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Dr. Nirmala Mohan*

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In RANE (Madras) Ltd.*

Dr. S.R. Padala

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to Integrated Development through Environmental Awakening (IDEA))*

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SUMEDHA
Journal of Management

Chief Editor Message

As SUMEDHA Journal of Management its Tenth issue, We look forward to the momentous growth of our Journal, increasing in their appeal, readership and relevance to the fast-changing world of Business Management. During these two and half years journey our journal has been critically evaluated by various institutions with similar line of interest and faculty fraternity. We have been consistently seeking advice from experts to continuously improve the quality of the journal. Our journal has been got Impact Factor from Index Copernicus value 5.20 (2012). On behalf of the Management, Editorial Board and Editorial Team, I express my profound gratitude to all our authors, reviewers, readers and patrons for offering their overwhelming support and I anticipate a continued and lively partnership for years to come.

All of us recognize the necessity for change, which results in progress. It gives way to new ideas and perspectives reflecting the current and emerging environment, which builds on the solid foundations of the past.

Last but not least valuable would be your response and suggestions on this issue. Kindly send us your views so that we can keep on upgrading our journal.

Thanking you

A Kotishwar
Chief Editor

An Empirical Study on Quality of Work Life: in RANE (Madras) Ltd.

- Dr. Florence John*

- Dr. Nirmala Mohan**

Abstract

Quality of work life is a multidimensional concept implying a concern for the members of an organization. The basis underlying quality of work life is the humanization of work which means developing a work environment that ensures dignity to the employees stimulates his creative abilities and facilitates self growth. The focus of this paper concerns the study of Quality of Work Life for the employees of automobile component manufacturing company. The aim of this paper is to determine whether the employees are satisfied with the quality of work life and it is found that the quality of work life of executives in Rane (Madras) Ltd. is good.

Keywords: *Quality of work life, work environment, executives, organization, satisfaction*

Introduction

Quality of work life (QWL) is a multidimensional concept implying a concern for the members of an organization. The basis underlying QWL is the humanization of work which means developing a work environment that ensures dignity to the employees stimulates his creative abilities and facilitates self growth. J. Richard and J. Loy define QWL as "the degree to which members of a work organization are able to satisfy important personnel needs through their experience in the organization." A high quality of work life is essential for organizations to continue, to attract and retain employees (Sandrick, 2003). Many factors contribute to QWL which includes adequate and fair remuneration, safe and healthy working conditions and social integration in the work organization that enables an individual to develop and use all his or her capacities; it holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect. (Straw, R.J. and C.C. Heckscher, 1984).

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Statement of the problem

Quality of work life is becoming an important issue in the manufacturing enterprises. Quality of work life encompasses working conditions, working time, mode of wages payment, health hazards issue, in a nutshell some of financial and non-financial benefits and management behavior towards workers. The workers unrests that took place are related to workers quality of life. In fact, the issues related to QWL are as broad as the whole range of labor problems.

Objectives of the Study

The present study has been pursued with the following objectives:

1. To examine the demographic profile of the employees.
2. To analyze the relationship between the demographic profile namely the marital status of the respondents and the category of the executives and certain factors affecting quality of work life and
3. To study the satisfaction level of the quality of work life.

Hypothesis of the study

1. There is a relationship between the marital status of the executives and the flexible timing of the company.
2. There is a relationship between the category of the executives and the roles and responsibilities assigned to them.
3. There is no significant difference between the Age of the executive and the Job satisfaction of the executives.

Review of Literature

Both employers and employees now better appreciate the importance of the Quality of work life in an organization. Quality of work life is important to organizational performance (Grayson, 1973). Quality of work life is an important factor that affects motivation at work (Ghosh, 1992). Quality of work life programmes has two objectives: to enhance the productivity and the satisfaction of employees (Gardon, 1984). Quality of work life is the quality of the content of relationship between employees and their total working environment with human dimensions added to the usual technical and economic ones.

Methodology

The study is empirical in nature and the review of literature was carried out. The present study is focused on understanding the factors affecting the QWL that is working towards the development of organization's most valuable asset namely, employees for gaining competitive advantage in the market. The target population of the study was executives of Rane Engine Valve Ltd., Chennai. Out of 230 executives of Rane Engine Valve Ltd., 100 executives were chosen by applying simple random technique. Among these 100 executives, 50 are chosen from junior level and another 50 from higher level. The structured questionnaire was used to collect the requisite information from the respondents. The data were collected during January- March of 2012. And the information collected was analyzed using the statistical techniques. All the hypotheses are tested by using chi-square and ANOVA. The assimilated information is presented here for discussion.

Results and Discussion

To understand the QWL it is necessary to know the demographic profile of the employees in the organization. The demographics examined are presented in table 1. (Annexure) It is discernable from Table 1 that the majority of the respondents i.e. 45% are between the age of 20 -30 years followed by 26% above 50 years. The figures given in the table indicate that education - wise it is discernable that the largest majority of the employees are well educated and only 18% of the employees are diploma holders. The majority (64%) of the employees are having less than 5 years of service in the organization. This indicates the necessity to study the QWL at Rane as the results of the study can be used in increasing the employee involvement and organizational performance.

Testing of Hypotheses

Quality of work life cannot be high unless the work environment is free from all hazards detrimental to the health and safety of employees. Reasonable hours of work, fair remuneration, safety, roles and responsibilities assigned to them, their level of satisfaction, etc. helps in measuring the QWL in the organization. But for the present study working hours, roles and responsibilities assigned to them and their level of satisfaction are alone considered. The hypotheses framed were tested and the results are discussed below.

Hypothesis 1

H_0 : There is a no significant difference between the marital status of the executives and the flexible timing of the company.

Inference

Table - 2 shows that calculated value (5.809431) is less than the table value (9.488) at 5 % level of significance. So the null hypothesis is accepted. Hence there is no significant difference between the executives grouped on the basis of marital status of the executives with regard to the flexibility in timing of their work in the company.

Thus it can be inferred that the executives' marital status does not affect their flexibility in office timings.

Hypothesis 2

H_0 : There is a no significant difference between the category of the executives and the roles and responsibilities assigned to them.

Inference

Table -3 shows that calculated value (5.587165) is less than the table value (9.488) at 5% level of significance. So the null hypothesis is accepted. Hence there is no significant difference between the executives grouped on the basis of their category with regard to the roles and responsibilities assigned to them.

Thus it can be inferred that the category of executives does not influence the assignment of roles and responsibilities to them.

Hypothesis 3

H_0 : There is no significant difference between the executives grouped on the basis of age on their level of satisfaction.

In order to test the above hypothesis ANOVA test is employed and its significance is verified at 5 percent level of confidence.

Inference

Table -5 states the result of testing the variables at 5% level of confidence. As the p-value is greater than 0.05 at 5% level of significance the hypothesis accepted. Thus it can be said that there is no difference in the level of job satisfaction among the executives grouped on the basis of their age.

Findings and Suggestions

The study shows that the majority of the executives at Rane are between the age of 20 -30 years, married, either graduates or professionals and with less than five years of experience. Hence, the hypothesis were formed to test the relationship between certain demographic variables and certain variable measuring QWL and it was found that

- The executives' marital status does not affect their flexibility in office timings.
- The category of executives does not influence the assignment of roles and responsibilities to them.
- There is no difference in the level of job satisfaction among the executives grouped on the basis of their age.

The present study suggests that quality of work life practice in Rane is beneficial for the entrepreneur, management as well buyer point of view according to high performance of work and high satisfaction for worker as well.

Scope for further study

Based on the research findings number of researches could be carried out. The possible areas for future research in this area are as follows

- Research on QWL can be carried out for other similar industry.
- The performance and productivity levels of the Rane staff in the prevailing work environment could also be studied.
- A comparative study taking present study as a base on QWL of the Rane motors can be done in the future.

Conclusion

From the study, it is clear that the quality of work life of executives in Rane (Madras) Ltd. is good. Quality of work life is an internationally designed effort to bring about increased employee management, co-operation to jointly solve the problem of improving organization performance and employee satisfaction. Rane (Madras) Ltd. aims to promote the peaceful industrial relations and good organization which is highlighted by management and the employees.

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Appendix
Table 1 : Demographic Profile of the Respondents

Employee Category	Number	Percentage
Age (in years)		
20-30	45	45
30-40	18	18
40-50	11	11
Above 50 years	26	26
Gender		
Male	86	86
Female	14	14
Marital status		
Married	66	66
Unmarried	34	34
Qualification		
Diploma Holders	18	18
Graduates	26	26
Post Graduates	14	14
Professionals	42	42
Category of Executives		
Junior Manager	50	50
Middle Manager	48	48
Senior Manager	2	2
Experience in years		
< 5 years	64	64
5 – 10 years	14	14
10 – 15 years	4	4
15 – 20 years	2	2
>20 years	16	16

Source: Field Survey

Table 2: Relationship between the marital status of the executives and the flexible timing of the company

Observed Frequency	Expected Frequency	(O-E)	(O-E) ²	(O-E) ² /E
26	29.04	-3.04	9.2416	0.31827
20	21.12	-1.12	1.2544	0.059394
12	10.56	1.44	2.0736	0.196364
4	2.64	1.36	1.8496	0.700606
4	2.64	1.36	1.8496	0.700606
18	14.96	3.04	9.2416	0.617754
12	10.88	1.12	1.2544	0.115294
4	5.44	-1.44	2.0736	0.381176
-	1.36	-1.36	1.8496	1.36
-	1.36	-1.36	1.8496	1.36
TOTAL				5.809431

Table 3: The relationship between the Category of the executives and the Roles & Responsibilities assigned to them

Observed Frequency	Expected Frequency	(O-E)	(O-E) ²	(O-E) ² /E
8	12	-4	16	1.333333
32	29	3	9	0.310345
8	7	1	1	0.142857
2	2	0	0	0
-	-	-	-	-
16	11.52	4.48	20.0704	1.742222
24	27.84	-3.84	14.7456	0.529655
6	6.72	-0.72	0.5184	0.077143
2	1.92	0.08	0.0064	0.003333
-	-	-	-	-
-	0.48	-0.48	0.2304	0.48
2	1.16	0.84	0.7056	0.608276
-	0.28	-0.28	0.0784	0.28
-	0.08	-0.08	0.0064	0.08
-	-	-	-	-
Total				5.587165

Table 4: Age of the Executives and their Level of Satisfaction

Age of the respondents	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
25 -30	48	3.65	.929	.095	3.46	3.83
30 – 35	18	3.22	1.149	.192	2.83	3.61
35 – 40	9	3.75	.856	.214	3.29	4.21
Above 40	26	3.38	1.013	.140	3.10	3.67
Total	100	3.51	.997	.071	3.37	3.65

Table 5 : ANOVA of age of executives and their level of satisfaction

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	6.492	3	2.164	2.215	.088
Within Groups	191.488	196	.977		
Total	197.980	199			

Human Resource Practices in Voluntary Organisation (With reference to Integrated Development through Environmental Awakening (IDEA))

- Dr. S.R. Padala*

Abstract

Success of an organization depends on effectively utilization of the financial resources, physical resources and human resources. The effective utilization of organisation's human resources is most often the critical factor in the successful accomplishment of the organisation's goals. It is observed that there are great differences in development between countries, which seem to have roughly equal resources, so it is necessary to enquire into the difference in human behaviour. Human Resource Development is building the capabilities, commitment and culture. HRD in macro-level improves the quality of human life, wealth, capabilities, skills, attitudes of people which are more useful to the development and nation's overall development as well. At the micro-level, it represents the improvement in quality of employees work life so as to achieve higher level of productivity. In order to achieve these goals, the organization has to perform the functions like: Training and Development, Organizational Development, Career Development and Performance Management. In case of the voluntary organization's success is totally depends upon its committed human resources. In this study, to examine the HR Practices in Voluntary Organization with reference to IDEA.

Keywords: *Organisational Development, Performance Management, Quality of Life and Tribal and rural communities.*

Introduction

Human resource practice aims at effective utilization of manpower for accomplishing the organization objectives. The vitality of the organization depends upon the quality of its human resource. Its effective utilization is a sine qua non of the rate of growth of any economy regardless of the structure and system of economy, and the governance. No society and no nation can be proud of its human resource unless there is a systematic and sustainable development of capacities of its people and convert the

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human resource into human capital (Daleela,). Not only potential and versatile but also it is a strategic resource, which can be fully utilized to generate income and wealth of a national without the active involvement of this resource.

The former Indian Prime Minister Mr. Rajiv Gandhi stated that "The real strength of the country lies in the development of the human mind and body". It was also rightly expressed by an eminent philosopher of China, Kuang Chung Trum during the 7th century B.C. 'if you wish to plan for a year, sow seeds, if you wish to plan for ten years, plant trees, if you wish to plan a life time development" (Billomeria). The Government of India has recognized the importance of HRD and has created a separate ministry under the control of a full fledged cabinet minister. The present study addresses a HR Practices in Voluntary organization to contribute to achieve organization's success.

Objectives of the study

The study has been carried out with the following specific objectives:

1. To give a brief profile of the selected voluntary organization namely Integrated Development through Environmental Awakening (IDEA)
2. To examine the Human Resource practices in the selected voluntary organization.
3. To assess the employees perception on HR Practices in selected voluntary organization.

Methodology

The study is based on both primary and secondary data. The secondary data is collected from organization records, management reports and special project reports to understand the present state of organizations' activities. Primary data is collected from the employees of the organization with the help of questionnaire. The total number of employees in the organization is 512. The employees are grouped into three categories based on the nature of work viz., manager, supervisors, and assistants from which 125 employees (around 25 per cent) are selected randomly.

HR Practices in IDEA

Integrated Development through Environmental Awakening is a voluntary organization and established in 1981. It is a research and development organization working for the sustainable development of tribals and for the protection of bio-diversity and environment in the North Eastern Ghats. The vision of the organization is to achieve comprehensive sustainable endogenous development through emotional integration and awakening on sociologically acceptable, economically viable, environmentally sound

and culturally ethical lines. The mission is to facilitate Tribal and rural communities to achieve endogenous development on above lines. The objective is socio-economic development and empowerment on sustainable lines.

The organization mainly concentration on the development of Kondh, Poraja, Kotiya, Nooka Dora, Binjhal, Konda Dora, Gadaba, Bagatha, Koya, Konda Reddy etc., tribal communities and other incidental groups. The organization has been covered Andhra Pradesh and Orissa through its action and network zone approaches in about 500 tribal villages. It has been supported by NORAD- the Royal Norwegian Embassy, New Delhi for development of Orissa; ETC/COMPAS- Netherlands for agro, eco-cultural development programmes in Andhra Pradesh and Orissa, and Department of Science and Technology, Government of India for the herbal health and livelihood security programme in Araku valley of Andhra Pradesh.

The organization philosophy emphasizes the need to build up emotional integration and awakening to achieve sociologically acceptable, economically viable, environmentally sound and culturally ethical lines of comprehensive sustainable endogenous development. This process is facilitating by organizing the target groups and project based core groups with a view to involvement of all cross sections of the community and traditional institutional functionaries, to achieve comprehensive sustainable endogenous development. The areas of activities of the organization are:

- Indigenous Knowledge research, conservation and development with special reference to agriculture, environment, herbal health and nutrition for endogenous development.
- Sustainable eco and watershed development programmes.
- Gender development programmes.
- To help tribal communities to achieve self sufficiency, self reliance and empowerment so as to improve the livelihoods, food security and health and nutritional status on sustainable lines.

The achievements of the organization are broadly classified into three area viz., agriculture, environment and herbal health. The achievement is respect of agriculture is: traditional land and soil management, biological pest control, botanical pesticides, weed management practices documented, classified, tested and strengthened/revived and integrated with modern knowledge systems.

The environmental achievements are: mountain land and natural resource management related rituals and festivals revived and watershed problems controlled to a good extent and improved ecology and bio-diversity. Environmental related clan totemic

concepts, traditional shifting cultivation regulatory mechanism revived. It results in the protection of about 76 floral and faunal species and 2.5 lakhs acres of forests from shifting cultivation and covering 3000 square kilometers in Andhra Pradesh and Orissa of North Eastern Ghats. These are the improvements of bio-diversity and contribution to control global warming (by controlling the fire from the shifting cultivation patches as a practice of tribals). As well the tribal forest based economy improved by six times, due to regeneration of forests, implementation of agro-forestry and sustainable agriculture on mountain lands.

The achievements in respect of herbal health are: medicinal plants (about 2000 species) documented and a conservation unit (Kasturi) is established at institutional and village level for further research, testing and experimentations and training for revival and integration. About 12000 herbal healers have been federated as member in tribal traditional institutional functionaries' network- Naikgotna. About 250 villages promoted herbal gardens, and 1000 ethno-veterinarian improved their skill and reviving their practices in the villages. Women groups have revived their traditional health and nutritional improvement practices by reviving the use of about 243 wild leaf vegetables, tubers and berries etc., and prepared their own nutritional food for children, pregnant women and lactating mothers with the combination of modern knowledge systems for nutritional improvement.

Employees' perception on HR Practices in the Organization

Employees' compensation, undoubtedly, is one of the major determinants of employee satisfaction in an organization. The compensation policy and the reward system of an organization are viewed by the employees as indicators of the management's attitude and concern for them. Compensation is directly tied to the labour market. Remuneration is the compensation an employee receives in return for his or her contribution to the organization. Remuneration occupies an important place in the life of an employee. It acts as the mainspring of motivation in the society. One of the biggest factors affecting industrial relations is the remuneration or compensation an employee receives for a fair day's work. Majority of the union management disputes relate to remuneration. One of the main goals is attracting capable employees to the organization and personnel must perceive that the compensation offered is fair and equitable. An attempt is made in this study to find out whether the organization offer sufficient compensation to their employees or not and the employees perception in this regard are presented in Table.1. The table amply corroborates the fact that 58 per cent of the respondents under study are on the agreement side saying that the various compensation variables offered by the organization are good. Nearly 44 per cent of the employees under study disagreed, while around eight per cent remained neutral in this respect.

