rate. Low-surrender procedures can overpower ease methodologies.

DEFECTIONS MANAGEMENT

Despite the fact that administrative organizations most likely can't – and shouldn't attempt to-wipe out all rebellions, they can and should decrease them. In any case, even to approach zero defections, organizations must seek after that objective mutually. The association ought to be set up to identify clients who leave and afterward to break down and follow up on the data they give. The more basic issue is whether the business consistently accumulates data about clients. A few organizations as of now do. MasterCard organizations, magazine distributers, coordinate mailers,

life back up plans, mobile phone organizations, and banks, for instance, every single gather ream of information as usual.

They have available to them the names and addresses, acquiring histories, and phone quantities of every one of their clients. For these organizations, uncovering absconding is generally simple. It's simply a question of arranging the information.

Now and then, characterizing a defection takes some work. In the railroad business, for example, couple of clients quit utilizing your administration totally, however a client that movements 80% of its shipments to trucks ought not to be viewed as "held." The key is to recognize the client practices that both drive your financial aspects and gage client dedication.

For a few organizations, the assignment of spotting turncoats is testing regardless of the possibility that they are all around characterized, in light of the fact that clients have a tendency to be faceless and anonymous to administration. Organizations like retailing should discover innovative approaches to "know" their clients. Consider the case of Staples, the Boston-based office items discounter. It has made a wonderful showing with regards to of social occasion data normally lost at the clerk or deals assistant. From its opening, it had a database to store and breaks down client data. At whatever point a client experiences the checkout line, the clerk offers him an enrollment card. The card qualifies the holder for extraordinary advancements and certain rebates. The main necessity for the card is that the individual round out an application frame, which requests things like name, occupation title, and address. All resulting buys are consequently logged against the card number. Along these lines, Staples can aggregate point by point data about purchasing propensities, recurrence of visits, normal dollar esteem spent, and specific things bought.

Indeed, even eateries can gather information. A crab house in Maryland, for example, began going into its PC data from the reservation list. Supervisors can now discover how regularly specific clients return and can contact the individuals who appear to lose enthusiasm for the eatery.

Be that as it may, the more vital intention in discovering deserters is for the understanding they give. Clients who leave can give a perspective of the business that is inaccessible to those within. What's more, whatever brought about one individual to desert may bring about numerous other

to take after. The thought is to utilize surrenders as an early cautioning sign to gain from deserters why they cleared out the organization and to utilize that data to enhance the business.

Abandonments examination can likewise help organizations choose which benefit quality ventures will be beneficial. Would it be a good idea for you to put resources into mechanized money registers or another telephone framework? Which of the two will address the most successive reasons for absconding? One bank made an extensive venture to enhance the exactness of month to month account articulations. Yet, when the bank started to study defectors, it discovered that under 1% of its clients were leaving a result of erroneous articulations.

An organization that is losing client due to long lines can assess what rate of turncoats it would spare by purchasing new money registers, and it can utilize its abandonment bend to discover the dollar benefit of sparing them. At that point, utilizing standard speculation examination methods, it can analyze the cost of the new gear with advantages of keeping clients.

Accomplishing administration quality doesn't mean thoughtlessly keeping all clients at any cost. There are a few clients the organization ought not attempt to serve. In the event that specific sorts of clients don't stay and get to be distinctly gainful, organizations ought not put resources into pulling in them. At the point when a medical coverage organization understood that specific organizations buy just on the bases of cost and switch wellbeing back up plans each year, for instance, it chose not to waste its endeavors looking for their business. It advised its dealers not to compose approaches for organizations that have exchanged transporters more than twice in the previous five years.

Alternately, a great part of the data used to discover defections can indicate normal qualities among clients who remain longer. The organization can utilize defection rates to clear up the qualities of the market it needs to seek after and focus on its publicizing and advancements appropriately.

A Credit Card Company's Defection Curve

Reducing Defections 5% Boosts Profits 25% to 85%
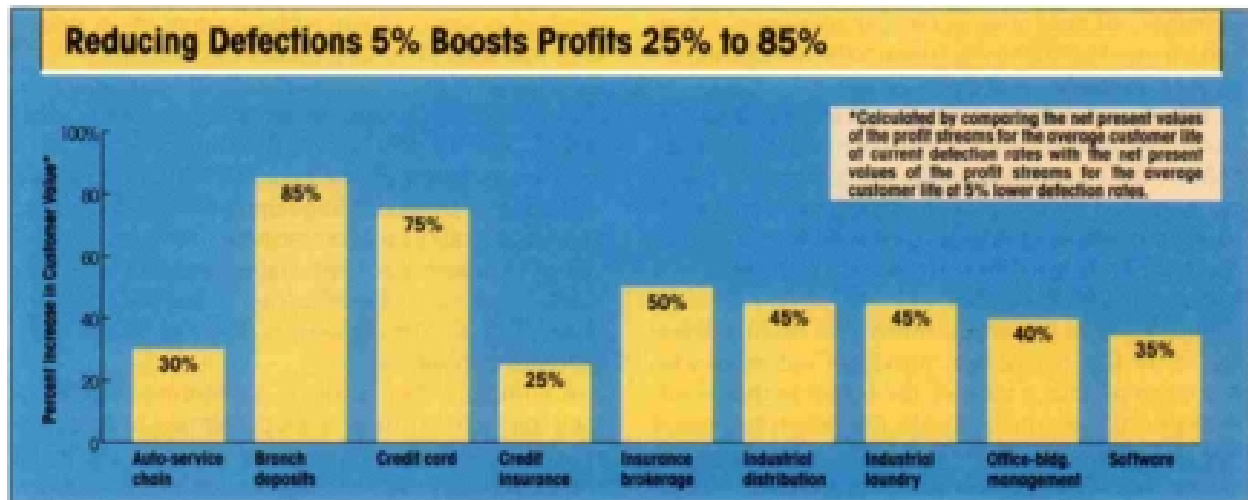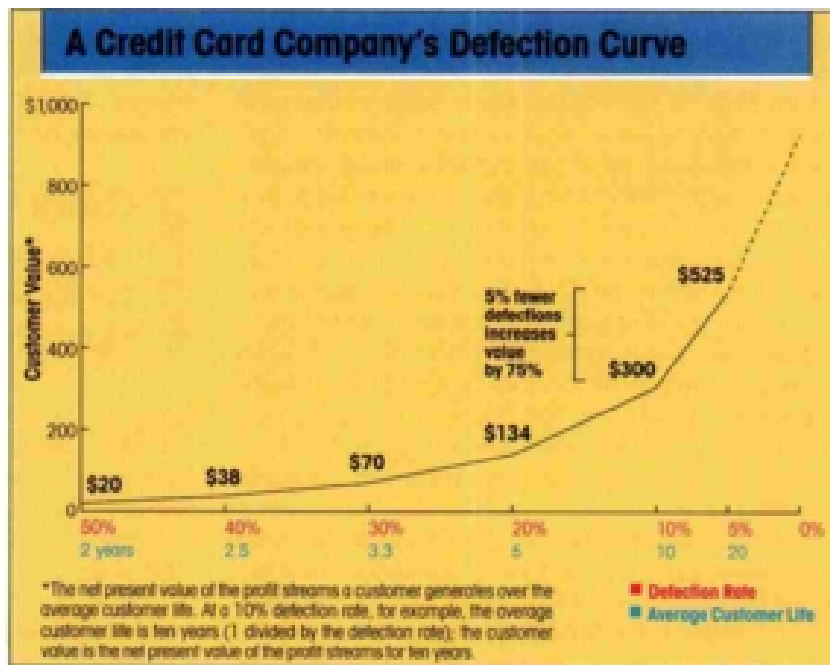
THE ZERO DEFECTIONS CULTURE