Table 1 : Employees' perception regarding the Compensation

Sl. No.	Statements	SA	A	N	D	SD	Total
1.	The organization remunerates proportionate to the employees abilities and work.	35 (28.0)	27 (21.6)	15 (12.0)	33 (26.4)	15 (12.0)	125 (100)
2.	The organization pay scale is the main motivating factor to work.	41 (32.8)	19 (15.2)	8 (6.4)	36 (28.8)	21 (16.8)	125 (100)
3.	The organization provides sufficient conveyance and transport allowance.	27 (21.6)	32 (25.6)	11 (8.8)	21 (16.8)	34 (27.2)	125 (100)
4.	Adequate incentives are always provided to good performers.	36 (28.8)	29 (23.2)	5 (4.0)	36 (28.8)	19 (15.2)	125 (100)
5.	The compensation system in the organization keeps up the morale of employees.	29 (23.2)	25 (20.0)	12 (9.6)	24 (19.2)	35 (28.0)	125 (100)
	Overall Average Value	33.6 (26.88)	26.4 (21.12)	10.2 (8.16)	30 (24)	24.8 (19.84)	125 (100)

SA= Strongly Agree; A= Agree, N= Neutral; D= Disagree; SD= Strongly Disagree

Welfare implies the setting up of minimum desirable standards and the provision of facilities like health, food, clothing, housing, medical assistance, education, insurance, job security, recreation and so on. Such facilities enable the worker and his family to lead a good work life, family life and social life. Labour welfare also operates to neutralize the harmful effects of large-scale industrialization and urbanization. The objectives of welfare concept can be summarized as combination of humanitarian, economic and civil characteristics. The legitimacy of a nation or society is judged on the basis of its efforts to fulfill the needs and aspirations of its people and thus raise their standard of living. The prosperity or progress of any organization is also determined by the results achieved in providing satisfaction to its employees by meeting their needs in various spheres of life viz., economic, political and socio-cultural. The present situation in most of the organizations has reached to provide better compensation, welfare facilities, better health care and good work environment, better socio-cultural and social relevance of work-life as a concept in day dream.

Increased productivity of an industrial undertaking, indisputably, results from mental happiness of employees. Mental happiness of an employee in turn is a function of welfare facilities provided by the employer. Welfare facilities make the life of the employee comfortable and happy. The labour welfare covers a broad field and connotes a state of well-being, happiness, satisfaction, conservation and development of human resources. In the select organization, the study reveals that, a little over 65 per cent of

the respondents opined that the company is following a good scheme of welfare facilities and collaborative environment for its employees, while around 10 per cent of the employees are neutral on this issue. However, one-fourth of the respondents are dissatisfied in this respect. It is clear from the above analysis that an overwhelming majority of the respondents have appreciated the welfare facilities provided by the organization (Table.2).

The performance of an organization is depending upon the sum total of the performance of its employees. The success of an organization will obviously depend on its ability to measure accurately the performance of its members and optimum utilization of its resources. The effective performance appraisal system is very much needed by every organization particularly in the light of changing situations. The respondent employees were asked on performance appraisal system implemented in the organization with a view to understand the extent to which they appreciate. The employees' opinions on overall average value of various aspects of performance appraisal system are shown in Table.3. It is clear from the table that around 61 per cent of the employees are either strongly agreed or agreed in respect of performance appraisal system implemented in the organization, whereas around 15 per cent of the respondents are neutral on this issue. There are, however, around one-fifth of the respondents are disagreed on this issue. From the foregoing analysis, it is evident that majority of employees of the organization have excellent positive opinion on the performance appraisal system implemented by organization.

Table 2 : Employees' perception regarding Welfare Facilities and Social Relevance of Work Life

Sl. No.	Statements	VA	A	N	I	QI	Total
1.	Rating of Welfare facilities given by Employees' in their Organization	54 (43.2)	36 (28.8)	10 (8.0)	14 (11.2)	11 (8.8)	125 (100)
2.	The organization provides facilities like medical care, housing and other welfare facilities	31 (24.8)	17 (13.6)	14 (11.2)	49 (39.2)	14 (11.2)	125 (100)
3.	Places of posting of job are satisfying and convenient.	47 (37.6)	26 (20.8)	28 (22.4)	16 (12.8)	8 (6.4)	125 (100)
4.	The job provides desirable style of life with regard to habits and attitude.	51 (48.8)	49 (39.2)	3 (2.4)	13 (10.4)	9 (7.2)	125 (100)
5.	The job is trying to improve the quality of life i.e., it endeavours to make a better man	49 (39.2)	48 (38.4)	5 (4.0)	11 (8.8)	12 (9.6)	125 (100)
	Overall Average Value	46.4 (37.12)	35.2 (28.16)	12 (9.6)	20.6 (16.48)	10.8 (8.64)	125 (100)

VA= Very much Adequate; A= Adequate, N= Neutral; I= Inadequate; QI= Quite Inadequate;

Table 3 : Employees' perception regarding the Performance Appraisal System in the organization

Sl. No.	Statements	E	G	N	P	VP	Total
1.	The organization is identify the need for Performance Appraisal System	45 (36.0)	23 (18.4)	27 (21.6)	18 (14.4)	12 (9.6)	125 (100)
2.	Good method of Performance Appraisal is adopted by the organization.	61 (48.8)	32 (25.6)	15 (12.0)	9 (7.2)	8 (6.4)	125 (100)
3.	Rewards for Efficient Performers	32 (25.6)	18 (14.4)	16 (12.8)	35 (28.0)	24 (19.2)	125 (100)
4.	Rating of Employees' Performance	52 (41.6)	29 (23.2)	19 (15.2)	11 (8.8)	14 (11.2)	125 (100)
5.	Employees' performance is linked to Organizational Goals	64 (51.2)	25 (20.0)	15 (12.0)	10 (8.0)	11 (8.8)	125 (100)
	Overall Average Value	50.8 (40.64)	25.4 (20.32)	18.4 (14.72)	16.6 (13.28)	13.8 (11.04)	125 (100)

E= Excellent; G= Good, N= Neutral; P= Poor; VP= Very Poor

Training is widely understood as a communication directed at a defined population for the purpose of developing skills, modifying behavior and increasing competence. The training and development of employees is an essential aspect of creating a quality workforce in any organization. Before conducting the training program the organization must be identify the area in which training is required. The good training method increases the effectiveness of training and good evaluation helps the training manager to justify investment made on training. The training advantages are increased productivity, heightened morale, reduced supervision, reduced accidents and increased organizational stability and flexibility. The employees under the study have been asked to express their opinion on training and development programs conducted by the organizations and presented in Table. 4. The table is expressive of the fact, that a little over 41 per cent of the employees under study have strongly opined on various aspects of training and development in the organization is very good, while a little over one-fourth of the respondents have supported the view of the above respondents, whereas nearly 10 per cent of the employees under study, who are silent. However, 24 per cent of the respondents have expressed otherwise. From the foregoing analysis it can be concluded that the training and development programs in the organization is more satisfactory.

Table 4 : Employees' perception regarding the Training and Development Programs in the organization

Sl. No.	Statements	VG	G	N	D	SD	Total
1.	The organization identifies the need for Training Programmes.	58 (46.4)	29 (23.2)	15 (12.0)	12 (9.6)	11 (8.8)	125 (100)
2.	Arranged of Training Programmes in the organization	64 (51.2)	25 (20.0)	15 (12.0)	10 (8.0)	11 (8.8)	125 (100)
3.	Usefulness of Training Programmes	49 (39.2)	45 (36.0)	6 (4.8)	14 (11.2)	11 (8.8)	125 (100)
4.	Employees' Opinion about the Study Material Provided in Training Programmes	56 (44.8)	32 (25.6)	11 (8.8)	16 (12.8)	10 (8.0)	125 (100)
5.	Employees Opinion on the availability of Separate Training Center	31 (24.8)	27 (21.6)	15 (12.0)	33 (26.4)	19 (15.2)	125 (100)
	Overall Average Value	51.6 (41.28)	31.6 (25.28)	12.4 (9.92)	17 (13.6)	12.4 (9.92)	125 (100)

VG= Very Good; G= Good, N= Neutral; D= Dissatisfied; SD= Strongly Dissatisfied

Conclusions

The human resource practices can play a major role in achieving organizational goals and objectives, that can add value by ensuring that the right workforce has been engaged, which would produce the right operational outcomes, enabling the organization to achieve its intended objectives. In this study, the employees are very much satisfied regarding various aspects of HR practices. But in respect of compensation the organization should do something beyond imparting Even though the majority of the employees are satisfied in respect of the compensation, there is a need to do something beyond imparting compensation management practice in the organization.

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An Analysis of Profitability Ratios of S&P BSE Auto Index Companies - An Empirical Study

- Dr. J. Murthy*

Abstract

Profitability is the primary goal of all business ventures. Without profitability the business will not survive in the long run. So measuring current and past profitability is very important. Profitability ratios measure the efficiency of the firm in operating the firm's assets. Many stakeholders like creditors, investor, employees, management and others are interested in profitability position of the firm. If the firm fails to post adequate rate of profits, it will reduce the company's cash and leads to liquidity problems. This paper aims to analyze the profitability of selected Automobile companies in India using profitability ratios. The study also used one Way ANOVA. The study found that Cummins India and Bajaj auto have posted highest values of GPM, OPM and NPM against its peer companies. MRF has shown highest EPS. An upward trend in Return on long term funds was found in Motherson sumi. It is also found that Tata motors and Ashok Leyland have shown downward trend performance in terms of posting net profit.

Keywords: Gross profit, Net profit, operating profit, EPS, and RONW etc.,

Introduction

In the present study, Automobile companies have been selected for evaluation. The automotive industry in India is one of the larger markets in the world and had previously been one of the fastest growing globally, but is now seeing flat or negative growth rates. India's passenger car and commercial vehicle manufacturing industry is the sixth largest in the world, with an annual production of more than 3.9 million units in 2011. According to recent reports, India overtook Brazil and became the sixth largest passenger vehicle producer in the world.

Statement of the problem

Financial analysis helps in identifying the financial strengths and weakness of the firm by establishing the relationship between the components of financial statements.

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Ratio analysis techniques are widely used to analyze the firm's financial statements. Many diverse groups of people are interested to know the financial information which indicates the firms operating and financial performance. Against this backdrop, an attempt has been made to analyze the profitability position of selected Automobile companies in India.

Objectives of the study

1. To analyze the profitability position of the selected Automobile companies, and
2. To study the significant variation in profitability ratios using time series and cross sectional analysis.

Review of Literature

Dr. S.K. khartik and Titto Varghese, (2011) they found the profitability more or less depends upon the better utilization of resources and to manpower. It is worthwhile to increase production capacity and use advance technology to cut down cost of production and wage cost in order to increase profitability, not only against the investment, but also for investor's return points of view.

Eljelly (2004) elucidate, that efficient liquidity management involves planning and controlling current assets and current liabilities in such a manner that eliminates the risk of inability to meet due short-term obligations and avoids excessive investment in these assets. The study found that the cash conversion cycle was of more importance as a measure of liquidity than the current ratio that affects profitability.

Vijayakumar and Venkatachalan (2003) In their study indicated a moderate trend in the financial position and the utilization of working capital, variations in working capital size should be avoided attempts should also be made to use funds more effectively, by keeping an optimum level of working capital. Because, keeping more current assets cause a reduction in profitability. Hence, efforts should be made to ensure a positive trend in the estimation and maintenance of the working capital.

Marc Deloof (2003) stated that the companies have large amount of cash invested in working capital. It can therefore be expected that the way in which working capital is managed will have a significant impact on the profitability of companies. This a significant negative relation between gross operating income and the number of days accounts receivable, inventories and accounts payable of Belgian firm.

Asha Sharma and R.B. Sharma (2011), These attempts identify and study the movement of key financial parameters and their relationship with profitability of textile industry. It is an attempt to and the study whether the key identified parameters move

in a synchronous way going up and coming down with basic profitability parameters. All three comparably profit-making companies have been taken as the sample for the study for the period of 2006 to 2010.

Hypothesis of the study

H_1 = There is no significant difference between the Gross profit margin of selected Automobile companies.

H_2 = There is no significant difference between the Net profit margin of selected Automobile companies.

H_3 = There is no significant difference between the operating profit margin of selected Automobile companies.

H_4 = There is no significant difference between the EPS of selected Automobile companies.

H_5 = There is no significant difference between the Return on total funds of selected Automobile companies.

H_6 = There is no significant difference between the Return on net worth of selected Automobile companies.

All the companies that constitute in the BSE Auto index have been considered for the study. The Sample Automobile companies include Ashok Leyland, Bajaj, Bosch, Cummins, Hero Motocorp, MRF, M&M, and Maruti, Motherson, Tat motors and Exide industries.

Period of the study and Sources of data

The study covers a period of five financial years from 2008-09 to 2012-13. The data used in the study is secondary in nature. The financial statements of the sample companies are collected from the website of money.rediff.com.

Techniques of Analysis

For the analysis of data, various ratios relating to Profitability is considered. Moreover the simple statistical measures like mean and ANOVA Test is also applied for hypothesis testing.

Results and Discussion

Gross Profit

Gross profit ratio is important for management because it highlights the efficiency

of operation and also indicates the average spread between the operating cost and revenue. The Gross Profit Ratio expresses the relationship between gross profit and sales.

Table 1 : Gross Profit Ratios of Selected Automobile Companies

Companies	March 2013 (%)	2012(%)	2011(%)	2010(%)	2009(%)
Ashok leyland	3.96	6.78	8.32	7.49	4.77
Bajaj	17.35	18.39	19.03	20.03	11.08
Bosch	17.16	15.91	17.2	17.46	13.7
Cummins	18.19	16.93	18.12	18.72	15.07
Hero moto	10.81	11.33	16.11	12.75	11.67
MRF	8.09	5.82	7.71	8.03	5.3
M&M	9.88	10.03	12.89	14.29	7.59
Maruti	4.85	6.37	9.93	5.77	10.97
Motherson	12.71	12.52	12.9	10.52	12.15
Tata motors	4.74	6.97	8.47	3.3	8.26
Exide	11.02	11.69	15.74	19.29	12.82

Source: Compiled figures using the data

The above table shows the gross profit position of the sample Automobile companies. It is inferred from the table that Cummins India Ltd has shown sustainability in maintain good GPM. Bajaj Auto stood in the second place with the next highest GPM over the study period. However Tat motors posted least GPM (3.3%) over the study period and the GPM of Ashok Leyland Ltd was at lowest levels (3.96% in 2012-2013 and 4.77% in 2008-09 respectively)

Hypothesis Testing

H_0 = There is no significant difference between the Gross profit margin of selected Automobile companies.

H_a = There is a significant difference between the gross profit margin of selected Automobile companies.

Table 2 : Results of One- Way ANOVA - Gross profit (%)

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	68.99891	4	17.24973	0.779040541	0.54412	2.55717915
Within Groups	1107.114	50	22.14227			
Total	1176.112	54				

Source: Compiled figures using the data

At 95% confidence level, the critical value obtained from F table is 2.55. The calculated value is 0.77. Since the calculated value is less than the table value ($0.77 < 2.55$), the null hypothesis is accepted as against the alternative hypothesis. Thus it can be inferred that the GPM of sample automobile companies does not differ significantly.

Net Profit Ratio

The net profit is overall measures of a firm's ability to turn each rupee of sales into profit. It indicates the efficiency with which a business is managed.

Table 3 : Netprofit Ratios of Selected Automobile Companies

Companies	March 2013	2012	2011	2010	2009
Ashok Leyland	3.45	4.24	5.51	5.66	3.04
Bajaj	14.63	15.11	19.8	14.23	7.4
Bosch	10.61	13.5	12.4	11.72	13.11
Cummins	15.93	14.08	14.34	14.96	12.63
Hero Moto	10.04	9.89	14	10.3	9.27
MRF	4.81	6.36	4.73	4.5	2.8
M&M	4.53	6.13	8.34	5.72	9.34
Maruti	4.85	6.37	9.93	5.77	10.97
Motherson	8.67	10.01	10.07	5.21	9.66
Tata motors	2.26	3.74	6.26	3.77	6.96
Exide	8.48	8.89	12.86	12.7	7.55

Source: Compiled figures using the data

The above table depicts the gross profit position of the sample Automobile

companies. It is understood from the table that Cummins India Ltd and Bajaj Auto have shown good NPM over the study period. Further Tata motors posted least NPM (2.26%).

Hypothesis Testing

H_0 = There is no significant difference between the Net profit margin of selected Automobile companies.

H_a = There is a significant difference between the Net profit margin of selected Automobile companies.

Table 4 : Results of One- Way ANOVA - Net profit (%)

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	49.40895	4	12.35224	0.720524	0.581979	2.557179
Within Groups	857.1706	50	17.14341			
Total	906.5795	54				

Source: Compiled figures using the data

At 95% confidence level, the critical value obtained from F table is 2.55. The calculated value is 0.72. Since the calculated value is less than the table value ($0.72 < 2.55$), the null hypothesis is accepted as against the alternative hypothesis. Thus it can be inferred that the NPM of sample automobile companies does not differ significantly.

Operating Profit Ratio

This ratio measures the efficiency of operations of the company. This ratio is designed to give attention on the net profit margin arising from the business process before tax is deducted. This convention is to express (PBT) Profit before tax (PBT) as a percentage of sales.

$$\text{Operating Profit Ratio} = \text{PBT/Sales} * 100$$

Table 5 : Operating Profit Ratios of Selected Automobile Companies

Companies	2013-2012	2012-2011	2011-2010	2010-2009	2009-2008
Ashok Leyland	7.01	9.43	10.67	10.23	7.66
Bajaj	18.17	19.14	19.78	21.19	12.57
Bosch	15.58	17.39	16.09	13.52	16.19
Cummins	18.19	16.93	18.12	18.72	15.07
Hero Moto	15.46	13.4	17.32	14.22	13.22
MRF	10.64	8.37	11.2	12.42	8.65
M&M	11.64	11.84	14.65	16.29	9.81
Maruti	8.05	9.14	12.74	9.18	14.12
Motherson	15.99	15.45	16.61	14.67	15.96
Tata motors	7.7	9.81	11.4	6.71	10.53
Exide	12.88	13.66	17.38	21.21	14.63

Source: Compiled figures using the data

From the above table, it is inferred that Cummins India, Bajaj Auto, Bosch and Mothersonsumi Ltd have posted reasonable OPM in the all the five financial years. However Ashok Leyland followed by Tata motors have registered least OPM over the study period.