Numerous business pioneers have been baffled by their powerlessness to finish on their open duty to administration quality. Since surrender rates are quantifiable, they are sensible. Administrators can build up important targets and screen advance. In any case, similar to any imperative change, overseeing for zero defections must have supporter at all hierarchical levels. Administration must build up that support via preparing the work compel and utilizing rebellions an essential execution measure.

Everybody in the association must comprehend that zero abandonments is the objective. Master care, the auto-benefit backup of Bridgestone/Firestone, underscores the significance of keeping clients by expressing it obviously in its statement of purpose. The announcement says, to some degree, that the organization's objective is "to give the administration purchasing open with an unrivaled purchasing knowledge that will urge them to return enthusiastically and to impart their experience to others". MBNA America sends its paychecks in envelopes marked "Conveyed to you by the client." It additionally has a client backer who sits in on all real basic leadership sessions to ensure clients' interests are spoken to.

Master care has updated its worker preparing to underline the significance of keeping clients. For instance, numerous clients who quit working with Master care said that they didn't care for being compelled into repairs they had not anticipated. So Master care now prepares store directors to recognize and take care of the client's issue instead of to boost deals. Recordings and part arranging perform these diverse meanings of good administration.

Master care's message to representatives incorporates a real to life confirmation that past, well meaning impetuses had coincidentally made utilizes maintained the business the wrong way, now it is asking to them change. What's more, it fabricates believability among workers by sharing its vital objectives and client outreach arranges.

EMPLOYEES LIKE TO WORK FOR A COMPANY THAT KEEPS ITS CUSTOMERS

An organization can influence business execution and benefits through client defections just when the idea is observed by corporate and when every authoritative level comprehends the idea of zero competitors and know acceptable behavior.

Attempting to hold the majority of profitable clients is basic. It requires cautious meaning of defection; data framework that can quantify comes after some time in examination with contenders, and an unmistakable comprehension of the microeconomics of defection.

At last, defections ought to be a key execution measure for senior administration and essential segment of motivation frameworks. Directors ought to know the organization's defection rate, what happens to benefits when the rate comes down, and why defections happen.

Similarly as the quality upheaval in assembling profoundly affected the intensity of organizations, the quality upset in administrations will make another arrangement of champs and

washout. The victors will be the individuals who lead the path in overseeing towards zero rebellions.

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HUMAN RESOURCES ACCOUNTING IN PUBLIC SECTOR UNDERTAKINGS: A CASE STUDY OF BHEL

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Abstract

The concept of human resources accounting is of recent origin and struggling for acceptance. Working on the idea that human assets in an organisation are not less important than its material assets, human resources accounting refers to the method of reflecting the rupee value of the human capital in the firm's balance sheet. A balance sheet that does not reveal the current value of an undertaking's human assets does not, to say the least, portray the true and fair view of its state of affairs. This is because the present as well as future earnings of a company undoubtedly depend upon the quality of its human talent. Human resource accounting is the process of identifying and measuring data about human resources and communicating this information to interested parties.

The primary purpose of HRA is to facilitate the management of people as organizational resources. It can also be called as "Human Resource Management Accounting". HRA is an attempt to recognize the worth of a firm's human inputs and quantify the same in monetary terms. Despite rapid technological innovation and increasing importance of computerization, HR continues to play a dominant role towards the effective use of physical and financial inputs. The treatment of HR s as asset is desirable with a view ensuring compatibility and completeness of financial statements and improves efficient allocation of funds as well as providing more useful information to management for decision-making.

In this paper we studied a case study of BHEL. For this purpose we use primary and secondary data and our research instrument is a structured questionnaire. At the end of the study we conclude that HRA is progressive approach but as it is not mandatory, some companies are using it as a management tool only. In this competitive era where continually technology up-gradation is the corner stone of growth, effective human resource accounting is must.

Key words: Human Resource, Human resource accounting, Public sector undertakings, HRA system.

INTRODUCTION

Human resources are the greatest assets of any company. In traditional accounting practices, it does not find any place. It is argued of late that such expenditure yields benefits to an enterprise in the form of services rendered by the manpower and such expenditure should be capitalized and shown in the balance sheet. At last a new concept introduced known as Human Resource Accounting (HRA) which refers to accounting for human assets as organizational resources. HRA India has not yet become popular in the way in which it should be. One of the reasons for low importance is being given to HRA in India is that there is no legal requirement for HRA while there is compulsion for Financial Accounting. But it does not mean that HRA does not exist in India.

In Indian corporate sector, it was first promulgated by Bharat Heavy Electrical Ltd. (BHEL), a leading public enterprise, during the financial year 1972-73. Later it was also adopted by other leading public and private sector Organizations in the subsequent years. Some of them are Hindustan Machine Tools Ltd. (HMTL), Oil and Natural Gas Corporation Ltd.(ONGC), NTPC, Cochin Refineries Ltd. (CRL), Madras Refineries Ltd.,(MRL), Associated Cement Company Ltd.(ACC) and Infosys Technologies Ltd.(ITL).

LITERATURE REVIEW

The purpose of a literature review id to convey what knowledge and ideas have been established on a topic. It also analyses the strengths and weakness of these ideas. A literature review helps a researcher to remain up to date regarding the state research in the field and familiarizes him/her with any contrasting perspectives and viewpoints on the topic.

Human Resources Accounting was first introduced in 1960s by Theodore Schultz. Prior to 1960s, political economists had dealt with the concept of value of organizational workforce. As early as 1676, Sir William Petty tried to attribute the profit of an organization to the labour of the people (Petty, 1691). In the late 1950s Rensis Likert, first used the term "human assets" to describe the human resources available to a firm. Shultz (1961) originated the term Human Capital. In his later

work in 1981, he elaborated on the concept by stating that all human abilities can be considered either innate or acquired. He referred to all attributes which can be augmented by appropriate investment as human capital. Human Resource Accounting was developed in the 1960's. According to Schultz (1961), human capital can be defined as abilities and skills of certain group of people or an individual person that have value. Embodied in this are behavior, knowledge, experience, attitude and morale, corporate culture to mention a few which when put together becomes of economic value to the organization. According to the American Association of Accountants as cited in Rao (2005) "*Human Capital Accounting is a process of identifying and measuring data about human resources and communicating this to interested parties.*" Based on the assumption that the primary purpose for which accounting information is generated is to facilitate decision making; external users, particularly investors, could benefit immensely from Human Resource Accounting. Potential investors need to know the changes and value in human assets in order to evaluate properly assets and income. The significance of the human capital theory is that it regards people as assets and stresses that investment by organizations in people will generate worthwhile returns. It proposes that sustainable competitive advantage is attained when the firm has human resource pool that cannot be imitated or substituted by its rivals (Barney, 1991).The concept views workers as key resource, managers use to achieve competitive advantage for their companies (Fombrun *et al*, 1984).

Flamholtz as cited in Rao (2005) defined human resources accounting as accounting for people as an organisational resource. It involves measuring the costs incurred by organisations to recruit, select, hire, train and develop human assets. It also involves measuring the economic value of people to the organisation. Beer *et al* (1984) added that there should be long term perspective in managing people and urged that people should be considered assets rather than merely variable costs. Consequently, there is an overwhelming case for evolving methods of valuing human capital as an aid to decision making. There was tremendous growth of interest in Human Capital Accounting between 1971 and 1977. One of the companies that took steps to bring approaches of Human Capital Accounting into practice was Berry R. G. (Amaefule, 2008). Although, it excited interest, it also generated controversy. Some saw the idea of treating people as asset to imply "management ownership or control of employees". Since early 1980s, companies in industrial

nations are moving from production-oriented operations to service-oriented operation. This rekindled interest in Human Resources Accounting and made it to gain more attraction. Consensus is building on the necessity of valuation and accounting for human capital. However, the traditional accounting practice in which only physical and intangible {goodwill} assets are recorded as assets still prevail because problems associated with Human Resources Accounting process are yet to be resolved.

Human is the core factor and which is required to be recognized prior to any other 'M's But till now an urgent need based modification is required while identifying and measuring data about human resources. In this paper my objective is to identify the extensive use of Lev & Schwartz model of Human resource accounting, in spite of several criticized from various sides regarding its applicability. Furthermore, it also portrays the applicability in wide variety of organization of such model (some public sector units and IT based sector).

RESEARCH METHODOLOGY

Research methodology is the guiding principle for the creation of knowledge. For the present study we have employed both case research and survey methods and hence used primary and as well as secondary data to collect, data, both qualitative and quantitative. Primary data have been collected by structured questionnaires, opinion surveys and personal interviews of respondents. This study is, by and large, an empirical investigation of a micro nature and not a sample study. It is a humble attempt to investigate the influences of HRA in an enterprise. For this investigation, data have been collected from different beneficiaries concerned with public enterprises. The annual reports of the selected companies were scanned for the period ranging from 2006-07 to 2010-11 to find out the HRA system of these organizations.

RESEARCH INSTRUMENT FOR QUANTITATIVE DATA

With a view to harvesting information from respondents, a questionnaire was designed. The instrument has 6 items. The items in the questionnaire related to category wise number of employees, Human assets valuation, Term of HRA in practice; Objective of practicing HRA, Model of HRA in practice, Main benefits reaped through HRA vis-a-vis performance and

productivity of employees. The items for the questionnaire were selected on the basis of review of literature as also discussions with experts, and executives and HR Managers of selected Public Undertakings. Based on their comments and preliminary analysis of data, changes were made and the questionnaire was finalized for the main study. For analyzing the study we use Line diagrams & Histograms. In the present paper we had taken a case study of BHEL.

HISTORY OF BHARAT HEAVY ELECTRICALS LTD. (BHEL)

BHEL is the largest engineering organization in India and serves the country as a supplier of a wide range of equipment, systems and services to the core sectors of the Indian economy. The areas of BHEL's operations broadly cover – conversion, transmission, utilization and conservation of energy in the power industry and transportation sectors, thus fulfilling a vital infra-structural need of the economy.

BHEL's business is organized along 3 major business sectors, viz., Power, Industry and International Operations. The company was set up primarily to meet the needs of the power sector in the country.

BHEL occupies a crucial place in the energy sector of the economy. Power sector business comprises thermal, nuclear and hydro businesses, BHEL manufactures boilers and thermal T sets up to a unit rating of 500 MW and possesses the technology and capacity to produce thermal power generation equipment up to a limit rating of 1000 MW. BHEL has proven turnkey projects from concept to commissioning. Manpower strength at the end of March 1992 was 72,620 as compared to 73,064 at the end of 1991, employee strength substantially declined to 53,930 by the year 1999-2000.

BHEL recognizes that in any organization the value of its employees cannot be over emphasized. It has been valuing and reporting human assets in its annual reports since 1978-79. The human assets valuation is done by following the Lev & Schwartz model and application of a discount factor of 12% per annum on the future earnings to arrive at the present value of human resources. Prior to 1981-82, BHEL was using Lev & Schwartz model without any changes but since 1981-82, BHEL has made one change in the model which assumes the maintenance of staff strength

at the existing level and replacement as and when retirement takes place. BHEL disclosure value of its human assets in its annual report in the following manner:

BHEL Human Asset Accounts Value Of Human Assets (In ` Millions)

	1987-88	1986-87
Executives	4744	3960
Superiors	3841	3121
Artisans	5850	5169
Supporting Technical staff	74	698
Clerical and office supporting staff	1106	1036
Unskilled and semi-skilled staff	1982	1899
Total	18265	15883
Ratios		
Turnover /Human Resources	1.27	1.26
Turnover/Fixed assets at current cost	1.31	1.30
Turnover/Total Resources	0.58	0.56
Value added/ Human resources	0.49	0.50
Value added/Fixed assets	0.50	0.51
Value added/Total resources	0.22	0.22
Human Resource/Total Resources	0.46	0.44

Source: Annual Report 1987-88

Table 1: BHEL- Human Asset Accounts

DATA ANALYSIS

Data Analysis is a process of inspecting, cleaning, transforming, and modeling data with the goal of highlighting useful information, suggesting conclusions, and supporting decision making.