Hypothesis Testing

H_0 = There is no significant difference between the Operating profit margin of selected Automobile companies.

H_a = There is a significant difference between the operating profit margin of selected Automobile companies.

Table 6 : Results of One-Way ANOVA - Operating profit (%)

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	51.24154545	4	12.81038636	0.887741	0.478169736	2.557179
Within Groups	721.5163091	50	14.43032618			
Total	772.7578545	54				

Source: Compiled figures using the data

The calculated F value is 0.88 as against the critical value 2.55. Since the calculated value being lower than the critical value at 5% level of significance, the Null Hypothesis is accepted as against the alternative hypothesis. Thus it can be concluded that OPM of Sample automobile companies do not vary significantly.

Return on Net worth Ratio

This ratio is a very effective measure of the profitability of any firm. This ratio measures the return on the total equity of shareholders Net Worth. This ratio is one of the important tools in financial statement analysis.

$$\text{RONW} = (\text{Reported Net Profit/Net worth}) * 100$$

Table 7 : RONW Ratios of Selected Automobile Companies

Companies	March 2013	2012	2011	2010	2009
Ashok Leyland	9.73	19.57	23.8	18.27	9.05
Bajaj	38.51	49.72	68.01	58.14	38.92
Bosch	17.19	23.74	20.95	17.44	20.47
Cummins	32.01	28.93	32.71	28.43	31.09
Hero Moto	55.43	65.21	64.41	33.72	32.41
MRF	20.02	26.95	20.93	18.82	12.66
M&M	22.87	23.8	25.92	26.74	16.03
Maruti	10.76	16.5	21.1	13.04	20.56
Motherson	24.8	28.51	25.03	17.95	35.76
Tata motors	6.42	9.06	15.15	8.09	25.98
Exide	15.26	15.21	24.54	24.53	23.35

The above table represents the Return on Net worth position of the selected Automobile companies. During the financial year ended March 2013, Hero Moto corp. has posted highest return on Net worth (55.43%) among the sample companies. Tata motors has posted very least RONW (6.42%) over the study period which means that the Tata motors has failed to use owners' capital in a productive way.

Hypothesis Testing

H_0 = There is no significant difference between the RONW of selected Automobile companies.

H_a = There is a significant difference between the RONW of selected Automobile companies.

Table 8 : Results of One- Way ANOVA - RONW (%)

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	505.0529	4	126.2632	0.594412	0.668297	2.557179
Within Groups	10620.85	50	212.417			
Total	11125.9	54				

Source: Compiled figures using the data

The calculated F value is 0.59 as against the critical value 2.55. Since the calculated value being lower than the critical value at 5% level of significance, the Null Hypothesis is accepted as against the alternative hypothesis. Thus it can be concluded that RONW of Sample automobile companies do not vary significantly.

Return on Total Assets

It is a measure of profitability from a given level of investment. The greater a company's earnings in proportion to its assets, the more effectively that the company is said to be using its assets.

$$\text{RONW} = (\text{Reported Net Profit/Total Assets}) * 100$$

Table 9: Return on long term funds ratios of selected automobile companies

Companies	March 2013	2012	2011	2010	2009
Ashok Leyland	7.75	18.11	18.6	12.89	8.78
Bajaj	53.51	64.24	69.67	59.19	35.36
Bosch	23.48	28.08	23.78	15.3	19.18
Cummins	41.66	36.08	44.36	39.23	40.35
Hero Moto	49.83	52.13	75.07	43.33	41.57
MRF	25.04	17.04	24.72	28.34	16.86
M&M	25.5	23.58	27.05	27.73	14.51
Maruti	14.48	21.74	28.8	17.48	27.35
Motherson	31.52	28.11	26.02	18.33	23.85
Tata motors	11.49	12.01	12.26	8.89	22.85
Exide	21.8	21.95	33.2	36.17	33.41

Source: Compiled figures using the data

Table 9 provides the results of ROTA. It is understood from the table that the ROTA of Hero Motor corp. was highest over the study period and ROTA of Ashok Leyland has declined from 18.11% in 2011-2012 to 7.75 % in 2012-13 indicating a fall in the overall profitability of the company.

Hypothesis Testing

H_0 = There is no significant difference between the ROTA of selected Automobile companies.

H_a = There is a significant difference between the ROTA of selected Automobile companies.

Table 10 : Results of One- Way ANOVA - ROTA (%)

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	518.2093	4	129.5523	0.522478	0.71961	2.557179
Within Groups	12397.88	50	247.9575			
Total	12916.08	54				

F cal < F critical value (0.52 < 2.55) The Null hypothesis is accepted and it can be concluded that the ROTA of sample companies do not differ significantly.

Earnings Per Share (EPS)

Earnings per share (EPS) tells an investor how much of the company's profit belongs to each share of stock. Earnings per Share are the Net Income (profit) of a company divided by the number of outstanding shares.

Table 11 : EPS of Selected Automobile Companies

Companies	March 2013	2012	2011	2010	2009
Ashok Leyland	1.63	2.13	4.75	3.18	1.43
Bajaj	105.18	103.81	115.42	117.69	45.37
Bosch	305.2	357.52	273.55	188.11	197.93
Cummins	27.57	21.33	29.85	22.42	21.9
Hero Moto	174.05	116.7	121.35	73.24	56.5
MRF	2,059.28	1,084.42	1,413.93	1,177.87	723.74
M&M	56.8	48.88	45.33	36.89	30.69
Maruti	56.6	79.21	86.45	42.18	59.91
Motherson	8.16	7.42	4.76	1.96	3.61
Tata motors	3.91	28.55	39.26	19.48	52.6
Exide	6.15	5.43	7.84	6.32	3.55

Table 11 presents the EPS of the sample Auto mobile companies. MRF has posted highest EPS over the study period (on Rs.10 Face value share). It indicates the firm's possibility of higher dividend payout or bonus shares. Whereas Ashok Leyland has posted least EPS trend over the study period (on Rs.1 face value share)

Hypothesis Testing

H_0 = There is no significant difference between the EPS of selected Automobile companies.

H_a = There is a significant difference between the EPS of selected Automobile companies

Table 12: Results of One- Way ANOVA - EPS (%)

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	128189.5405	4	32047.39	0.199751	0.937323	2.557179
Within Groups	8021848.079	50	160437			
Total	8150037.62	54				

$F_{cal} < F_{critical\ value}$ (0.52 < 2.55) The Null hypothesis is accepted and it can be concluded that the EPS of sample companies do not differ significantly.

Findings of the study

- The GPM of Cummins Ltd. is relatively higher than that of its peer companies in the industry and Ashok Leyland and Tata motors have posted very less GPMs over the study period.
- Bajaj Auto and Cummins Ltd have shown favorable performance in terms of Net profit which means that these companies are good at operating their assets in an optimum way. However MRF, M&M, Ashok Leyland and Tata motors are not that efficient in posting better numbers at the bottom line.
- MRF, Bajaj Auto and Hero Moto corp. have sustained the good trend of generating EPS over the study period because of their good operating and managerial efficiency.
- As far as assets utilization is concerned, Hero Moto corp. has shown impressive performance and Ashok Leyland has shown inferior performance.
- There is no statistically significant difference between selected profitability ratios of sample Automobile companies.

Conclusion

From the study, it is Concluded that the majority of two wheeler companies (Bajaj Auto, Hero Moto corp.) have shown better profitability performance than the four Tata Motors, Ashok Leyland and Maruti Suzuki) wheeler companies.

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Performance Evaluation of HDFC Mutual Funds

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Abstract

In this paper we tried to evaluate the performance of HDFC open-ended equity schemes with growth option. The period of the study spans from 1st April 2008 till 31st March 2013. To evaluate the performance of the selected mutual fund schemes, monthly returns are compared with Benchmark (BSE National 100 Index) returns. Further, statistical tools like average, standard deviation, beta, coefficient of determination and the risk adjusted performance measures suggested by Treynor (1965) and Sharpe (1966) were employed to evaluate the performance for the selected period.

Keywords: open-ended, equity schemes, growth option, risk adjusted performance measures

Introduction

Mutual funds provide opportunities for small investors to participate in the capital market without assuming a very high degree of risk. An important principle of investment in capital market is that "do not put all the eggs in one basket i.e. diversification". A small investor is not able to have a diversified portfolio mainly due to paucity of resources. However, a mutual fund pools together the savings of such small investors and invests the same in the capital market and passes the benefits to the investors. Thus, investors can indirectly participate in the capital market by subscribing to the units of mutual funds. Mutual funds employ professional fund managers to manage the investment activities. Therefore, investors also get benefits of professional expertise of these managers.

The foundation for the mutual funds operation in India was laid by the parliament in 1963 with the enactment of the Unit Trust of India Act, 1963. According to the Preamble for the Unit Trust of India Act, 1963 the trust was established with the three main objectives:

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1. Contributing to India's Industrial Development by transforming household savings into corporate investment.
2. Enabling common Investors to participate in the prosperity of the market through portfolio management aimed at reasonable return, liquidity and safety.
3. Facilitating orderly development of capital market.¹

While introducing Unit Trust of India bill in the parliament The Finance Minister Sri T.T. Krishnamchari said, "Unit Trust of India would provide an opportunity for the middle and lower income groups to acquire without much difficulty, property in the form of shares -----This institution is intended to cater mainly to the needs of individual investors whose means are small."

UTI in 1964 started with a unit scheme popular as US-64. For 23 years, the various schemes offered by the UTI were the only options available to the Indian investors for investment in mutual funds. In his budget speech of 1987 the then prime minister and finance minister Sri Rajeev Gandhi presented necessity of having mutual funds other than the UTI.

The monopoly of UTI came to an end in 1987 when Government of India by amending Banking Regulation Act enabled commercial banks in public sector to set up subsidiaries operating as trust to perform the functions of mutual funds. First of all State Bank of India got the nod from RBI. Next to follow was Canara Bank; it was the Abid Hussain committee's unequivocal support to the concept that could be accepted as something of a landmark. Amplifying its opinion on the matter, the committee notes, and "the most appropriate way of spreading the culture of equity... would be through some form of professionally managed institutionalized risk pooling mechanism. Mutual funds appear to be the most suitable vehicle for this..." it called for a greater number of mutual fund players. The LIC and GIC also entered the field of mutual funds. Besides these, three other commercial banks moved to take advantage of this new area of license.⁴

In another turn, from 31st March 1991 SEBI was handed over the regulations of MFs. SEBI in phased lauding the encouraging contribution of mutual funds, the Finance Minister, Dr. Manmohan Singh, in his 1990 budget speech stated: "For many investors, mutual funds are a more suitable investment vehicle than direct ownership of shares. The government has now decided to further promote the development of mutual funds by throwing the field open to the privet sector and joint sector"⁵

HDFC Mutual Fund is one of the largest and well-established fund houses in India. It was set up as a trust under the provisions of Indian Trust Act, 1882 with a belief to give the investors the chance to profitably invest in the financial market without worrying about the market swings.

Housing Development Finance Corporation (HDFC) Limited, incorporated in 1977, and Standard Life Investments Limited, launched in 1998, is the sponsors of the HDFC Mutual Fund. HDFC Ltd. was introduced as the first specialized Mortgage Company in India where SLT Ltd. was established as an investment management company. It is one of the world's major investment companies operating in UK, Canada, Hong Kong, China, Korea, Ireland Australia and USA and manages a diverse portfolio covering all major markets worldwide.

HDFC Trustee Company Limited, a company incorporated under the companies act, 1956 is the trustee of HDFC Mutual Fund who holds the property for the benefit of the unit holders. It is the wholly owned subsidiary of HDFC.

HDFC Asset Management Company Limited (AMC), incorporated on December 10, 1999 was approved to act as an Asset Management Company for the HDFC Mutual Fund by SEBI vides its letter dated July 3, 2000. It was appointed by the trustee to conduct the operations of the Mutual Fund and to manage the assets of various schemes. In 2003, the sponsor of Zurich India Mutual Fund, Zurich Insurance Company (ZIC) has decided to divest its asset management business in India. The AMC has entered into an agreement with ZIC to acquire the said business and consequently all the schemes of Zurich India Mutual Fund have been transferred to HDFC Mutual Fund and renamed as HDFC schemes.

Objectives of the Study

1. To compare schemes return and risk with benchmark i.e. BSE National 100
2. To appraise the performance of mutual funds with regard to risk-return adjustment, the model suggested by Sharp, Treynore

Benchmark Index

For this study, broad-100 shared base BSE National Index has been used as a proxy for market index this is because BSE National index is comparatively for broad based than BSE Sensex that is constituted of 30 shares only. Hence it would cover the majority percentage of different scheme portfolios and therefore is expected to provide better performance benchmark.

Risk Free Rate

Risk free rate of return refers to that minimum return on investment that has no risk of losing the investment over which it is earned. For the present study, it has been marked as 6% (.06) per annum or 0.005 per month.

Period of Study

The growth oriented schemes, which have been floated by the HDFC Mutual Funds during the period 1st April. 2008 to 31st March 2013 have been considered for the purpose of the study. Monthly Net Asset Value (NAV) as declared by the relevant mutual funds from the 1st April. 2008 to 31st March 2013 has been used for the purpose.

Data

Study examines 10 open-ended equity schemes with growth option being launched by HDFC Mutual Funds. These schemes have been selected on the basis of regular data availability during the period of 1st April. 2008 to 31st March 2013. Monthly Net Asset Value (NAV) data has been used and the period.

Table 1 : List of Mutual Funds Schemes Studied

Name of the Equity Scheme
HDFC MID CAP OPPORTUNITY FUND GROWTH
HDFC TAX SAVER FUND GROWTH
HDFC PRUDENCE FUND GROWTH
HDFC ARBITRAGE FUND GROWTH
HDFC INDEX FUND GROWTH
HDFC PREMIUM MULTI CAP FUND GROWTH
HDFC INFRASTRUCTURE FUND GROWTH
HDFC TOP 200 GROWTH
HDFC CORE & SATELLITE FUND GROWTH
HDFC EQUITY FUND GROWTH

Different scheme launch in different dates therefore, for the purpose performance evaluation the period covers April, 2008 to March 2013.

Table 2 shows the average return earned by the various schemes. For calculation of average return earned by the schemes Growth in the value for each month over the previous month has been divided by the value of the previous month. Then the average of the full series has been taken. In schemes HDFC Mid Cap Opportunity Fund Growth, HDFC Tax Saver Fund Growth, HDFC Prudence Fund Growth, Premium MULTI CAP Fund Growth, ,HDFC Top 200 Growth, HDFC Core & Satellite Fund Growth, HDFC Equity Fund Growth are the higher return earners as against BSE 100 return (0.006314), HDFC Infrastructure Fund Growth as shown the worst performance as against BSE 100 return . It could be seen here that 3 out of 10 the equity schemes has underperform the market.

Table 2 : Average Return Earned by the Schemes

Name of the Equity Scheme	Average Return
HDFC MID CAP OPPOTUNITY FUND GROWTH	0.01307
HDFC TAX SAVER FUND GROWTH	0.009671
HDFC PRUDENCE FUND GROWTH	0.011552
HDFC ARBITRAGE FUND GROWTH	0.005705
HDFC INDEX FUND GROWTH	0.00549
HDFC PREMIUM MULTI CAP FUND GROWTH	0.008171
HDFC INFRASTRUCTUREFUND GROWTH	0.004807
HDFC TOP 200 GROWTH	0.010964
HDFC CORE & SATELLITE FUND GROWTH	0.008107
HDFC EQUITY FUND GROWTH	0.011755

Table 3 : Standard Deviation

Name of the Equity Scheme	Standard Deviation
HDFC MID CAP OPPOTUNITY FUND GROWTH	0.076016
HDFC TAX SAVER FUND GROWTH	0.076169
HDFC PRUDENCE FUND GROWTH	0.066454
HDFC ARBITRAGE FUND GROWTH	0.002657
HDFC INDEX FUND GROWTH	0.07839
HDFC PREMIUM MULTI CAP FUND GROWTH	0.083701
HDFC INFRASTRUCTUREFUND GROWTH	0.095441
HDFC TOP 200 GROWTH	0.078057
HDFC CORE & SATELLITE FUND GROWTH	0.085752
HDFC EQUITY FUND GROWTH	0.083584

Table 3 shows the standard deviation of selected schemes. it is the most common expression to measure risk of the fund return. Higher the value of standard deviation of the fund returns, greater will be the total risk carried by the fund. It is observed that the maximum deviation of funds return is shown by HDFC Infrastructure Fund Growth (0.095441)&HDFC Arbitrage Fund Growth was least risky scheme with lowest standard deviation (0.002657) Standard Deviation of benchmark BSE 100 National Index is (0.084202). It could be seen here that 8 Out of 10 schemes selected for study less standard deviation then BSE 100 Index. It means 8 schemes are less risky than benchmark index

Risk - Return Classification of Sample Schemes

In order to undertake further analysis, sample schemes have been classified into the following four categories on the basis of their return and risk characteristics:

- 1) Low Return and Low Risk: This category consists of schemes whose average returns are less than the average market return and their standard deviations are also lower than that of the market.
- 2) High Return and Low Risk: This category comprises those schemes whose returns are more than the market but their standard deviations are lower than that of the market.
- 3) High Return and High Risk: This category includes all those schemes whose returns as well as standard deviations are higher than that of the market.
- 4) Low return and High Risk: The final category includes all those schemes whose returns have been found to be lower than that of the market but their standard deviations are higher than that of the market.

Categorizations of Schemes table 4 presents the risk return grid of Mutual Funds.

After classification of the sample schemes in to risk return category 2 schemes fall in category 1st i.e. Low Return Low Risk.

Further 6 schemes fall in 2nd category i.e. High return and low risk.