Data analysis has multiple facets and approaches, encompassing diverse techniques under a variety of names, in different business, science, and social science domains.

Results for BHEL

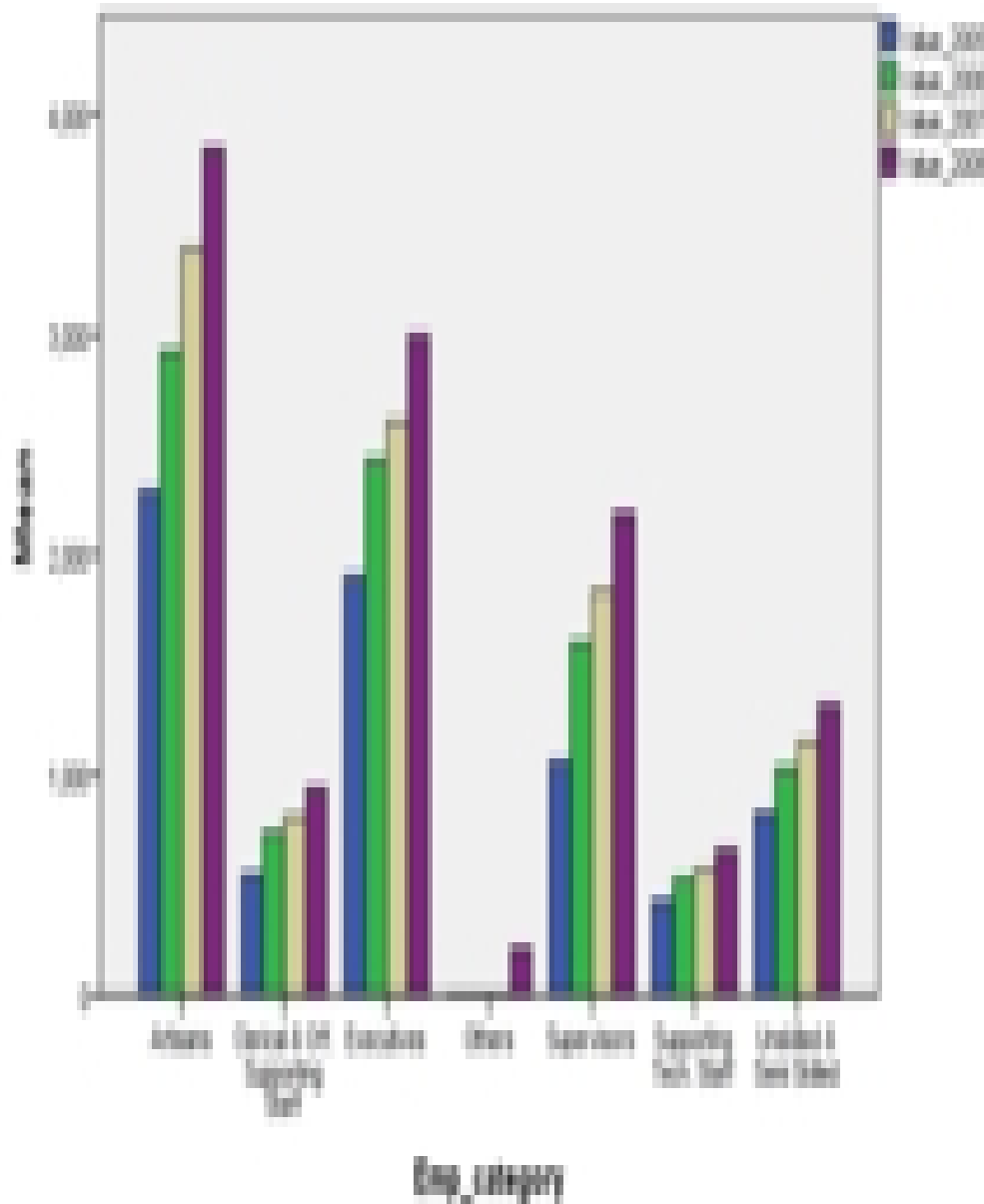Performance of different employee categories over the years