Only 1 schemes fall in 3rd category i.e. High Return and High Risk and Only 1 schemes fall 4th category i.e. Low Return and High Risk

Table 4 : Risk Return Grid of Mutual Funds Schemes

Category 1	Category 2
HDFC ARBITRAGE FUND GROWTH HDFC INDEX FUND GROWTH	HDFC MID CAP OPPOTUNITY FUND GROWTH HDFC TAX SAVER FUND GROWTH HDFC PRUDENCE FUND GROWTH HDFC PREMIUM MULTI CAP FUND GROWTH HDFC TOP 200 GROWTH HDFC EQUITY FUND GROWTH
Category 3	Category 4
HDFC CORE & SATELLITE FUND GROWTH	HDFC INFRASTRUCTUREFUND GROWTH

Table 5 : Co-efficient of Determination (R²)

Name of the Equity Scheme	R ²
HDFC MID CAP OPPOTUNITY FUND GROWTH	0.909078
HDFC TAX SAVER FUND GROWTH	0.950554
HDFC PRUDENCE FUND GROWTH	0.92743
HDFC ARBITRAGE FUND GROWTH	0.171911
HDFC INDEX FUND GROWTH	0.985343
HDFC PREMIUM MULTI CAP FUND GROWTH	0.923953
HDFC INFRASTRUCTUREFUND GROWTH	0.906468
HDFC TOP 200 GROWTH	0.973828
HDFC CORE & SATELLITE FUND GROWTH	0.928788
HDFC EQUITY FUND GROWTH	0.951508

Table 5 shows that Coefficient of determination (R²), the coefficient measure to extent to which market index has been able to explain the variation in mutual fund. The table 5.4 remains that in the equity schemes the maximum and minimum values of (R²) where found in case of HDFC Index Fund Growth(0.985343) and HDFC Arbitrage Fund Growth (0.171911) respectively. The low value of (R²) indicates less diversification of the portfolio. High Value of (R²) in case of HDFC Index Fund Growthplan shows high diversification of the portfolio that can be easily contains the market variability. Thus it could be seemed that the schemes like HDFC Mid Cap Opportunity Fund Growth,HDFC Tax Saver Fund Growth,HDFC Prudence Fund Growth,HDFC Index Fund Growth,HDFC Premium MULTI CAP Fund Growth,HDFC Infrastructure Fund Growth,HDFC Top 200 Growth,HDFC Core & Satellite Fund Growth,HDFC Equity Fund Growth have reasonably exploited the diversification strategy for performing their portfolios. However for other schemes the lower value of (R²) indicates that the market does not explain substantial part of variation in the return of a particular scheme.

Table 6 presents the systematic risk of 10 schemes. Considered for the purpose of this study in all the scheme have beta less than 1 (i.e. market beta) except HDFC Infrastructure Fund Growthimplying thereby that these schemes tended to hold portfolios that were less risky than the market portfolio. It was observed that negative beta in the case of HDFC Arbitrage Fund Growth.

Table 6 : Beta

Name of the Equity Scheme	Beta
HDFC MID CAP OPPOTUNITY FUND GROWTH	0.86076
HDFC TAX SAVER FUND GROWTH	0.881952
HDFC PRUDENCE FUND GROWTH	0.760049
HDFC ARBITRAGE FUND GROWTH	-0.01309
HDFC INDEX FUND GROWTH	0.924135
HDFC PREMIUM MULTI CAP FUND GROWTH	0.955508
HDFC INFRASTRUCTUREFUND GROWTH	1.07917
HDFC TOP 200 GROWTH	0.91481
HDFC CORE & SATELLITE FUND GROWTH	0.981481
HDFC EQUITY FUND GROWTH	0.968297

Table 7 : Sharpe of the Schemes

Name of the Equity Scheme	Sharpe Ratio
HDFC MID CAP OPPOTUNITY FUND GROWTH	0.106162
HDFC TAX SAVER FUND GROWTH	0.061324
HDFC PRUDENCE FUND GROWTH	0.098595
HDFC ARBITRAGE FUND GROWTH	0.265337
HDFC INDEX FUND GROWTH	0.006251
HDFC PREMIUM MULTI CAP FUND GROWTH	0.037885
HDFC INFRASTRUCTUREFUND GROWTH	-0.00202
HDFC TOP 200 GROWTH	0.076406
HDFC CORE & SATELLITE FUND GROWTH	0.036232
HDFC EQUITY FUND GROWTH	0.080817

Table 7 depicts value of Sharpe's reward to variability ratio. It is an excess return earned over risk free return per unit of risk involved, i.e. per unit of standard deviation. Positive value of the index shows good performance it could be seen that 8 out of 10 schemes have recorded better Sharpe index than the BSE National Index (0.015605). This indicates 80 percent schemes have outperformed the BSE national index. This implies that the funds decision for diversified portfolio in a falling market has proved successful in earning higher excess returns per unit of risk as compared to the market. The Sharpe index is important from small investor point of view who seek diversification through mutual funds, i.e. mutual funds are supposed to protect small investors against vagaries of stock markets and the fund managers of these schemes has done well to protect them. Only one schemeHDFC Infrastructure Fund Growth have negative sharpe ratio that indicate schemes not attain risk free return.

Table 8 shows Treynor of the scheme it is the excess return over risk free return per unit of systematic risk i.e. beta. Here, too, all the schemes recorded positive value indicating there by that the schemes provided adequate returns as against the level of risk involved in the investment. Analysis of table 8 reveals that all the mutual funds schemes have positive values except HDFC Infrastructure Fund Growth (-0.05386). In terms of Treynors ratio following schemes perform better i.e.HDFC Mid Cap Opportunity Fund Growth,HDFC Tax Saver Fund Growth,HDFC Prudence Fund Growth,HDFC Arbitrage Fund Growth,HDFC Index Fund Growth,HDFC Premium MULTI CAP Fund Growth,HDFC Infrastructure Fund Growth,HDFC Top 200 Growth,HDFC Core & Satellite Fund Growth,HDFC Equity Fund Growth.A higher Treynor Index as compared to market indicates that investor who invested in mutual fund to form well diversified portfolio did receive adequate return per unit of systematic risk undertaken.

Table 8 : Treynor of the Schemes

Name of the Equity Scheme	Sharpe Ratio
HDFC MID CAP OPPOTUNITY FUND GROWTH	0.106162
HDFC TAX SAVER FUND GROWTH	0.061324
HDFC PRUDENCE FUND GROWTH	0.098595
HDFC ARBITRAGE FUND GROWTH	0.265337
HDFC INDEX FUND GROWTH	0.006251
HDFC PREMIUM MULTI CAP FUND GROWTH	0.037885
HDFC INFRASTRUCTUREFUND GROWTH	-0.00202
HDFC TOP 200 GROWTH	0.076406
HDFC CORE & SATELLITE FUND GROWTH	0.036232
HDFC EQUITY FUND GROWTH	0.080817

Conclusion

Out of the total 10 schemes studied, 7 schemes showed an average return higher than in comparison to the market return.Mutual funds are supposed to protect small investors against vagaries of stock market and the fund managers of these schemes have done well to protect them.HDFC Mid Cap Opportunity Fund Growth,HDFC Prudence Fund Growth,HDFC Arbitrage Fund Growth,HDFC Top 200 Growth,,HDFC Equity Fund Growth has performed better than the other schemes.Indicates that investors who invested in these schemes to form well diversified portfolio did receive adequate return per unit of total risk & systematic risk undertaking

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Commitment and Perception of Sales Personnel in Selected Retail Establishment with Reference to Visakhapatnam City

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Abstract

Employees feel proud to work with the employer when there are good relations between them, friendly and good treatment by the employer. Work relations between employer and employees are very important for the development of the enterprise. If the relations are cordial and smooth, the workers put in their head and heart to increase productivity of the organization in which they are working. The main aim of the article is to study about the commitment and perception of sales personnel in the selected retail establishments. A survey of 180 shops which included 103 general business shops, 15 textile shops, 15 Jewellery shops and 47 electronics and electrical shops have been chosen by using proportionate stratified random sampling technique. In the second stage the researchers has selected the respondents by using random sampling technique. Three employees are selected for each shop which constituted 540 respondents.

Keywords: Employee, Employer, Organization, Commitment, Perception

Introduction

India is ranked third on this year's A.T. Kearney Global Retail Development Index, highlighting the potential of the Indian retail market. India is the second fastest growing economy in the world. It is third largest economy in the world in terms of GDP and fourth largest economy in terms of Purchasing Power Parity. India presents a huge opportunity to the world at age, to use as a hub. Standing on the threshold of a retail revolution and witnessing a fast changing retail landscape, India is all set to experience the phenomenon of global village. India is the "promised land" for global brands and Indian retailers A "Vibrant economy". India tops in the list of emerging market for global retailer and India's retail sector is expanding and modernizing rapidly in line with India's economic growth.

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Retailing in India is gradually inching its way towards becoming the next boom industry. This whole concept of shopping has altered in terms of format and consumer buying behaviour. Modern retail has entered India as seen in sprawling shopping centers, multi-storied malls and huge complexes offer shopping, entertainment and food all under one roof. The Indian retailing sector is at an inflexion point where the growth of organized retailing and growth in the consumption by the Indian population is going to take a higher growth trajectory. The Indian population is witnessing a significant change in its demographics. A large young working population with median age of 24 years, nuclear families in urban areas, along with increasing working-women population and emerging opportunities in the services sector are going to be the key growth drivers of the retail sector in India.

Objective of the Study

To study about the commitment and perception of sales personnel in the selected retail establishments.

Hypothesis of the Study

H0: There is no significant average difference in the opinion of the respondents on the dimension "commitment and perceptions" by their working category.

Methodology

Both primary and secondary data were used for the study. Primary data were collected from 180 shops which included 103 general business shops, 15 textile shops, 15 Jewellery shops and 47 electronics and electrical shops have been chosen by using proportionate stratified random sampling technique. In the second stage the researcher has selected the respondents by using random sampling technique. Three employees are selected for each shop which constituted 540 respondents. The secondary data were collected from books, magazines, journals and websites etc. The paper focuses on important issues on (A) commitment and (B) Perceptions

Results and Discussions

A. Commitment

1. Employee feels proud to work with the employer

Employees feel proud to work with the employer when there are good relations between them, friendly and good treatment by the employer. Work relations between employer and employees are very important for the development of the enterprise. If

the relations are cordial and smooth, the workers put in their head and heart to Increase productivity of the organisation in which they are working. Therefore, it is pertinent to examine this aspect at this moment.

Table 1 : Respondent's feel proud of working with the present employer

Category	Opinion		
	Yes	No	Total
General	237 (76.5)	73 (23.5)	310 (100.0)
Textiles	24 (53.3)	21 (46.7)	45 (100.0)
Jewellery	45 (100.0)	0 (0.0)	45 (100.0)
Electronics & Electricals	109 (77.9)	31(22.1)	140(100.0)
Total	415 (76.9)	125 (23.1)	540 (100.0)

Generally, in small business segments, cordial relations can be maintained between worker and the employer. It is found from the table no 1 that about 76.9 per cent of the total sample respondents felt proud of working with the present employer. In this regard cent per cent of the jewellery respondents, 77.9 per cent of general and 53.3 per cent of the textile respondents felt proud of working with the present employer.

It can be concluded that the 46.7 per cent of the respondents in textiles are not proud of working with their present employers. It is very nice to note that cent per cent of the jewellery respondents felt proud of working with their employers. Cordial relations between employer and employee are influenced in the selected business categories.

2. Acceptance of doing anything to the employer

Table 2 : Respondents acceptance of doing anything for the employer

Category	Opinion		
	Yes	No	Total
General	81 (26.1)	229 (73.9)	310 (100.0)
Textiles	0 (0.0)	45 (100.0)	45 (100.0)
Jewellery	21 (46.7)	24 (53.3)	45 (100.0)
Electronics & Electricals	2 (1.4)	138 (98.6)	140 (100.0)
Total	104 (19.3)	436 (80.7)	540 (100.0)

Table 2 (a) : Respondents acceptance of doing anything for the employer

Category	n	Mean	S.D	F-value	P-value	Decision
General	310	.5129	.35274	21.980	.000	S
Textiles	45	.2667	.25226			
Jewellery	45	.7333	.25226			
Electronics & Electricals	140	.3964	.22034			

Cordial relations between employer and employee can also influence on workers commitment to do any thing for the employers. It is compiled from the above data that 436 respondents do not want to do anything to their employers. But, only 104 employees have accepted to do anything to their employers. Category wise analysis revealed that cent per cent of the textile respondents and 98.6 per cent of electronic and electrical respondents are not willing to do anything to their employers. This shows their little love and affection towards their employer.

The above table concludes that a little more than 80 per cent of the total respondents are not accepting to do anything to their employers. This attitude shows their little belongingness towards their employers. It is suggested to the employers to maintain cordial relations between employee and employer, so that the employees build up some sort of love, affection and belongingness towards their employers.

The ANOVA table explains the average scores and standard deviation of the four working categories on the respondents "opinion on the statement acceptance of doing anything to the employers". The average opinion of the respondents who are working in jewellery category has given positive response that means they are accepted to do anything for their employer, where as the textiles category respondents given pessimistic opinion on this aspect. Further the ANOVA test value (21.980) and its correspondent P-value (0.000) describes that the four working categories of the respondents have statistically significant difference in their opinion on this statement at 5% level of significant.

Jewellery respondents have given positive response which means they are accepting to do anything for their employer.

3. Opinion on quitting the job

Table 3 : Respondents opinion on quitting the job

Category	Opinion		
	Yes	No	Total
General	207 (66.8)	103 (33.2)	310 (100.0)
Textiles	45 (100.0)	0 (0.0)	45 (100.0)
Jewellery	24 (53.3)	21 (46.7)	45(100.0)
Electronics & Electricals	136 (97.1)	4 (2.9)	140 (100.0)
Total	412 (76.3)	128 (23.7)	540 (100.0)

Respondents' perception on leaving the present job is depicted in table no.3. Majority of the total sample respondents recorded at 76.3 per cent are willing to leave the present job. Cent per cent of textile respondents, 97.1 per cent of electronics and

electrical, 66.8 per cent of general business and 53.3 per cent of jewellery respondents are prepared to leave the present job.

It is quite interesting to note that there are number of textile and electronic and electrical shops prevailing in Visakhapatnam city for this reason many textile and electronic and electrical respondents want to leave the present job and settle in higher opportunity jobs. And it is also proved in this study.

4. Reasons for leaving the present job

Table 4 : Respondent's opinion on reasons for leaving the present job

Reasons	1	2	3	4	5	6	Weight Rank
Low wages	188 (1128)	60 (300)	22 (88)	102 (306)	40 (2)	-	2 (1902)
Low working conditions	-	166 (830)	102 (408)	62 (186)	82 (164)	-	3 (1588)
No cordial relationship with employer	-	-	206 (824)	123 (369)	83 (166)	-	5 (1359)
No cordial relationship with employees	22 (132)	142 (710)	-	103 (309)	145 (290)	-	4 (1441)
Other employment	202 (1212)	44 (220)	82 (328)	22 (66)	62 (124)	-	1 (1950)
Any other	-	-	-	-	-	412 (412)	6 (412)

Respondent's opinion on reasons for leaving the present job is described in table 4. The reasons basing on the opinion of the 412 respondents is ranked with help of given score. It is revealed that the opportunities for other employment are the main cause to leave the present job and ranked 1st. Low wages is ranked 2nd. Third and fourth ranks are obtained to the causes of low working conditions and no cordial relations with employees. Fifth rank is given to no cardinal relationship with employers and last rank to other reasons.

It is concluded that respondents leaving the present job is not good for the organisation. They cannot succeed with new employees and will also affect the goodwill and name of the firm. Thus, the management should identify the reasons behind it and try to rectify them. The management should provide sufficient wages which are paid by the neighboring firms. Effective working conditions and cordial relation of management can stop the exit of the employees.

5. Respondent's commitment

Workers commitment will be increased when the working conditions are congenial and cordial relation between the employer and employee are maintained.

Table 5 : Respondent's opinion on the commitment of the job

Category	Opinion			
	High	Average	Low	Total
General	22 (7.1)	256 (82.6)	32 (10.3)	310 (100.0)
Textiles	0 (0.0)	29 (64.4)	16 (35.6)	45 (100.0)
Jewellery	21 (46.7)	24 (53.3)	0 (0.0)	45 (100.0)
Electronics & Electricals	1 (0.7)	127 (90.7)	12 (8.6)	140 (100.0)
Total	44 (8.1)	436 (80.7)	60 (11.1)	540 (100.0)

Table 5(a) : Respondent's opinion on the commitment of the job

Category	n	Mean	S.D	F-value	P-value	Decision
General	310	1.97	.417	33.149	.000	S
Textiles	45	1.64	.484			
Jewellery	45	2.47	.505			
Electronics & Electricals	140	1.92	.295			

Respondent's perceptions on the commitment of the job are elucidated in table 5. The commitment level of the respondents is divided into high, average and low commitment. Around 81 percent of the total sample respondents have average commitment on the job. About 11.1 percent of the respondents have low level commitment on the job. Only 8.1 percent of respondents have high commitment of the job. Among the categories also highest per cent is recorded to average commitment.

It is concluded that a vast majority of 81 per cent of respondents have average commitment on the job. As said above the management should identify the reasons for less commitment and try to rectify them. Effective working conditions and cordial relation of management can stop the exit of employees and lead to more work commitment.

The ANOVA table conveys the level of commitment of the respondents on their job belonging to all the four categories. The average value (2.47) of jewellery respondents has more level of commitment when compared with the other categories. Further, the F-test value (33.149) and its correspondent significance value (0.000) is found to be significant, which suggests that there is a significant difference in the opinion of the respondents in all the four categories. Hence the Hypothesis is rejected and both the variables are dependent.

B. PERCEPTION

6. Perception on the nature of the job

Table 6 : Respondent's perception on the nature of the job

S. No	Nature of your job	Yes	No
1	Challenging	96.3	3.7
2	Lucrative	54.3	45.7
3	Job is disinteresting	19.3	80.7
4	Stereo type job	34.4	65.6

Respondents who are working in various segments feel the nature of job in different manner. Table 6 gives information on the respondents' perception on the nature of the job. Nature of job is analyzed into four categories such as job is a challenging, lucrative, Job is disinteresting and Stereo type job. As per the study, 96.3 percent of the total sample respondents felt that the job is challenging. 54.3 percent felt as a lucrative manner. About 19.3 percent of the respondents felt that the job is disinteresting and 34.4 percent of the respondents perceived as Stereo type job.

It is concluded that a majority of the respondents felt that the job is challenging. Therefore it improves work commitment. However, every worker has to feel about the work in the pleasant manner, otherwise they may be motivated to leave the work.

7. Motivating factors to take up the present job

Table 7 : Distribution of respondents by motivational factors to take up the present job

Factors	1	2	3	4	5	Weight Rank
Supplement family income	540 (2700)	-	-	-	-	1 (2700)
Get better social status	-	312 (1248)	144 (432)	84 (168)	-	2 (1848)
Spend leisure time in productive	-	146 (584)	186 (558)	208 (416)	-	3 (1558)
Utilize qualifications	-	82 (328)	210 (630)	248 (496)	-	4 (1454)
Any other	-	-	-	-	540 (540)	5 (540)

Distribution of respondents by motivational factors to take up the present job is illustrated in table 7. According to the total sample respondents' perceptions, to supplement family income is the major motivational factor which is given 1st rank. To get better social status is another factor which is recorded 2nd rank, to spend leisure time in productive way occupied 3rd rank and to utilize qualifications is ranked 4th.

Generally the employees working in these sectors get less salary and it can be concluded that economic and financial factors are the major causes to take up the present job.

8. Factors which determine the individual respect

Table 8 : Respondent's opinion on the factors which determine the individual respect

Factors	1	2	3	4	5	Weight Rank
High education	456 (2280)	64 (256)	-	20 (40)	-	1 (2576)
Personality, character and behaviour	84 (420)	434 (1736)	22 (66)	-	-	2 (2222)
Well known family	-	20 (80)	104 (312)	289 (578)	127 (127)	4 (1097)
Large income/high property	-	22 (88)	349 (1047)	126 (252)	43 (43)	3 (1430)
Upper caste	-	-	65 (195)	105 (210)	370 (370)	5 (775)

Respondent's opinion on the factors which determine individual respect is discussed in table 8. Respondents gave first rank to high education that determines the individual respect. For personality, character and behavior they gave second rank, third rank to high income and property position which are essential to decide personal respect. Fourth rank to family back ground and fifth rank is given to upper caste.

Therefore, it can be concluded that the employees are concentrating more to improve educational qualifications and give quality and better education to their children. Investment in education can produce wealth and income to these employees in future.

9. Respondent's attribution on the present position

Table 9 : Respondent's attribution on the present position

Attribution	1	2	3	4	5	Weight Rank
Own achievement	372 (1860)	44 (176)	124 (372)	-	-	1 (2408)
Kith and kin/spouse	-	188 (752)	208 (624)	144 (288)	-	3 (1664)
Friends and relatives	-	168 (672)	288 (864)	84 (168)	-	2 (1704)
God/fate	-	20 (80)	124 (372)	396 (792)	-	4 (1244)
Any other	-	-	-	-	540 (540)	5 (540)

Respondent's attribution on the present position is mentioned in table 9. Ranking method is used to measure their perception. Respondent own achievement and effort is ranked 1st rank to the present status. Friends and relatives are given 2nd rank to the current position. Kith and kin/spouse is another factor which is ranked 3rd. God/fate played a vital role on the present position and ranked 4th rank.

10. Success or failure in life depends upon one's own ability

Table 10 : Respondent's opinion on success or failure in life depends upon one's own ability

Category	Opinion			
	Agree	Disagree	No opinion	Total
General	215 (69.4)	24 (7.7)	71 (22.9)	310 (100.0)
Textiles	35 (77.8)	6 (13.3)	4 (8.9)	45 (100.0)
Jewellery	45 (100.0)	0 (0.0)	0 (0.0)	45 (100.0)
Electronics & Electricals	118 (84.3)	13 (9.3)	9 (6.4)	140 (100.0)
Total	413 (76.5)	43 (8.0)	84 (15.6)	540 (100.0)

Psychological and personal confidence factors some times determine the success or failure in life of an individual. The researcher gathered respondents' perceptions in this regard, and depicted in table 10. It is found that about 76.5 per cent of the total sample respondents believed that success or failure in life depends upon one's own ability. It is not agreed by 8 per cent and no opinion in the case of 15.6 per cent of the respondents.

It may be concluded that a majority of respondents in all the categories agreed that the success or failure in life depends upon one's own ability'. Thus, employees should improve their ability through work commitment, training, improved educational qualification etc.

The ANOVA test for the statement "Success or failure in life depends upon one's own abilities" the respondents of all the four categories opined significantly differently as their P-value is found to be significant at 5% level. Also, the average opinion score of the respondents from jewellery category is greater than the remaining three categories which suggest that all the respondents agreed with the said statement.

11. Approving some social norms

Table 11 : Respondent's opinion on some social norms

S.No	Social norms	Approve	Disapprove	Undecided
1	Small family norm	100.0	0.0	0.0
2	Dowry system	7.8	92.2	0.0
3	Equal property rights	100.0	0.0	0.0
4	Female education	95.9	4.1	0.0
5	Female employment	77.4	22.6	0.0
6	Abortion	0.0	100.0	0.0
7	Women legislation	96.3	3.7	0.0
8	Un-touchability	0.0	100.0	0.0

Respondent's opinions on some social norms which are essential to the personal development are given in table 11. Small family norm and equal property rights are approved by cent per cent of the total sample respondents followed by women's legislation 96.3 per cent, female education 95.9 per cent and female employment 77.4 per cent, and dowry system 7.8 per cent respectively.

On the other side, cent per cent of the total sample respondents disapproved the abortion and un-touchability followed by dowry system 92.2 per cent, female employment 22.6 per cent, female education 4.1 per cent and women's legislation 3.7 per cent respectively.

It is concluded that education, good behavior, social and economic status of an individual are essential for the society's development in various ways. Obviously, Small family norm, equal property rights, women's legislation, female education and female employment are approved by the majority of the respondents.

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Customer Expectations and Perceptions of Banking Services

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Abstract

This paper analyzes the customer expectations and perceptions of service quality with regards banking services as a case study of IDBI Bank. The study focused on five SERVQUAL dimensions such as RATER (Reliability, Assurance Tangibility, Empathy and Responsiveness) as important elements for influencing customer satisfaction of services quality.

Keywords: Service Quality, Customer Needs and Expectations, Customer Delight, Customer Retention.

Introduction

In today's ultra competitive business environment mere satisfaction of customers is not enough. But they need to meet the expectations as well. In order to effectively differentiate from the competition, service providers need to focus on exceeding customer expectations to create customer delight and create pool of loyal customers. Therefore, when deciding on a service delivery mechanism, it is imperative for the service provider to consider the targeted customer base and their needs and expectations. This will help in developing a service design mechanism that will help the service provider to effectively manage customer expectations leading to customer delight. To do so one must offer quality service and which relative term than what does it mean? How do we measure them? What factors contribute for ensuring quality of service? etc, are need to be answered. Measuring the quality of a service can be a very difficult exercise. Unlike product where there are specific specifications such as length, depth, weight, colour etc, a service can have numerous intangible or qualitative specifications. In addition, there are expectations of the customer with regards to the service, which can vary considerably based on a range of factors such as previous experience, personal needs and what other people may have told them.

Concept of Service Quality

Service quality (SERVQUAL) is a method for measuring service quality. The method was created during 1980's as a part of research work in the field of marketing.

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The model is based on the premise that the best way to measure service quality is to base it on the customer's experience of quality. In SERVQUAL, quality is defined by the gap between what a customer expects and what the customer perceives. SERVQUAL breaks service quality down to five basic dimensions; reliability, assurance, tangibles, empathy and responsiveness, often referred to as RATER. In today's marketing increasingly service driven markets with the proliferation of multiple providers for every type of product or service. Moments of truth have become an important fact of customer interaction that marketers must keep in mind. They are critical as they determine a customer's perception of, reaction to, a brand. Moments of truth can make or break an organization's relationship with its customers.

Literature Review

Service quality: According to the general definition, as originally developed in Japanese management practice, the quality is developed through "zero defects-doing it right the first time". Scholars give various explanations of quality such as Crosby (1979) who indicates the quality is "conformance to requirements". Garvin (1983) measured quality from the rate of internal failures and external failures and how these are encountered by consumers. Lewis and Booms (1983) in their article indicated that "service quality is a measure of how well the service level delivered matches customers' expectations. Delivering quality service means conforming to customer expectations on a consistent basis. This argument is supported by many researchers. Berry (1985) and Gronroos (1982) demonstrated that consumer perception of service quality results from comparing experience with the service. Based on this, customer satisfaction is associated with service quality. If the service delivered fails to match expectations, then customers perceive the service delivery to be imperfect. If the service delivery matches expectations, then customer is satisfied. If the service delivery exceeds expectations, then the customers have the impression that the service delivery is excellent.

Manoj Kumar Paul and Arup Barman (2010) examined the customer's satisfaction in the context of rural banking environment of Assam. This study reveals that, unless these banks are able to satisfy their existing customers fully, they cannot expect to retain its customers and that would discourage the fresher to open a bank account. This would adversely affect on the rural banking business and profitability of the RRBs also. Thus, in the age of competition the RRBs have to concentrate on the customer's satisfaction levels through providing prompt, regular and quality service to retain the existing customers and at the same time have to improve the quality of services day by day to attract new customers. Mallika Kumar and Altaf Khan (2010) in their comparative study on the different tiers of rural credit cooperatives (PACS, DCB and SCB in Dehradun city of Uttarakhand state. The study was mainly focused on service quality dimensions.

The study highlights the need for the four M's to improve commercial banks service quality (CBSQ) -Marketing, modernization, management and member participation by focusing on retention banking and relationship marketing. The model examining the discrepancy between the expectation and perception is often referred to as a disconfirmation model (Oliver 1979, 1980, Churchill & Surprenant 1982).

Although the SERVQUAL instrument is ubiquitously employed, it has received heavy criticism from both a theoretical and practical perspective. The issues questioned include the use of gap scores, the overlap among the five dimensions, poor predictive and convergent validity, the ambiguous definition of the "expectation" construct, and unstable dimensionality (Babakus & Boller 1992; carman, 1990; Brown, Van Dyke, Prabutok, & Kappelman, 1999). There have been a number of studies that doubt the validity of the 5 dimensions. According to an analysis by Thomas P. Van Dyke and others, it appears that the use of difference scores in calculating SERVQUAL contributes to problem with the reliability, discriminate validity, convergent validity, and predictive validity of the measurement. These findings suggest that caution should be exercise in the use of SERVQUAL scores and that further work is needed in the development of measures for assessing the quality of information services. First, although the sample size used in the factor analyses is considered adequate (5;1, responses to items), a larger sample would have given the tests greater power. Second, the data were all collected for one type of service organization (banking service). As such, it could be argued that the findings would not generalize to other service organizations.

Dhandabani (2010) examined the nature of linkage between service quality and customer loyalty in Indian retail banking. Study used confirmatory factor analysis to identify the service quality dimension. The resulted dimensions are Reliability, Responsiveness, Knowledge and recovery; and Tangibles. The service quality dimensions lead to customer satisfaction and the customers' satisfaction leads to customer's loyalty. The structural equation model reveals that there is no significant direct linkage between service quality and customers loyalty. At the same time, the service quality has a significant indirect impact on customer's loyalty especially through customer's satisfaction. The study indicates that the bank managers need to develop a systematic assessment programs to monitor service quality and customers satisfaction over time. Once the service culture is established, that will lead to customer satisfaction and customer satisfaction result in customer's loyalty.

Undoubtedly owing to the belief that delivery of higher service quality is a must for attaining customers satisfaction and a number of other desirable behavioural outcomes, recent years have witnessed a flurry of research exploring inter relationship between service quality and, satisfaction and behavioural outcomes (Festus and Hsu, et al., 2006; Thamariselvan and Raja, 2007). This study expands the research stream into

India. The specific objectives of the study are: (i) to reveal the dimensions of service quality in commercial banks, (ii) to examine the inter relationship between exogenous and endogenous variables and (iii) to study the direct and indirect effects of service quality on customer loyalty. A study addressing these issues is relevant and significant for at least three reasons. First, while much is known about the items in the SERVQUAL instrument that are global in nature, the outcome of administering the SERVQUAL scale to the consumers of a service is of little utility value for instituting an operational instrument process for the service.

Levesque and McDougall (1996), the study investigated the major determinant of customer satisfaction and future behavioral intentions in the retail banking sector. The study identifies the determinants that include service quality dimensions (e.g. getting it right the first time), service features (e.g. competitive interest rates), service problems, service recovery and products used. The study finds, in particular, that service problems and the bank's service recovery ability have a major impact on customer satisfaction and intention to switch banks.

Malhotra and Arora (1999) The study investigates that level of customer satisfaction in the public sector banks and the private, with the purpose of helping bank managements to formulate marketing strategies to attract customers towards them. The exploratory study was done by collecting data from the cities of Amritsir, Ludhiana and Chandigarh. Twenty attributes were taken into consideration for measuring the level of satisfaction/dissatisfaction.

Armstrong Robert and Seng (2000), the study extends the current understanding of customer satisfaction at the business - to - business level in the Asian banking industry. It incorporates guanxi (Chinese business relationship), relationship marketing and the disconfirmation paradigm. The research highlights the importance of relational constructs and disconfirmation paradigm in the influencing customer satisfaction at the business - to - business level in the Singapore banking industry. At the business - to - business level in the Asian context, the disconfirmation paradigm is still the predominant paradigm influencing the customer satisfaction process. Relationship marketing and guanxi are significant in the comprehensive model of corporate customer satisfaction. Relationship marketing is found to have both a direct and an indirect impact through disconfirmation) on corporate customer satisfaction. Naveen Kumar & Gangal (2011), held a study on Customer Satisfaction In New Generation Banks (A Case Study of HDFC Bank) and found that the majority of India's banks are not very diversified in terms of the products and services they offer. One strategic focus that banks can implement to remain competitive would be to retain as many customers as possible. Thus, customers' satisfaction is the key of success in today's competitive era.

Service Quality Dimension in Commercial Banks

Several researchers have suggested that the search for universal conceptualization of the service quality construct may be futile (Levist, 1981; Lovetock, 1983). The service quality construct is either industry or context specific (Babakus and Boller, 1992). The measurement of the service quality construct is multidimensional. In its original structure, service quality consists of five dimensions (Parasuraman et al., 1988; Carman, 1990; Rust and Oliver, 1994). These are: (i) the tangibility aspects of the service; (ii) the reliability of the service provider; (iii) the assurance provided by the service provider; (iv) the responsiveness of the service provider; and (v) the service provider's empathy with customers. The included variables to measure the service quality of commercial banks were ranging from seventeen to fifty seven variables (Narul Islam, 2005; Verma and Vehra, 2000; Sharma and Mehta, 2004; Elango and Gudep, 2006; Sharma and Sharma, 2007; Bhat, 2004; Levesque and Gorden, 1996; Bhat, 2005; Zillur, 2005; Gani and Bhat, 2003).

Need for the Study

IDBI Bank Ltd., is a New Generation Public Sector Bank in India. Basheerbagh (Hyderabad) branch of IDBI Bank is one of its Top performing branches in Andhra Pradesh state, having presence of more than a decade in the same place. This branch is having actively operating customer base of 5000+. Their deposit base is Rs. 261.55 Crore & advances are Rs. 14.21 Crore as on 30th September, 2013. IDBI Bank is the youngest new generation PSB in India that rides on a cutting edge core banking information technology platform. This enables the bank to offer personalized banking and financial solutions to its clients through its 1000 branches and 1592 ATMs. The bank had an aggregate balance sheet size of about Rs. 265,000 crore and total business of Rs. 350,000 crores as on 30th September, 2013 resulted in a net profit of Rs. 911 crores. The Bank's operations during the last full year 2012-13 had yielded a net profit of Rs. 2032 crores.

Objectives of the Study

The present study is based on the following objectives:

1. To understand the role of service quality in retaining the existing customers and acquiring new customers in order to improve the banking business;
2. To analyze the Customer Needs and Expectations from the service provider; and
3. To measure the gap between the customers' expectations and experience with reference to IDBI bank and its delivery of service levels towards five dimensions of service quality: Reliability, Assurance, Tangibility, Empathy and Responsiveness.

Methodology

A detailed study on "SERVQUAL" was conducted at this branch. The data was collected from 500 customers of this branch who are operating their accounts in brisk manner. The collected data was analyzed in both qualitative and quantitative methods.

This study paves way to measure the gap between their customers' expectations and experience with reference to their delivery of service levels. This is the very useful study for IDBI Bank, wherein the Bank can initiate suitable efforts to narrow down the identified service quality gaps, thereby keeping the Bank on the Top slot in Indian Banking Industry. For analyzing the expectations of the service quality, the SERVQUAL model of Parasuraman, Zeithaml and Berry (1985) has been used to measure the service quality with its five dimensions (i.e., reliability, assurance, tangibility, empathy and responsiveness) has been used by averaging the difference scores on statements making up each dimension. The overall measure of service quality in the form of an average score across all five dimensions can be provided by the SERVQUAL instrument.

Descriptive statistics: Standard descriptive statistics include means and standard deviations, which were reported for all variables in the data set. The means measured central tendency of all variables for the sample. Standard deviations were used to indicate how far all of the scores in the distributions deviated or varied from the mean between each variable.

Analysis and Discussion

Table 1 : Demographic profile of respondents (N=500)

Profiles	Responses	
	Frequency	Percent
Gender: Male	412	82
Female	88	18
Age group: 18 –27	127	25
28 - 37	174	35
38 - 47	123	25
48 - 57	52	10
>57	24	05
Occupation: Employed	221	44
Self-employed	182	36
Student	22	04
Retired	06	01
Others	69	15
Type of account: Savings	247	49
Current	184	37
Fixed Deposits	58	12
Others	11	03
Relationship with Bank: 1 - 2 Years	112	22
3 – 4 Years	234	47
5 – 6 Years	117	23
Above 7 Years	37	08

Source: Field data

Demographic profile of respondents: Table 1 shows the demographic profile of respondents. Out of 500 sample respondents, majority of them are male which accounted for 82 percent whereas females were 18 percent. In case of age group it is revealed that majority of respondents (35%) are youngsters' falling in between the age group is 28-37. About 25 percent each belongs to the age groups 18-27 and 38-47 respectively and only 15 percent of them were belongs to the age groups of 48 - 57 and above 57 years respectively.