Figure 1: Performance of different employee categories over the years BHEL
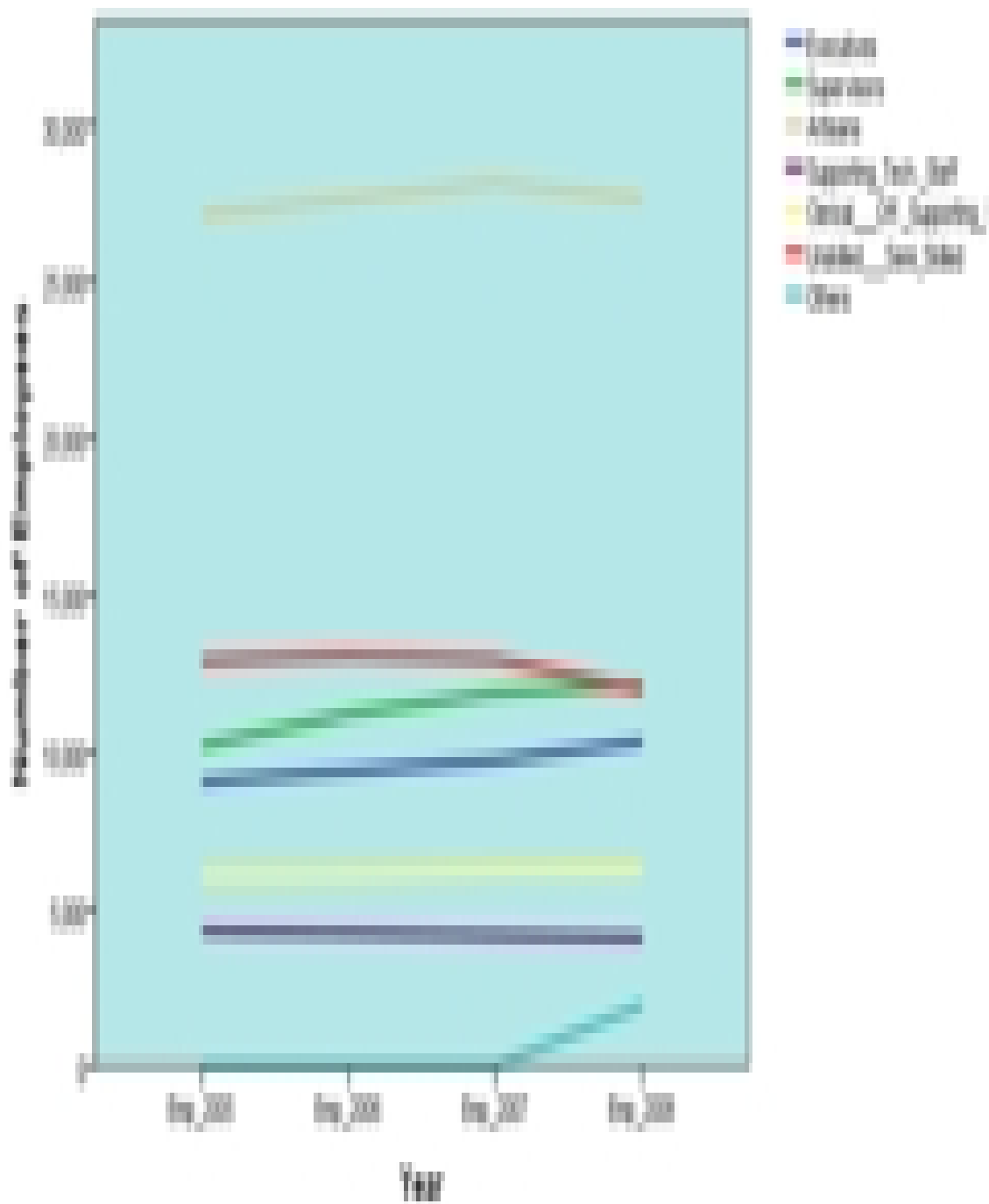
Number of employees in the years

Figure 2: Number of employees – BHEL

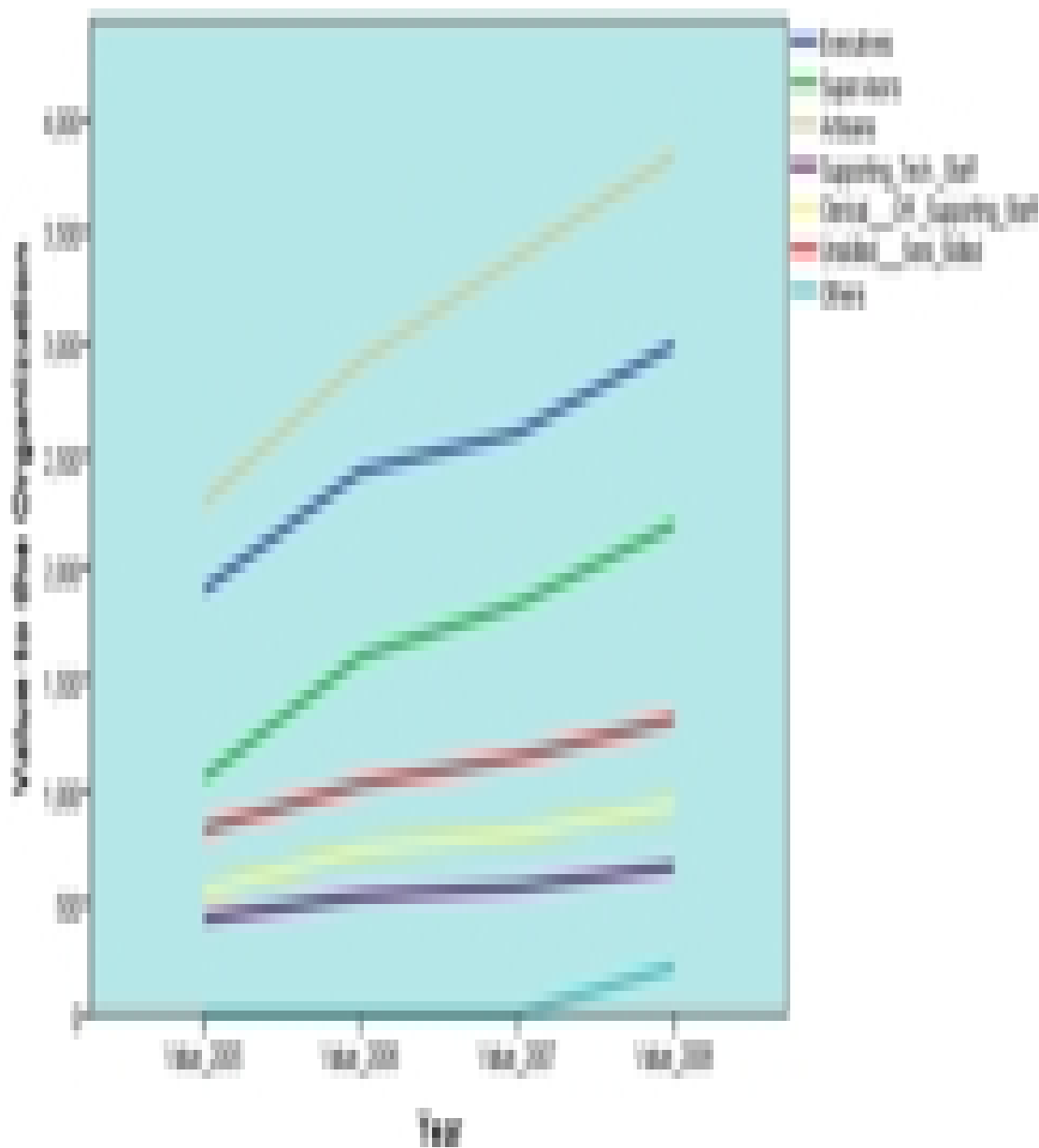Values contributed by different employee categories in the years

Figure 3: Value contributed by different employee categories over the years in BHEL