Relative Importance of Service Dimensions: There are factors that are influencing the consumer satisfaction of service quality. To know the same an attempt has been made in this study and most of the important element for influencing their perceptions according to service quality. It is observed from the table 2 that majority of respondents viewed reliability aspect of service is of most important and was given first rank which is accounted for 33 percent. Responsiveness could stand second rank with 24 percent, quality assurance 20 percent, tangibility with 12 percent and empathy stood last rank with 11 percent respectively. Hence, it can be concluded that the consumers focusing more on reliability as an important aspect of service quality with regards to banking services.

Table 2 : Mean Standard Deviation and Gap Scores

Means of Expectations, Perceptions and Gap Scores for SERVQUAL (N=500)					
Descriptive Status	Expectations		Perceptions		Gap Score
Dimension/Statement	Mean	SD	Mean	SD	
Reliability	4.64	0.52	4.41	0.48	-0.23
1	5.24	0.14	4.98	0.27	-0.26
2	3.47	0.61	3.11	0.57	-0.36
3	4.12	0.87	3.84	0.79	-0.28
4	5.24	0.91	4.98	0.62	-0.26
5	5.12	0.06	5.15	0.13	0.03
Assurance	5.03	0.37	4.68	0.48	-0.35
6	4.17	0.34	3.92	0.42	-0.25
7	5.78	0.29	5.92	0.37	0.14
8	4.99	0.24	4.74	0.41	-0.25
9	5.17	0.62	4.12	0.71	-1.05
Tangibility	4.69	0.31	4.80	0.38	0.11
10	4.91	0.17	4.98	0.21	0.07
11	4.82	0.37	4.87	0.27	0.05
12	4.63	0.09	5.12	0.16	0.49
13	4.39	0.59	4.21	0.87	-0.18

Empathy	4.29	0.40	4.57	0.51	0.28
14	3.49	0.51	3.72	0.83	0.23
15	4.97	0.09	5.12	0.11	0.15
16	3.52	0.47	4.18	0.79	0.66
17	5.18	0.53	5.27	0.31	0.09
18	4.14	0.28	3.97	0.59	-0.17
Responsiveness	4.72	0.32	4.68	0.38	-0.04
19	5.11	0.28	4.62	0.31	-0.49
20	4.98	0.21	5.13	0.17	0.15
21	4.87	0.31	5.09	0.52	0.22
22	3.92	0.46	3.88	0.51	-0.04

Gap score=Average Perception - Average Expectations

Table 3 : Customer perception of service dimension

Service Dimension	Frequency	Percent
Reliability	167	33
Assurance	98	20
Tangibility	62	12
Empathy	54	11
Responsiveness	119	24
Total	500	100

Source: Field data

Service Gap for each Dimension

Service Gap Score= Average perception of Mean - Average expectations of Mean.

Table 4 : Un-weighted SERVQUAL Score

Dimensions	Expectations		Perceptions		Service GAP	Service Quality Description
	Mean	SD	Mean	SD		
Reliability	4.64	0.52	4.41	0.48	-0.23	Quality surprise
Assurance	5.03	0.37	4.68	0.48	-0.35	Unacceptable quality
Tangibility	4.69	0.31	4.80	0.38	0.11	Unacceptable quality
Empathy	4.29	0.40	4.57	0.51	0.28	Unacceptable quality
Responsiveness	4.72	0.32	4.68	0.38	-0.04	Quality surprise
Un-weighted Average	4.67	0.38	4.63	0.44	-0.05	

- Service quality exceeded expectations where perceptions - expectations > 0 "Quality surprise".
- Service quality received met expectations where perceptions - expectations = 0 "satisfactory Quality".
- Service quality received did not exceed or meet expectations where perceptions - expectations < 0 "Unacceptable Quality".

SERVQUAL Importance Weights: Listed below are five features pertaining to banks and the services they offer. We would like to know how much each of these features is important to the customer. 100 points were allocated among the five features according to the qualitative study of the survey.

Table 5 : SERVQUAL Importance Weights

S.No.	Description	Points
1.	The appearance of the bank's physical facilities, equipment, personnel and communications material	12
2	The bank's ability to perform the promised service dependably and accurately	33
3	The bank's willingness to help customers and provide prompt service	24
4	The knowledge and courtesy of the bank's employees and their ability to convey trust and confidence	20
5	The caring, individual attention the bank provides its customers	11
Total points		100

SERVQUAL Weighted Scores: The study of the collected data reveals the fact that the IDBI Bank is exceptionally strong in the service dimensions viz., "Tangibility and Empathy". It is good at "Responsiveness". Areas of concern are "Reliability and Responsiveness".

Table 6 : SERVQUAL Weighted Scores

Servqual Dimension	Score from Table-2	Importance weight from Table-3	Weighted score
Average Reliability	-0.23	33	-7.59
Average Assurance	-0.35	20	-7.00
Average Tangibility	0.11	12	1.32
Average Empathy	0.28	11	3.08
Average Responsiveness	-0.04	24	-0.96
=Total/5	-0.05	-	-2.23

Major strengths in the service Quality of IDBI Bank: Therefore, most of the service gaps between perceptions and expectations of IDBI Bank Customer's are significantly different and are easily be addressed. The delivery of service dimensions in IDBI Bank with reference to "Tangibility & Empathy" is exceptionally good. Their "Responsiveness" is very well nearing the "satisfactory quality". The total service quality gap scores between perception and expectations have been calculated by the average scores of five dimensions i.e. -0.05 (table-2). In other words over all customers perceptions of the customers are more or less nearing their expectations.

Major Gap in service quality of IDBI Bank: In the study, major "Service Quality Gaps" were observed in two service dimensions viz., "Assurance (-0.35) and Reliability (-0.23). These two are the significant areas, where IDBI Bank needs to pay its attention viz.,

Table 7 : Service Quality Gaps

Reliability	
When IDBI Bank promises to do something by a certain time, it does so.	-0.26
When you have problem, IDBI Bank shows a sincere interest in solving it.	-0.36
IDBI Bank performs the service right the first time.	-0.28
IDBI Bank provides its service at the time it promises to do so.	-0.26
Assurance	
The behavior of employees in IDBI Bank instills confidence in you.	-0.25
Employees in IDBI Bank are consistently courteous with you.	-0.25
Employees in IDBI Bank have the knowledge to answer your questions.	-1.05
Tangibility	
IDBI Bank has modern looking equipment	0.07
IDBI Bank's physical facilities are visually	0.05
IDBI Bank's reception desk employees are neat appearing	0.49
Empathy	
IDBI Bank gives you individual attention.	0.23
IDBI Bank has operating hours convenient to all its	0.15
IDBI Bank has employees who give you personal attention.	0.66
IDBI Bank has your best interest at heart	0.09
Responsiveness	
Employees in IDBI Bank give you prompt service	0.15
Employees in IDBI Bank are always willing to help you.	0.22

Expectations, Service Quality and Satisfaction

The above results were presented according to each research objective. The SERVQUAL gap model was the main model used in this research. The data collected, based on the SERVQUAL model, were discussed in detail. In addition, some comparisons were made between the qualitative data and quantitative data. The outcome of qualitative study allow us to classify expectations of the bank's customers into six factors, which include physical evidence, contact personnel, reputation, facility, operations and special services, whereas reputation, operations and contact personnel were mentioned most by the participants in this study. In terms of quantities research, expectations were scored for each dimension. The respondents, most important expectation were the dimensions of "reliability and responsiveness" and the least important were "empathy". In fact, the Bank stood Atmore than the average expectations in the service dimensions of "Tangibility, Empathy & Responsiveness". Majority of the service gaps were observed in the detentions of "Reliability and Assurances". The SERVQUAL questionnaire can overcome the problem by asking the extent of the significance level with each service dimension perceived by the customer. However, this questionnaire is general and was not able to cover all the aspects of the financial service experience, especially when the banking service is much more complicated than the other services in the service industry.

In the investigation, where the expectations of the customers are coming from, word of mouth was found to be the most important channel concerned for it is the most been mentioned by participants and the number of items are more than others. The next was external communications. The effect of word of mouth can't ignore, as it impacts on customers' expectations and influences the final evaluation of service quality. Generating word of mouth can greatly help in continuing attracting and retaining customer efforts. It implies that IDBI Bank should focus on generating word of mouth and establish positive word of mouth prior to the customer's arrival. The Bank also needs to maintain and enhance the external communication approaches and recognize the personal needs of each prospective customer. In short, IDBI Bank needs to handle the influences of expectations and understand customer's expectations thoroughly and then try to fulfill them. Each question in the survey was analyzed individually, with expectations, performance perceptions and gap scores. The gap scores of the five dimensions Reliability, Assurance Tangibility, Empathy and Responsiveness, are thoroughly analyzed. The bank is more than the expectations in Tangibility & Responsiveness. The Bank needs to put forth efforts in the areas of "Reliability & Assurances". In the area of "Empathy" the bank has shown fair performance. The detailed study reveals the fact that the delivery levels of the quality service to the customers of IDBI Bank are just right and there is large scope for even improvement.

Conclusions and Suggestions

The study found that there are six factors, in order of their importance are routine operation factor, price factor, situation factor, environmental factors, technology factor and interactive factor. Similarly, for customers of private sector banks, the factors found to be important are staff factor, routine operation factor, service factor, environmental factors, technology factor, interactive factor and promotional factor. Moreover, factor wise average scores of these factors reveal that there is significant difference between the satisfaction level of the customers of public and the private sector banks. A few strategies suggested by the authors to improve service quality are proper training of the staff, conducting market surveys periodically, personalizing the service, avoiding long queues, having well lit, ventilated and clean surroundings.

This research has raised some important new questions not addressed by earlier studies on service quality. Namely, is there a missing moderating variable or variable or variables (e.g., user mental state, stress level, or perceived job security), and how do they interact with gender and/or occupation in the dimensions of service quality? We believe this question is applicable to all service quality areas, including banking service. If my findings of this study are correct, individuals who research service levels with SERVQUAL have new limitations to consider. As service industries and service jobs continue to expand in importance throughout the global economy, measuring service quality quickly, reliably, and accurately will mature as an increasingly important task for service providers. If SERVQUAL and its performance is to be relied upon by services companies for their survival, then understanding the nuances of what these instruments are measuring has significant financial implications. Finally, they can simply ignore these findings and proceed as before.

The results of this study suggest that the five dimensions of SERVQUAL are hierarchical, and subject to conditioning based on user perceptions of stress and urgency. In other words, SERVQUAL the instrument is not homogeneous, and some dimensions potentially matter more to users than others. It is possible that such differences are a function of the customer's state of mind. The results suggest that the performance dimension of reliability, which refers to the ability of an organization to perform promised service dependably and accurately, and the dimension of responsiveness, which is the ability to provide prompt service, consistently rank highly in both respondent groups, while the more emotive dimensions of tangibility, assurance, and empathy vary in importance depending on the customer's state of mind and the circumstances.

The studies of the statistical data suggest that IDBI Bank should focus relatively more on their service quality effort in the areas of "Reliability and Responsiveness". In fact, these two were rated Top among the five dimensions of service quality, by the

respondents to our SERVQUAL instrument. Given limited resources and economic pressures, the Bank that recognizes the relative importance of each dimension can more efficiently allocate resources and focus service priorities. An effective service quality strategy for an organization could include the needs for modification of work structure, the relationship with customers and teamwork and cross-functional group problem solving. Improving service quality is a difficult and time consuming process. The Bank should assess service quality regularly as a service quality perceptions of the customers are always changing. The result of this a study provides a 'benchmark' for comparing the outcomes in the next service quality evaluations at IBDI Bank, Basheerbaghbranch in Hyderabad.

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Customers' Relationship Experience in Small Scale Retail Stores - A Case Study

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Abstract

The Indian Retail Industry is the largest among all the industries, accounting for over 10 per cent of the country's GDP and around 8 per cent of the employment. The Retail Industry in India has come forth as one of the most dynamic and fast paced industries with several players entering the market. One of the major challenges for retailers, irrespective of their size of operations, is to create experiences to the customers differently to that of competitors. Small scale retail units are challenged with the emergence of corporate retailing on a big scale in recent years. In order to face the competition and to protect the business interest of the small scale retailers need to develop loyal customer base by providing service that are capable of creating positive experiences to the customers. This paper presents the customers' perceptions on the relationship experiences maintained by the small scale retailers. The parameters used to assess the customers' perception include recognize the regular customers, preferential treatment, hospitality, price concession, credit facility and quick & positive response. The findings are expected to benefit the small scale retailers to identify the areas that require further improvements and help in providing customer satisfaction and building loyal customer base.

Keywords: Retailing, Gross Domestic Product (GDP), Relationship experience, Hospitality and Preferential treatment.

Introduction

Retail is one of the largest industries in the world. It is the second-largest industry in the United States both in number of establishments and number of employees (Shaoni Shabnam and Bino Paul G.D). The retail sector has played a phenomenal role throughout the world in increasing productivity of consumer goods and services. There is no denying the fact that most of the developed economies are very much relying on their retail sector as a locomotive of growth. The Indian Retail Industry is the largest among all the industries, accounting for over 10 per cent of the country's GDP and around 8 per cent

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of the employment. The Retail Industry in India has come forth as one of the most dynamic and fast paced industries with several players entering the market (Dhanabhakya, M. and A. Shanthi). According to AT Kearney's annual Global Retail Development Index (GRDI), in 2011, India is the fourth largest retail destination globally.

The word "retail" has derived from the French word "retailleur" which implies "to cut again" or "to break bulk". This can be applied to the functions carried out by retailers which include assembling, sorting, standardizing, storing, selling, providing credit facilities, packing, etc. Thus, retailing is the set of business activities which adds value to the products and services sold to consumers for their personal or family use (Michael Levy and Barton A. Weitz). Retail means selling goods and services in small quantities directly to customers. Retailing consists of all activities involved in marketing of goods and services directly to consumers for their personal, family and household use. The Indian retailing industry is becoming intensely competitive, as more and more players are vying for the same set of customers.

Retail in India - Historical Perspective

The Indian retail industry is divided into organized and unorganized sectors. Organized retailing refers to trading activities undertaken by licensed retailers, that is, those who are registered for sales tax, income tax, etc. These include the corporate-backed hypermarkets and retail chains, and also the privately owned large retail businesses. Unorganized retailing, on the other hand, refers to the traditional formats of low-cost retailing, such as the local kirana shops, owner manned general stores, paan/beedi shops, convenience stores, hand cart and pavement vendors, etc (Retail Industry In India).

In the beginning there were only kirana stores called Mom and Pop Stores and the friendly neighbourhood stores selling every day needs. In the 1980s manufacturer's retail chains like DCM, Gwalior Suitings, Bombay Dyeing, Calico, Titan etc. started making its appearance in metros and small towns. Multi brand retailers came into the picture in the 1990s. In the food and FMCG sectors retailers like Food World, Nilgris are some of the examples. In music segment Planet M, Music World and in books Crosswords and Fountainhead are some others. Shopping centres began to be established from 1995 onwards. A unique example was the establishment of margin free markets in Kerala (Sreejith, A. and Dr. Jagathy Raj V. P.). The 21st century saw the emergence of super markets and hyper markets. Big players like Reliance, Bharti, Tatas, HLL, ITC etc. are entering into the organized retail segment. The international retail bigwigs are waiting with their wings as the present FDI guidelines do not allow them to own retail outlets in the country.

The retail sector has gradually undergone considerable changes in its form since 1991. The major shift has been the emergence of an organized sector within the retail industry. Many Indian entrepreneurs have taken a keen interest in retailing over the last decade and have successfully established organized retail chains. Along with these domestic developments, there has been a simultaneous attention being given to the Indian retail market by international retail giants, mainly because of the sheer size of the market. The most important development in this context has been the tie up of Wal-mart, America's largest retail chain with Bharti, the Indian telecom giant which is likely to be concretized in June, 2009 (Business Standard). India's modern retail business currently accounts for only about 5 per cent of the country's annual retail business. The modern retail business will create about 1.6 million jobs in the next five years. Modern retailers will, not only create employment opportunities but also would help to raise India's overall economic productivity and also could result in lowering prices of goods (www.retailrise.com).

According to CPAS (Centre for Policy Alternatives) study, the unorganized retail sector of small and medium retailers employs over 40 million. There are 11 retail outlets for every 1000 people (Anil Sasi) in India. This fact suggests a considerable element of 'forced employment' in this sector. Only 4 per cent of India's 11 million retail outlets have floor areas in excess of 500 sq.ft.(Singhal, Arvind). This should dispel any image of any preponderance of large-scale retailing we may have derived to the size of the old established downtown retail outlets and in the new suburban malls. Retail in India is mostly the millions of tiny shops with pucca and semi-pucca premises, and millions more on hand carts and pavements (Mohan Guruswamy and Kamal Sharma).

Relationship Experience

Every visit to a retail store is an experience to the customer. The experiences of the customers with a retail store can be identified broadly as shopping experience, buying experience, service experience and relationship experience. The experience customer gain in each of this factor contributes to overall customer experience. Retailers require the ability to recognize a customer irrespective of the channel that he wants to use. To create enhanced customer loyalty retailers have expressed a desire to recognize high value customers and treat them appropriately (Sat Vijayaraghavan). Satisfying the expectations of today's complex customers require retailers to more closely align their offering to their target customers' needs and to provide them with options for how they like to shop (Joseph L. Gagnon, Herb Kleinberger and Gina Paglucia Morrison).

Marketing is focused on the establishment, development and maintenance of continuous relations between buyer and seller as source of mutual benefits for both

parts (AMA Newsletter). The marketing literature has recognized the importance of developing and maintaining stable relationships with customers of service businesses (Hennig-Thurau, T., Gwinner, K.P. and Gremler, D.D). According to this approach, organizations should be more interested in keeping long-lasting relationships with their customers than in accumulating occasional exchanges (Beatty, S.E., Nayer, M., Coleman, J.E., Reynolds, K.E. and Lee, J). The last two decades have witnessed a paradigm shift from transactional marketing to relationship marketing (Groenroos, C.). The focus of transactional marketing is on increasing market share, whereas the focus of relationship marketing is on improving customer retention. Relationship building and management is a leading approach in modern marketing practice, and is viewed as a paradigm shift in marketing strategy (Jackson, B.B.). Close relationships can act as a barrier to competitor entry by keeping a stable and solid base of customers (Colgate, M., Stewart, K. and Kinsella, R.). Consumers receive psychological benefits from close relationships (Sheth, J. and Parvatiyar, A.).