With the scatter diagram we can see that, these are Executives those are contributing differently compare to others, in the years.
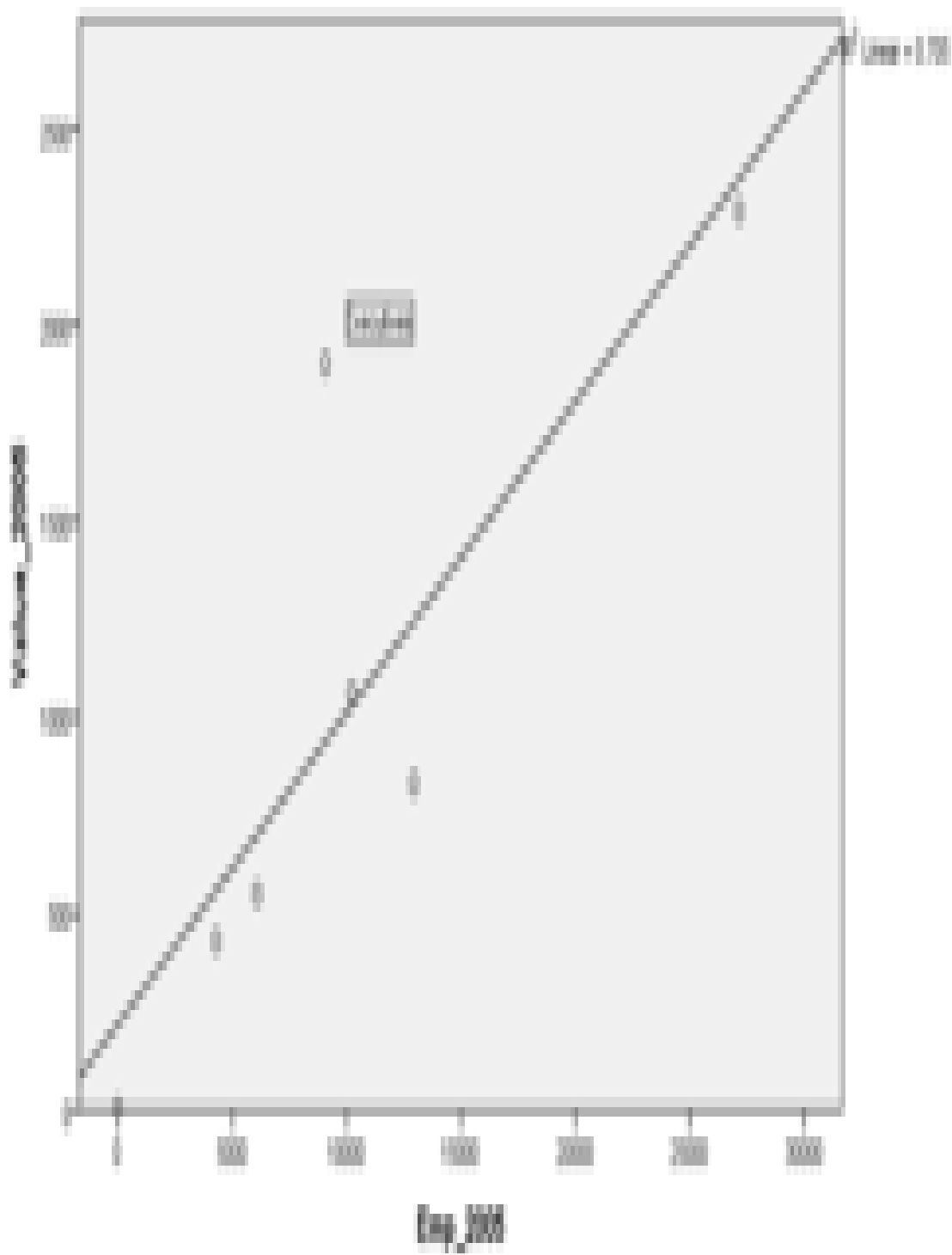
Figure 4: Value added of different Employee over the year (2005)
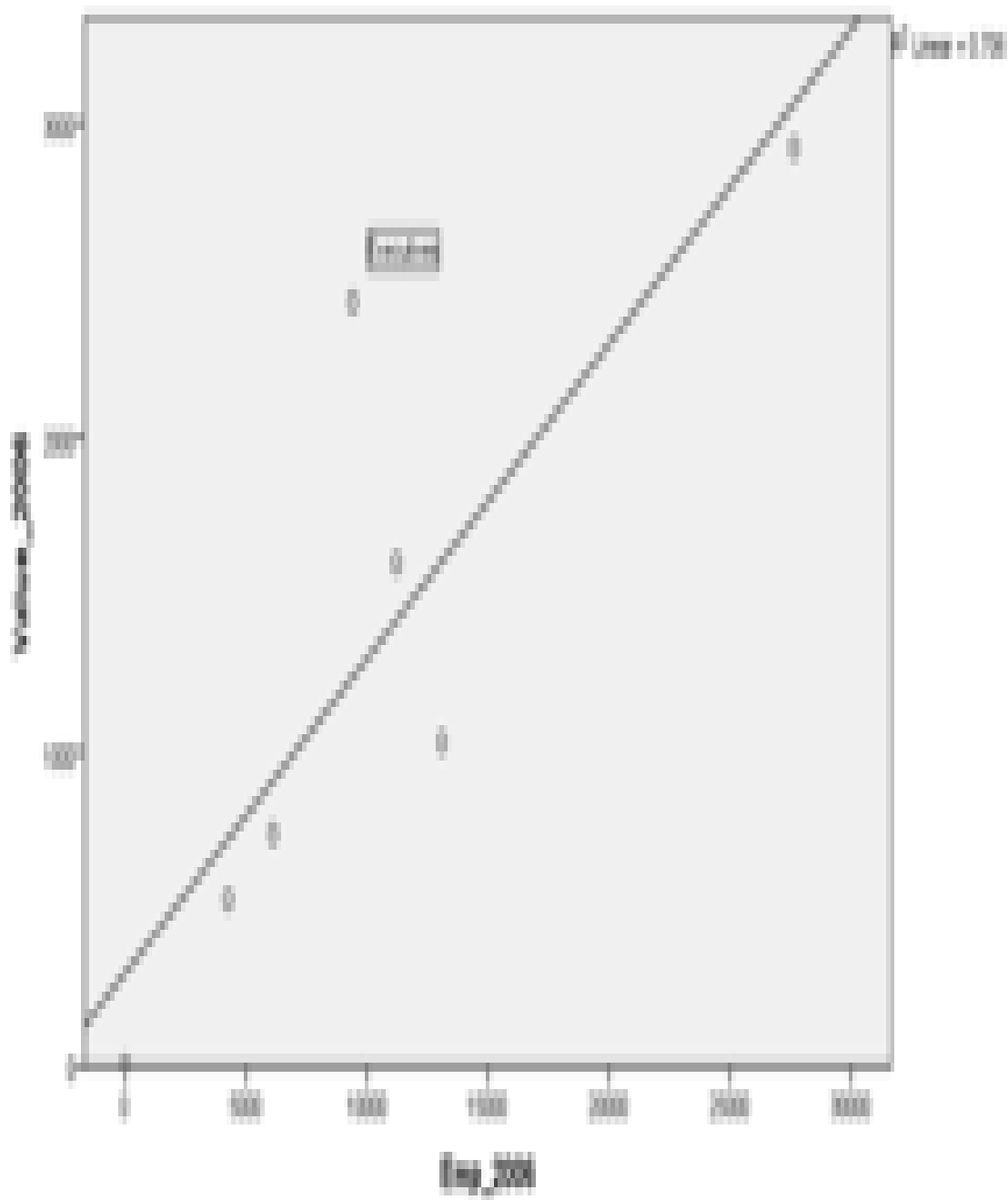
Figure 5:   Value added of different Employee over the year (2006)

So from the above we can contribute that irrespective of the same number of employees over the years in almost all the employee categories, value added by the employee categories is increasing in the years.

The top three performing employee category is Artisans, Supervisors & Executives.

So From the above analysis we can conclude that HR practices are acceptable by employees and is in right direction.

FINDINGS OF THE STUDY

The study has revealed that the users of human resources data consider information regarding human capital and changes thereof as valuable aids to management. The usefulness of such data in decision-making by investors and financiers, besides their potential impact on union-management relations are also by and large established during the study. It is true that executives are found to be not so clear about the suitability of particular methods of human resource valuation. At the same time, a number of companies in the public sector and some in the private sector have started measuring the value of human resources and disclosing the same as supplementary statements along with their annual reports. With computerized facilities, it should be possible for large organizations to carry out the computations involved in the process of valuation. The method of valuation so far adopted in India by some companies happens to be based on the future service potentials of employees. The study concern in the present thesis has not been directed towards the relative merits or demerits of the alternative measures. As the findings show, there is a wide acceptance among executives and stakeholders of the usefulness of human resource values. Developing a suitable model for the purpose of computing the value leaves scope for further research in the area and this will hopefully throw greater insight into the scope for measuring and using human resource data by management as well as others concerned.

CONCLUSION

Human resources represent the heart and brain of organization. For the last few decades, the accounting scenario across the world is much concerned with the valuation of organizational human resources and reporting the same in the annual accounting statements. The accounting

scholars are also deeply engrossed in the subject, even though they do not agree in all aspects in the area. In spite of rapid technological advancement, human resource continues to play a dominating role towards the effective use of physical and financial inputs. The treatment of human resource as assets is desirable with a view to ensuring compatibility and completeness of financial statements and more efficient allocation of funds as well as providing more useful information to management for decision-making. The quality of manpower is crucial to the success of a business. Employees in terms of their productive capabilities have a decisive impact on a firm's business efficiency. Therefore, it is necessary to regularly monitor the skills level of the people so as to upgrade them whenever needed.

It could be concluded that human capital accounting is highly significant to HR managers in making relevant HR decisions and that the inclusion of human capital accounting in financial reporting is desirable to aid investors in making rational decisions. It is evident from the research that human resource accounting is a progressive approach. Moreover study approves the preconceived notion that the major motivator and talent retention factor is human resource. PSUs are using human resource accounting practices as a management tool only. It is suggested that the authorities concerned make it mandatory to practice HRA in PSU.

SCOPE FOR FURTHER RESEARCH

Human Resources Accounting has a great potential in the modern age of professionalization particularly in the case of labor-intensive service industry where human resource constitutes prime resource. HRA information thus would be of immense help in decision making both for internal and external users. Therefore, organizations should adopt HRA system. The conceptual thinking about valuation of human resources is still in a developing stage. No model of HRA is accepted by the accounting bodies all over the world. The models devised so far for valuation of HRA have been developed in the USA taking into consideration the prevailing environment. Most of the Public Enterprises are using the Lev & Schwartz model with or without modifications as per their convenience. Considering the significance of human resources in knowledge based sectors initiatives should be taken by the government along with other professionals, researchers and accounting bodies both at the national and international levels for

the measurement and reporting of such valuable assets. Researchers should come forward to review the models as per the requirements of our country. The present research also highlights the need for further research in HRA focusing on comparative study of the subject in public and private sector to measure the impact of HRA on performance of the undertakings.

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CASE STUDY: DYNAMICS IN HR STRATEGIES

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INTRODUCTION

Information Technology sector has helped India to make its place in World and has given a great contribution in country's GDP; it has increased the productivity as well it's a great aspect driven for economic growth. IT industry is India's fastest growing industries and is consider as preferred place for IT services as India provide competeiveness cost in providing IT services which is more cheaper than what is offered outside India. However IT sector has helped India to transform its image to knowledge based nation.

The IT industry is divided into four major segments – *IT services, Business Process Management (BPM), software products and engineering services, and hardware*. IT sector is on a steady growth towards providing more improved services and bring revolutionized changes. IT sector contributes 45% share in total services exported from India and India is ranked as the 3rd largest started hub. IT sector has been a great driver for providing employment and India is becoming as the IT capital of world.

After major fiscal incentives in 1991-92 by elimination of duties on imports of IT products and relaxation in investments and foreign exchange, setting up Software Technology Parks has helped India in making leading position in world's IT picture. India is growing as the major sector in providing the IT services at competitive prices.

INDIA'S TECHNOLOGY HUBS:

Bangalore is identified as a global information technology hub and is known as Silicon Valley of India and the IT capital of India. The largest software exports are from Bangalore and well know IT companies like Infosys, Wipro, Mindtree and many more IT firms have their headquarters in Bangalore. **Hyderabad** known as HITECH City or Cyberabad is the second