Review of Literature

Research on retailing particularly small scale retailing is not carried out to the level it deserves. The following are the studies selected for review which are related closely to the concept under study. J. Joseph Cronin, Jr., (1985) in his work on "Determinants of Retail Profit Performance: A Consideration of Retail Marketing Strategies" ascertained whether a parsimonious set of marketing strategies which are associated with profit performance could be identified to serve as criteria for evaluating and selecting the marketing tactics of retailers. The research reveals that such a set does exist, as four of the predictors have a significant association with profitability which is readily interpretable and combine to explain nearly 22 per cent of the variation in profit performance. Specifically, sales growth, market share, and the ratio of capital-to-labour were found to have a significant and positive influence on profit performance, while average inventory per store exhibited the hypothesized negative relationship. The case study of Peter Jones and Colin Clarke-Hill, Peter Shears, David Hillier (2001) titled "Retailing Organic Food" identified the growth of market of Organic Food that has evolved from niche to mainstream market. Pricing, supply and marketing are the issues identified as challenges in organic food retail market.

Jun Li and Yunyi Wang and Nancy L. Cassill (2004) in their research work on "A comparative study on new retailing outlets in the Shanghai apparel market" presented a comparison on four influential retailing outlets in the Shanghai apparel retail market: upscale shopping centers, modern shopping malls, joint discount superstores (joint ventures with foreign retail giants), and manufacturers' wholly-owned flagship stores (factory outlets). The empirical research of Gaby Odekerken-Schroder, Kristof De Wulf

and Kristy E. Reynolds (2005) titled "A Cross-Cultural Investigation of Relationship Marketing Effectiveness in Retail Services: A Contingency Approach" investigated the impact of factors such as: demographic characteristics of the consumer (age and gender), personal values of the consumer (social affiliation), and shopping related consumer characteristics (product category involvement, consumer relationship proneness, and shopping enjoyment) on the effectiveness of relationship marketing efforts in a retail services context. The study focused on two different service industries, food and apparel.

Andrew Paddison and Eric Calderwood (2007) in their research work titled "Rural retailing: a sector in decline?" analyzed the key issues and challenges that face the rural retailing sector. The study explored various issues such as link between extending the retailer's spatial scope, the constraints of remoteness and finite population catchments were analyzed in detail. Louise van Scheers and M C Cant (2007) in their work on "The effect of consumer price knowledge and gender on retail marketing strategy" studied the effect of consumer price knowledge and gender on retail management strategy. Consumers who are branded as cherry pickers are price sensitive shoppers with no brand loyalty but this market segment has been found to be sizable, heterogeneous, and potentially attractive for retailers, contrary to the myth that they are a retailers' nemesis.

Nicholas Alexander, Anne Marie Doherty, Jason M. Carpenter, Marguerite Moore's (2009) conceptual paper titled "Consumer receptiveness to international retail market entry" provided a framework for improving the understanding of consumer receptiveness to incoming international retailers. The paper proposed a method to explore how consumers in the host market respond to incoming international retail firms. The exploratory research study of Jason M. Carpenter, Vikranth Balija (2009) titled "Retail format choice in the US consumer electronics market" used demographics and retail attributes to profile consumer electronics shoppers of each major retail format in the USA. The research study provides consumer electronics retailers with specific knowledge of the attributes that consumers consider to be important when making format choices and identifies the demographic characteristics of shoppers who frequent each retail format.

Anjala S. Krishen, My Bui, Paula C. Peter (2009) in their experimental research work titled "Retail kiosks: how regret and variety influence consumption" made an attempt to gain insight regarding the impact of consumer regret on shopping in mall kiosks and its relationship with consumer variety-seeking tendencies. It is evident from the study that that variety and regret play an important role in mall kiosk shopping. Nicholas Alexander, Anne Marie Doherty, Jason M. Carpenter, Marguerite Moore's (2009) conceptual paper titled "Consumer receptiveness to international retail market entry" provided a framework for improving the understanding of consumer receptiveness to

incoming international retailers. The paper proposed a method to explore how consumers in the host market respond to incoming international retail firms.

Mohan Guruswamy and Others (2005) have made a study on 'FDI in India's Retail Sector'. In their study they examined the various causes for failure to get Foreign Direct Investment by small retailers such as low productivity, less employability, substantial quality, foreign competition, limited revenue generation through less number of operations. In the study they suggested that the small retailers must be given the opportunity to provide more personalized services in order to take advantage of high cost of human resources. Laxmi Prabha and Amatual Baseer (2007) in their research study titled "Emerging retail trends in India" examined the types of the retailers in India and their pricing strategies. According to them, most retailers in India are using cost-plus pricing. They opined that in India strong regional and national players are emerging across formats and products categories and the shopping mall formats are fast evolving. Partnering among Brands, retailers, franchisees, investors and malls is taking place with a rapid pace.

Sasikumar and Regina Sibi Cleetus (2008) in their study on "Impact of Corporate Retailing on Small Retail Outlets" examined the impact of corporate retailing on small scale retail outlets. The study revealed that there is serious impact of corporate retailing on small scale retailers. Many small sale retailers were displaced due to corporate entry in retail as per the study. Subba Rao. N (2008) studied retail industry challenges and opportunities in India. In his opinion the retail strategies may differ depending upon the product assortment, brands available and store location and retail business has been changing from commercial retail outlets to superstores, specialty stores, franchise stores direct marketing and even tele marketing. These changes have been made business of retailing more challenging than ever.

Prasanta Paul, Debasish Mukherjee and Chiranjib Das (2009) have identified Indian retailing challenges. They classified Indian-specific challenges of retail sector into two categories i.e. internal and external. The internal challenges identified are prevention of shortages, shop lifting, keeping pace with the technology, streamlining of logistic and supply chain, and training of personnel, management of the profitability of the store etc., and the external challenges identified are vastness of the market, required laws relating to this trade, infrastructure, rising aspirations of the consumer etc. Keval Sheth, Rohit Divekar, R. Srinivasan and R. K. Srivastava (2009) in their research work titled "Unorganized Retailing - Competition to Co-existence" studied the market orientation in unorganized retailing. They stated that unorganized retailers cannot compete with big retailers on head-to-head basis. Since the major retailers aim at the mass - consumption middle class, small retailers can successfully target lower income group.

The study found that market orientation and small sale retailers' performance are positively related. The customer service focus of small retailers is the key determinant of success compared to other components of market orientation.

The review of literature drives to the conclusion that a few studies are conducted in small scale retailing with a limited scope. A comprehensive study on retail operations in different categories and consumer behaviour were not attempted by the researchers. There is very limited research studies were made either on organized retailing or small scale retailing in India. Mainly the researchers focused on the issues related to organized retailing. The studies on small scale retailing were very few. According to the above review of research and development, the selected theme of the research problem was not concentrated.

Objective of the Study

The objective of this study is to analyze the respondents' perceptions of relationship experience in small scale retail stores and identify the key factors contributing in relationship experiences.

Research Methodology

The study is based on primary data sources. Survey method is used to collect data from the sample respondents. Questionnaire is the research instrument used. The sample units are customers of small scale retailers. Five categories of small scale retailers are identified to assess quality of relationship experience. The retail categories selected for the study includes food & grocery, textile & apparel, electrical & electronics, jewellery and footwear. A sample of 450 respondents spread in three districts of Andhra Pradesh, was selected by using stratified sampling technique. Scaling technique is to ascertain opinions. The five point scale ranging from strongly agree to strongly disagree was used. The data obtained with the use of likert scale has been converted into weighed scores as shown below.

Scale	Weight
1. Strongly agree	5
2. Agree	4
3. Neutral	3
4. Disagree	2
5. Strongly disagree	1

Wherever scores are calculated weighed mean, and percentage to maximum possible score (MPS) are calculated for data analysis.

Likert scale: MPS of any variable = 5

n of variable x 5 = MPS of that variable.

(The score obtained by each variable/MPS) x 100 = % to MPS

For example:

Particulars	Food & Grocery
Score	64
Maximum Score	n x max. weight = 45 x 3 = 135
% to MPS	(64/135) x 100 = 47.41

The following are the findings of the study

The respondents' experience in terms of relationship with small scale retailers has been ascertained in the study. The relationship experience is assessed by using the following six variables; 1. Recognize the regular customers; 2. Preferential treatment; 3. Hospitality; 4. Price concession; 5. Credit facility; and 6. Quick and positive response. The data related to rating of the respondents on relationship experience with small scale food and grocery retail outlets were presented in Table 1. 'Recognizing the regular customers' is the variable that secured the highest score of 1792 representing 79.64 per cent to MPS indicating the most favoured relationship experience. 'Quick and positive response' is the factor that secured the second highest factor rating with a score of 1482 representing 65.87 per cent to MPS (mean value 3.29). 'Credit facility' is the variable that secured the third highest score of 1467 representing 65.20 per cent to MPS (mean value 3.26). The mean values of each factor varied between 2.89 and 3.98. The scores secured by each factor in terms of percentage to MPS varied between 57.82 per cent and 79.64 per cent. It can be inferred from the above that all the factors identified to assess relationship experience got positive rating (more than 50 per cent) as contributors to relationship experience in relation to food and grocery small scale retail outlets.

Table 1 : Factors contributing to relationship experience with the small scale food and grocery retailers

Particulars	Score	WM	% to MPS
Recognize the regular customers	1792	3.98	79.64
Preferential treatment	1432	3.18	63.64
Hospitality	1301	2.89	57.82
Price concession	1330	2.96	59.11
Credit facility	1467	3.26	65.20
Quick and positive response	1482	3.29	65.87

WM= Weighed Mean, MPS=Maximum Possible Score

Source: primary data

The data related to rating of the respondents on the factors contributing to relationship experience with small scale textile and apparel retail outlets were presented in Table 2. The study revealed that in the case of textile and apparel category 'Recognizing the regular customers' contribute significantly for the relationship experience. This variable secured the highest score of 1734 representing 77.07 per cent to MPS (mean value 3.85). 'Price concession' is the second most contributing factor for relationship experience as this factor secured the second highest rating with a score of 1577 representing 70.09 per cent to MPS (mean value 3.50). 'Quick and positive response' is the third most contributing factor as this factor got a score of 1480 representing 65.78 per cent to MPS (mean value 3.29). The mean values of each factor varied between 2.46 and 3.85. The scores secured by each factor in terms of percentage to MPS varied between 49.20 per cent and 77.07 per cent. It can be inferred from the above that all the factors identified to assess relationship experience except credit facility got positive rating (more than 50 per cent) in relation to textile and apparel small scale retail outlets.

Table 2: Factors contributing to relationship experience with the small scale textile and apparel retailers

Particulars	Score	WM	% to MPS
Recognize the regular customers	1734	3.85	77.07
Preferential treatment	1459	3.24	64.84
Hospitality	1412	3.14	62.76
Price concession	1577	3.50	70.09
Credit facility	1107	2.46	49.20
Quick and positive response	1480	3.29	65.78

WM= Weighed Mean, MPS=Maximum Possible Score

Source: primary data

The ratings of the respondents on the factors influencing relationship experience with small scale electrical and electronics retail outlets were presented in Table 3. In the case of electrical and electronics retailing also 'Recognizing the regular customers' is the variable that contributed significantly for relationship experience. This factor secured the highest score of 1570 representing 69.78 per cent to MPS indicating the most favoured relationship experience (mean value 3.49). 'Preferential treatment' is the factor that secured the second highest factor rating with a score of 1446 representing 64.27 per cent to MPS (mean value 3.21) indicating the second most favoured relationship experience. 'Quick and positive response' is the third most contributing factor for relationship experience as this factor secured a score of 1430 representing 63.56 per cent to MPS (mean value 3.18). The mean values of identified factors varied between 2.95 and 3.49. The scores secured by each factor in terms of percentage to MPS varied between 58.93 per cent and 69.78 per cent. Thus, all the factors identified to assess

relationship experience except credit facility got positive rating (more than 50 per cent) in relation to electrical and electronics small scale retail outlets. The contribution of the factor credit facility is relatively low in creating relationship experience as this factor got the lowest score of 1326 representing 58.93 per cent to MPS (mean value 2.95).

Table - 3: Factors contributing to relationship experience with the small scale electrical and electronics retailers

Particulars	Score	WM	% to MPS
Recognize the regular customers	1570	3.49	69.78
Preferential treatment	1446	3.21	64.27
Hospitality	1377	3.06	61.20
Price concession	1403	3.12	62.36
Credit facility	1326	2.95	58.93
Quick and positive response	1430	3.18	63.56

WM= Weighed Mean, MPS=Maximum Possible Score

Source: primary data

The particulars of the respondents' rating on factors contributing to relationship experience in small scale jewellery retail outlets were presented in Table 4. 'Recognizing the regular customers' is the most favoured relationship experience as this variable secured the highest score of 1562 representing 69.42 per cent to MPS (mean value 3.47). 'Preferential treatment' secured the second highest score of 1412 representing 62.76 per cent to MPS (mean value 3.14). The factor 'Hospitality' secured the third highest score of 1403 representing 62.36 per cent to MPS (mean value 3.12). The mean values of the factors varied between 1.92 and 3.47. The scores secured by each factor in terms of percentage to MPS varied between 38.44 per cent and 69.42 per cent. The study revealed that the factor 'credit facility' (mean value 1.92) has very less influence on relationship experience. The factor 'price concession' also got less than 50 per cent rating in this respect.

Table 4: Factors contributing to relationship experience with the small scale Jewellery retailers

Particulars	Score	WM	% to MPS
Recognize the regular customers	1562	3.47	69.42
Preferential treatment	1412	3.14	62.76
Hospitality	1403	3.12	62.36
Price concession	1119	2.49	49.73
Credit facility	865	1.92	38.44
Quick and positive response	1395	3.10	62.00

WM= Weighed Mean, MPS=Maximum Possible Score

Source: primary data

The data related to rating of the respondents on factors contributing to relationship experience with small scale footwear retail shops were presented in Table 5. The study revealed that 'Recognizing the regular customers' is the most contributing variable for relationship experience as this factor secured the highest score of 1532 representing 68.09 per cent to MPS (mean value 3.40). The factor 'preferential treatment' as a contributor to relationship experience has secured the second highest factor rating with a score of 1470 representing 65.33 per cent to MPS (mean value 3.27). 'Price concession' is the third contributing factor with a score of 1434 representing 63.73 per cent to MPS (mean value 3.19). The mean values of the factors varied between 1.91 and 3.40. The scores secured by each factor in terms of percentage to MPS varied between 38.18 per cent and 68.09 per cent. It can be inferred from the above that the factors recognizing the regular customers, preferential treatment, price concession, quick and positive response and hospitality are the contributing factors in the order contributing to relationship experience in relation to footwear small scale retail outlets as all these factors got a score representing more than 50 per cent to MPS. The factor credit facility is the least preferred (mean value 1.91) by the respondents in terms of relationship experience related to footwear.

Table 5 : Factors contributing to relationship experience with the small scale footwear retailers

Particulars	Score	WM	% to MPS
Recognize the regular customers	1532	3.40	68.09
Preferential treatment	1470	3.27	65.33
Hospitality	1265	2.81	56.22
Price concession	1434	3.19	63.73
Credit facility	859	1.91	38.18
Quick and positive response	1395	3.10	62.00

WM= Weighed Mean, MPS=Maximum Possible Score

Source: primary data

The top three rated relationship experiences of the respondents in the five retail categories were presented in Table 6. The study revealed that recognition of the regular customers is the top rated perception of the respondents in all the categories. Quick and positive response is perceived in food and grocery, textile and apparel, electrical and electronics as a response to customer relationship. Preferential treatment is perceived in electrical and electronics, jewellery, and footwear categories as an outcome of relationships. Price concession is the relationship experienced by the respondents in textile and apparel and footwear categories. Credit facility is the relationship benefit perceived in food and grocery category while hospitality is found in jewellery category.

Table 6 : Top three rated relationship experiences with small scale retail shops

Factor Ratings	Food & Grocery	Textile & Apparel	Electrical & Electronics	Jewellery	Footwear
1	Recognize the regular customers	Recognize the regular customers	Recognize the regular customers	Recognize the regular customers	Recognize the regular customers
2	Quick and positive response	Price concession	Preferential treatment	Preferential treatment	Preferential treatment
3	Credit facility	Quick and positive response	Quick and positive response	Hospitality	Price concession

Source: primary data

The data related to relationship experiences of the respondents were presented in Table 7. Recognizing the regular customers is the factor secured highest score of 8190 (mean value 3.64) which represents 72.80 per cent to MPS. Preferential treatment and quick and positive response are the two relationship experiences rated high in the order by the respondents. The mean values of the six variables varied between 2.50 and 3.64. The scores of the variables as percentage to MPS varied between 49.99 per cent and 72.80 per cent. Credit facility is the factor that secured the lowest rating.

Table 7: Factors contributing to relationship experience with the small scale retailers

Particulars	Score	WM	% to MPS
Recognize the regular customers	8190	3.64	72.80
Preferential treatment	7219	3.21	64.17
Hospitality	6758	3.00	60.07
Price concession	6863	3.05	61.00
Credit facility	5624	2.50	49.99
Quick and positive response	7182	3.19	63.84

WM= Weighed Mean, MPS=Maximum Possible Score

Source: primary data

Conclusion

The findings of the study established the fact that the small scale retailers are providing valued relationship experiences to the customers. The customer relationship experience management requires an organized effort from retailers, continual review and committed effort of the management for improvements qualitatively. The entry of corporate retailers in Indian retailing created a challenging environment to the small

scale retailers. To protect the existing loyal customer base, the small scale retailers need to offer high quality retail experiences to the customers. The customers of the small scale retailers are no doubt the targets of corporate retailers. The relationship experiences maintained by small scale retailers certainly stand as competitive advantage if done effectively. The findings of the study present a positive picture, but at the same time bring a danger alarm. The small scale retailers should realize the importance of relationship experience and focus on the specified areas that contribute to the quality of relationship experience. No doubt it cause a little more to the retailers.