largest IT exporter in India. Some of the major companies like Microsoft, Facebook, Infosys, Google, Cognizant, TCS, Accenture, Wipro and around 300 companies operate from Hyderabad. **Chennai** too has major IT firms operating from there as well as city is a dedicated expressway named as IT expressway. There are various IT firms that are promoted by government entity in Chennai. **Mumbai** city is having Major IT firm Tata consultancy as its Headquarter. **National Capital Region (NCR)** comprising of Delhi, Faridabad, Gurgaon and Noida have some major multinational IT firms working from there. **Pune** known as Tech City has the largest IT park of India named as Rajiv Gandhi IT Park at Hinjewadi. The City has major IT firms working from there. The IT sector has been a major source for employment generation in both direct and indirect way, direct employment counts to **2.8 million and indirectly employing 8.9 million people**. The employment generation will continue and will be a major sector providing employment rates. Industry experts and NASSCOM states the Indian IT workforce will touch 30 million by 2020, becoming the highest sector employer.
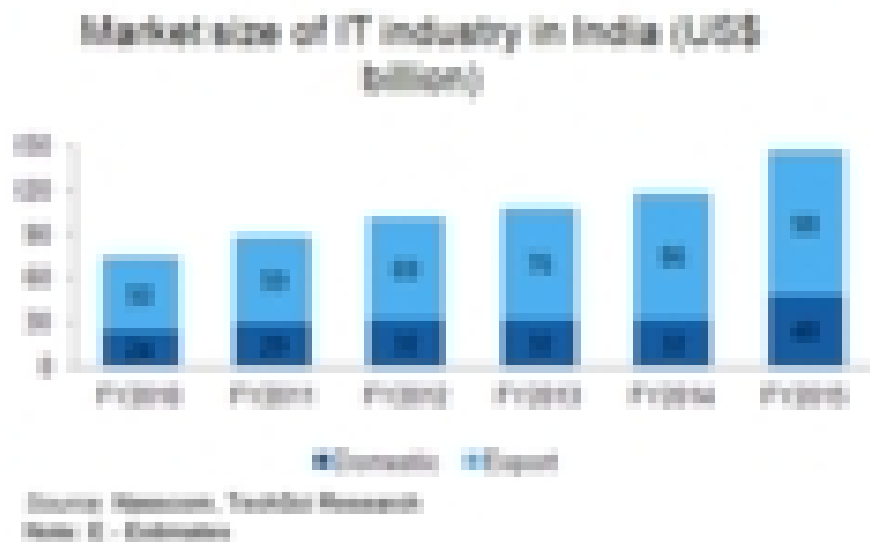
The present case reveals that a due care needs to be taken in employment branding. In case the organization fails to create its branding in front of employees it will have a direct impact on the workforce hiring. Employers' image helps organization in attracting best talent as well as to become a best place to work. There are various factors that need to be taken care while building employers brand as casual approach towards it may lead the organization backward in

comparison to competitor. Thus employment branding is a major topic that needs to be given a serious managerial approach.

CASE

Star Cube Technologies - IT Company working in the State of Rajasthan is having around 1500 plus employees and has recently shifted to new bigger and better office space. It looked forward for increasing its employee's strength. Company was established in 2001 with few employees and with the time span it has tapped a good market and was able to get the huge amount of projects. The company is growing and till date it is having some major USA clients as a significant source of business. Till 2010 Star Cube Technologies was having around 200 plus some major renowned projects as well as maintained a good profile on various online business portals.

In 2013 the company started facing some crisis as some of the pillars of company left the organization and the personnel's were unable to reach the clients. The management had a discussion and came to outcome that the company was not having right pool of candidates. Ms. Monika Saxena was hired as the new HR Manager- Having around 8 Years of expertise in HR and a motivational speaker too. She has positive vibe and enthusiasm which brought a ray of hope in the management as well amongst the Directors.

After few discussions about the working and the current scenario, she analyzed and came out with the suggestion that there is a lack of awareness about proper branding of the company. Even lots of people were unaware about the working environment of the company. It was even found that there was complete lack of strategy formulation in respect of human resource management due to which the employees were lacking interest in their job and high level of dissatisfaction was also observed amongst them. It came up with the decision to revamp the recruitment and employment branding strategies of the company. Strategies were formulated and social media's forefront, strategies were taken into account to create awareness of company's working culture.

Ms. Monika conducted a short survey with the existing employees to know the back out points. Few key points were the major focus- image of company as what the employees' enjoy most in

the company? Do they refer prospective candidates for employment? Asking prospective candidates why they want to join the organization?, Do they state anything about the brand or working of organization? The survey gave surprising results to Monika and she came out that a lot more need to be done to achieve a better employment and recognizable branding of the company. The survey also helped her to come out with a very distinct following strategies in the area of employment branding--

STRATEGIES:

Brand Awareness Through Social Media

The major aim was to bring the Brand perceptible in the market. Various social networking sites were used for it:

Face book: Being number one social networking portal, The company page was created with featuring the working and culture in organization. The drive was bring the insight about working and the bring forward the employee engagement activities carried out in organization

Twitter: Different hash tag posts reach masses about company latest activities and updates. With little time span twitter post bring major flow in likes. Posts like "Star Cubes looking for talents like you" were one the most liked.

LinkedIn: The leading professional portal was a way to attract the potential candidates. Being an active member on the LinkedIn and posting timely can become a major source for pool of candidates.

YouTube: Posting videos related to company working environment, posting videos of recreational video as well as the engagement activities will help in bringing a brand image about the company background.

Employee Engagement:

Existing employees are the major assets of the company, engaging employees in activities are way to make the employees feels valued and esteemed. Involving employees in decision making

so as to make them feel esteemed which in turn improve their loyalty towards organization. This will help in a way that current employers are the one who will refer prospective employees with a positive note of the company. Employee engagement practices should always be looked at with a lens of scalability and sustainability. Attracting the right talent only addresses the basic challenge. The real problem, however, is in engaging and retaining them. An engaged workforce is committed to the deliverable.

Campus Drives and Job Fairs

The agenda was created to manage campus drives and job fairs in the city as this can be an effect tool for attracting fresh talents as well to come in the eyes of prospective candidates in way to create a brand picture.

Building lively websites with employee's testimonial:

The company website was revamp with the potency of achievement (the projects and work till now), the services offered and a column showing the employees reviews or stating their story of working with the Star Cube Technologies.

Jobs fair and campus drives:

Agenda was made to organize job fairs and visit colleges for hiring fresh pool of candidates. This strategy will definitely be helpful in creating a brand name in the minds of prospective candidates.

The implementation of the above mentioned strategies helped to get the fruitful outcome in a short time span. Few blog posts and more of social media posts came up as an effective source in reaching mammoth number of candidates and also the above activities bought a sense of trust and loyalty towards the organization. The changes were seen in getting skilled pool of candidates easily and retention of existing employees. The top management was highly satisfied with the positive changes. Ms. Monika was appreciated and she was made part of every management decision in the organization.

Questions

1. Identify the personality traits of Ms. Monika and how she became a useful asset for the organization?

2. What aspects were neglected by the company due which it faced the crisis?

3. What according to you are other prospective strategies that can be considered in creating employment branding?

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