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A Study on Work Life Balance and Women: Issues and Challenges

- Dr. Chalawadi. C.I*

Introduction

The changing economic conditions and social demands have changed the nature of work through the world. Originally work was a matter of necessity and survival. Throughout the years the role of work has evolved and composition of the work place has changed. Today the work is widely viewed as a source of personal satisfaction. A good balance in work and life play important role in the attainment of personal and professional goals. While women have entered the work force in increasing numbers throughout the globe, working mothers are part of two earners couples with children and must typically juggle multiple forms of childcare and their work schedule, along with unpaid household responsibilities. Being in a nuclear family where there is nobody to take care of the child in her absence she need to do it all alone. If working mother cannot achieve their desired work/ family life balance not only their income gets affected by virtue of working part time or opting out of the workforce to care for children, but so is the economic development of countries through a reduced labour supply. Getting family-friendly work place policies right will help reduce poverty and enhances equity between women and men. In addition parenting is also crucial to child development and the shape of future societies, decision makers those in government and private firms have many reasons to want to help working mothers find better work family balance.

Working Women in India

Today, women make up 40 percent of the global workforce, and they are becoming an increasingly important part of the world's formal workforce as they shift from agricultural work to industry and service sector jobs¹. This shift has brought new challenges and stresses to both family and working life. As the traditional caregivers in many societies, women have borne the brunt of the adjustment. Family-friendly

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¹ International Labor Office. 2008. Global Employment Trends for Women. Accessed on October 29, 2008.

workplace policies can help women balance the competing demands of work and family responsibilities, yielding benefits for themselves, their families, and their employers.

Family-friendly policies provide benefits such as on-site health services, childcare, transportation, and flexible scheduling that help employees manage their careers and family responsibilities more successfully. Such benefits can lower employees' stress levels, contribute to improved individual and family health, and increase job satisfaction. Family-friendly workplace benefits can even reduce poverty by making it possible for more people, especially women, to remain in the workforce.

Family-friendly policies benefit employers as well, helping them retain highly skilled employees who might otherwise seek more accommodating employers or leave the workforce entirely. Retaining workers, particularly in specialized industries, reduces companies' training and recruitment costs. Implementing family-friendly policies can also decrease absenteeism, enhance productivity, and improve employers' ability to attract competitive applicants. However, many employers are still unaware of the potential gains associated with creating a more family-friendly workplace.

Need for the Study

The need for balancing work-family of working women is very important. In olden days man was considered as breadwinner and women was consider as home maker but today everything was changed .Both men and women have equal responsibility in work and family. In order to balances work and family the women have to plan their career effectively. The good work-family balances includes the priorities fixing by working women, awareness of current working position and environment, update latest technology, fix schedule such a manner that sufficient time with family, monitoring self performance and improve the area when and where required.

Review of Literature

Work life balance has emerged as a major theme during the last two decades, which witnessed a substantial intensification of work caused by economic uncertainty, organizational restructuring, and increase in business competition (Green, 2001; Millward et al., 2000).

To respond to the new conditions, organizations demand higher performance and commitment from their employees, which is translated into expectations for working longer and for prioritizing work over personal life (Perrons, 2003, pp. 68-72; Simpson, 2000; White et al., 2003).

Indeed, recent survey data suggests that the pressure on employees to work longer

hours under inflexible work schedules is ever increasing. The literature suggests that lack of balance between work and non-work Activities is related to reduce psychological and physical well-being (Sparks et al., 1997; Frone et al., 1997; Thomas and Ganster, 1995; Martens et al., 1999; Felstead et al., 2002).

For example, recent empirical research in the United Kingdom (Hyman et al., 2003) indicated that intrusion of work demands into personal life (e.g. working during the week-end) was related with reports of heightened stress and emotional exhaustion for employees. Furthermore, employees perceived that intrusion of work obligations into their personal lives negatively affected their health (Hyman et al., 2003).

However, there are still important issues that ought to be addressed within the subject of work-life balance. Work-life balance has been rather narrowly conceived and considered; as it has been predominantly viewed to pertain to individuals, especially women, who are in corporate employment and have family obligations (Parasuraman and Simmers, 2001; Hardy and Adnett, 2002; Felstead et al., 2002, p. 57).

Because of this narrowness in the consideration of work-life balance, pertinent organizational actions are mostly oriented towards the implementation of "family-friendly" policies (Felstead et al., 2002; Wise and Bond, 2003). Nonetheless, work-life balance is an issue of prime concern for both genders. For example, recent survey data (Cully et al., 1999) showed that a substantially higher proportion of employed men than employed women in the United Kingdom work "long hours" (i.e. more than 48 hours per week); and empirical evidence suggests that men may experience lower work-life balance than their female counterparts (Parasuraman and Simmers, 2001).

Furthermore, it is not only family obligations that constitute an issue in work-life balance. Any types of activities (e.g. hobbies, time with friends) that the individual desires to pursue outside one's work obligations pertain to work-life balance. Indeed, recent survey research (Department of Trade and Industry, 2004) indicated that more than half of British employees considered that a better work-life balance was necessary in order to pursue their interests in arts and to engage in sports activities. Hence, recent definitions of work-life balance, in contrast to earlier ones, approach work-life balance as referring to the ability of individuals, regardless of age or gender, to find a rhythm that will allow them to combine their work with their non-work responsibilities, activities and aspirations (Felstead et al., 2002).

Therefore, work-life balance is an issue that pertains to all individuals who are in paid work, regardless of whether they have family responsibilities or not (Department of Trade and Industry, 2000; Dex and Scheibl, 2001; Fu and Shaffer, 2001; Rotondo et al., 2003).

Statement of the Problem

A section of Indian women the elite and the upper middle class have gained by the exposure to the global network. More women are engaged in business enterprises, in international platforms like the Inter-Parliamentary Union, and have greater career opportunities as a result of international network. Freer movement of goods and capital is helpful to this section. But most women continue to remain marginalized as they are generally employed in a chain of work and seldom allowed independent charge of her job. Sharing of responsibility at work place or taking independent decisions is still a remote possibility for them. Economic independence of women is important as it enhances their ability to take decisions and exercise freedom of choice, action. Many of the workingwomen, who control their own income, do contribute towards the economic needs of family as and when required. They often participate in discussions at their work place and their views are given due weightage before any final decision. Workingwomen do use and spend their income at their own sweet will but sometimes permission of the husband becomes necessary for the purpose. However when it comes to making investments, they often leave it to their husband or other male member of the family to invest on their behalf. Many of them do not take decision even in case of important investments, like, life insurance, national saving schemes or other tax saving investments. Workingwomen do feel concerned about the economic needs of the family but when not consulted in such matters, they regret being ignored especially when they contribute monetarily towards economic well being of the family. After globalization women are able to get more jobs but the work they get is more casual in nature or is the one that men do not prefer to do or is left by them to move to higher or better jobs.

Globalization has indeed raised hopes of women for a better and elevated status arising out of increased chances to work but, at the same time, it has put them in a highly contradictory situation where they have the label of economically independent paid workers but are not able to enjoy their economic liberty in real sense of the term. India is the first among countries to give women equal franchise and has a highly credible record with regard to the enactment of laws to protect and promote the interests of women, but women continue to be denied economic, social and legal rights and privileges. Though they are considered to be equal partners in progress, yet they remain subjected to repression, marginalization and exploitation. It has been advocated by many researchers (Amartya Sen, 1990) that independent earning opportunities reduce the economic dependence of woman on men and increase her bargaining power in the family. This bargaining power depends on the nature of work she is employed in. But the income earning activities increase the workload of a woman unless the man accepts an increased share in domestic work. Since globalization is introducing technological

inputs, women are being marginalized in economic activities, men traditionally being offered new scopes of learning and training.

Consequently, female workers are joining the informal sector or casual labor force more than ever before. For instance, while new rice technology has given rise to higher use of female labor, the increased work-load for women is in operations that are unrecorded, and often unpaid, since these fall within the category of home production activities. The weaker sections, especially the women, are denied the physical care they deserve. There is, thus, hardly any ability for the majority of Indian women to do valuable functioning; the "capability" to choose from alternatives is conspicuous by absence. Hence the paper is entitled as "A study on work life balance and women: issues and challenges."

Objectives of the Study

The main objective of the paper is to know the problems faced by the women employees in Bellary district.

Methodology

The study is totally based on primary data. The data has been collected through the scheduled questionnaire from educated women particularly who are working in government and private sector like schools, colleges, hospitals and also other companies. 100 samples had been taken by the researcher from the entire Talukas of Bellary district and information has been collected in Kannada, English and in Hindi languages.

Scope of the Study

The study is useful as it highlights the key need & reason for introducing work life balance policies, how it helps to retain the existing employees as well as attracts new employees, tends to reduce sickness and absenteeism, enhances working relationships between colleagues, is helpful in increasing level of production and satisfaction, and will point out ways to decrease the stress and burnout in work/life.

Limitations of the Study

1. The study is focused only to literate working women.
2. The duration of time is very short.

Analysis:

General Information

The following table no. 1 shows the general information of the respondents.

Particulars	Response	Percentage
Age:		
a. 20 to 30	55	55
b. 30 to 40	25	25
c. More than 40	20	20
Nature of organization:		
a. Private	65	65
b. Government	35	35
Experience:		
a. 5 years	25	25
b. 5 to 10 years	30	30
c. 10 to 20 years	45	45
d. More than 20 years	00	00
Level in Management:		
a. Junior level	40	40
b. Middle Level	25	25
c. Senior Level	35	35
Number of days working in a week:		
a. Less than 5 days	00	00
b. 5 days	25	25
c. 6 days	65	65
d. 7 days	10	10
Hours spent by the respondents while travelling to work:		
a. Less than 30 Minutes	35	35
b. Nearly 1 hour	40	40
c. Nearly 2 hours	15	15
d. More than 2 hours	10	10
Marital status:		
a. Married	55	55
b. Single	25	25
c. Widow	10	10
d. Never married	10	10
Number of Children:		
a. One	60	60
b. Two	35	35
c. More than two	05	05

Particulars	Response	Percentage
Care takers of the Children:		
a. Spouse	10	10
b. In-laws	25	25
c. Parents	40	40
d. Servants	15	15
e. Baby Care Centres	10	10
Are you working in shifts:		
a. General shift	60	60
b. Night shift	30	30
c. Alternative shift	10	10

Source: Field Work

Some factors are there which are motivating women to work in the company or in other sectors. That are may be personal satisfaction, financial independence, support from the family and utilization of time. The bellow tables no 2 shows the factors which are motivating to work in the study area.

Table 2 : Statement showing factors motivating to work

Particulars	Response	Percentage
Personal Satisfaction	25	25
Financial Independence	40	40
Support from the family	25	25
Utilization of time	10	10
Total	100	100

Source: Field Work

The table no 2 shows that 40 percent of the respondents are motivated only because of financial independence and 10 percent of the respondents are motivated to work because of utilization of time. It indicates that majority of the women employees are thinking to become financially independence.

Today many working mothers struggle with finding family friendly workplaces that helps them reconcile work and family life. Family friendly workplace is those where the employer recognizes the family responsibilities of the employees and accepts that such responsibilities can have an impact on employees working lives. It tries to facilitate reconciliation between work and family responsibilities for its staff and to make them

feel supported in balancing their work and outside work commitments. Policies and programmes that can achieve this balance include family leaves, breast feeding arrangements, child care and daycare and flexible working arrangements.

The below table no 3 shows that employee response about family friendly work place in the study area.

Table 3 : Employee response about family friendly work place

Particulars	Response	Percentage
Very Unhappy	00	00
Unhappy	05	05
Indifferent	10	10
Happy	60	60
Very happy	25	25
Total	100	100

Source: Field work

The above table indicates that 60 percent of the women employees are happy with family friendly work place in the study area. 10 percent of the employees are feeling that indifferent treatment given by the management and only 5 percent of the employees are unhappy with family friendly workplace.

If the employees became depressed during the work time automatically it may affects the performance of the organization. Table no. 4 highlights about the feeling of the employees relating to tired or depression in the work place.

Table 4 : Employee response about feelings relating to tiredness or depression

Particulars	Response	Percentage
Never	25	25
Rarely	50	50
Sometime	05	05
Often	10	10
Always	05	05
Total	100	100

Source: Field work

Table no 4 highlights that 50 percent of the respondents are depressed on a rare time but 5 percent of the employees are responding some time and always respectively. It indicates that some people are not free from depression in the study area.

If there any depression or tiredness in the workplace it is not possible to manage the time and energy to fulfill their responsibilities outside of work for their satisfaction. The below table opines about time and energy to fulfill the responsibilities outside of work.

Table 5 : Employee response about time and energy to fulfill the responsibilities outside of work

Particulars	Response	Percentage
Never	05	05
Rarely	20	20
Sometime	10	10
Often	20	20
Always	45	45
Total	100	100

Source: Field work

Table no 5 highlights out of 100 respondents 45 percent of the employees have the energy and time to fulfill to responsibilities outside of work place. Only 5 percent of the employees are responding that there is no time to fulfill the responsibilities outside the work place.

Sometimes if the women employees are busy with their work schedule particularly married working women listen complaints from the children or from their partner which is affecting to the patience of the women worker. Table no 5 explains the complaint from the children or partner

50 percent of the respondents are getting complaints rarely from the children or their partner but only 5 percent of the employees have complaints vary often in the study area. It shows that women workers in the study are very happy and companies are providing opportunity to mingle with their children and with the partner.

Table 6 : Employee response about complaint from the children or the partner in the study area

Particulars	Response	Percentage
Never	30	30
Rarely	50	50
Sometime	15	15
Often	05	05
Always	00	00
Total	100	100

Source: Field work

Cooperation and coordination is very important factor among all the employees in the organization to give maximum benefit to the company. Coordination from the top level to the bottom level employees particularly to the women workers. There is a gap of cooperation between from top level to bottom level if women are in the top level or the bottom level.

Table no 7 shows employee response about coordination and cooperation from the level of management in the study area.

Table 7 : Employee response about cooperation and coordination from the levels of management in the study area

Particulars	Response	Percentage
Satisfied	45	45
Highly satisfied	25	25
Not satisfied	15	15
Rarely	05	05
Sometime	10	10
Total	100	100

Source: Field work

From the above table it shows that 45 percent of the employees are satisfied by the top / bottom level management's cooperation and coordination 15 percent of the employees are not getting cooperation/ coordination from the top/ bottom level management. It means in the study area some women workers are facing coordination

problem in the study area because of caste, politics individual difference and political interference.

Conclusion

The problems are faced not only by the lower level of the employees but also higher level. The research I have reviewed in this report provides an empirical justification for innovative policy development includes long work hours and work-life conflict. The overall conclusion is that long-term exposure of workers to excessive work hours and high levels of work-to-family interference elevates their risk of mental and physical health problems. Moreover, it is clear from the research that solutions to these potential problems must address workload and job demands, employee choice and flexibility in work hours and arrangements, organizational cultures, and the behaviors' of managers at all levels. From this research it is understand that women faced several challenges to balances work and family. Both private and public sector has to reframe the policies in order to balances family and life.

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Provisions of Value Added Tax (VAT) and Service Tax (ST) - Awareness Among the Flat Purchasers

- Dr. Devendra G. Bhave*

Abstract

The government has taken different initiatives in order to provide houses (as shelter is one of the basic necessities of human being) to the poor people by forcing the builders to construct small housing units, at affordable sizes and rates in order to shift the poor from the slums to proper housing societies which will improve their living conditions. If the government is so concerned regarding the upliftment of the poor people, then why is the government financially burdening them further with the VAT and Service Tax. This research paper discusses the provisions and regulations made regarding VAT and Service Tax with reference to residential flat purchasers during period 2006 to 2010. The author is of the opinion that all first time residential flat purchasers should be exempt from VAT and Service Tax. Recently the government has amended the rules of VAT and it is implemented with retrospective effect leading to confusion in the minds of all the stake holders. Retrospective effect of tax laws should be reconsidered and tax laws should be made applicable only from the date of the judgment or the date of amendment of law, whichever is later. If done so, it will provide support to the first time purchasers who already bear the burden financially. This paper also focuses on the decision of the judicial court regarding VAT and Service Tax laws. In this paper 48 residential flat purchasers in Pune city who have purchased new residential flats (first or second house) were interviewed and their responses have been summarized here.

Keywords: Service Tax (ST), VAT (Value Added Tax), Residential Units, Awareness, Retrospective effect.

Introduction

Indian economy is based on agriculture sector and service sector. The government collects revenue by imposing different taxes and charges. Both the central and state governments collect charges and taxes from the public. The taxation structure in India

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is classified into two parts i.e. direct tax and indirect tax. Two different boards i.e. CBDT (Central Board of Direct Taxes) and CBIDT (Central Board of Indirect Taxes) help the Ministry of Finance to prepare tax laws and also to implement the tax laws regarding collection and administration of taxes from the people of India. Service Tax is covered under CBIDT and it is imposed by the central government. It was introduced in the year 1994 keeping in mind the importance of Service Tax sector in the coming years. As per layman, 'service is an economic activity resulting in value addition which can be only perceived as it is intangible'. The scope of Service Tax is increasing day by day. The Table No. 1 shows the improvement in GDP (Gross Domestic Product) share.

Table 1 : Improvement in GDP Share

YEAR	GDP IN percentage
1950 – 51 (Before Service Tax)	30.5
1990 – 91 (Before Service Tax)	41
2000 – 01 (After Service Tax)	49
2009 – 10 (After Service Tax)	55.2
If Construction Activity is included(expected)	63.4

[Source: V.S. Datey, Taxmann's Publication (P) Ltd., 31st edition, Indirect Taxes Laws and Practice, Pg.79]

Initially in 1994 only three services were introduced. In the year 2011 the purview of the tax was increased to 117 services. In the year 2012 the new concept i.e. negative list was introduced. The negative list contains the names of those services which have been exempted from Service Tax. Due to the introduction of the Service Tax laws, the increase in the GDP can be clearly seen in the above Table No. 1. Hence we can say that the Service Tax has grown to become a monster from a baby.

For VAT, on the other hand, empowered committee of state ministers was initially set up in the year 2000 (only 10 states were involved). In the year 2004 the finance ministers from all states were the members of this committee. This committee has been registered under the society act. All the states had agreed to implement the VAT from 01 / 04 / 2005 onwards. Still different states implemented VAT laws during different times. VAT laws are prepared and implemented by the respective states. In Maharashtra it was introduced in the year 2005 and its scope is ever increasing. Due to various limitations and draw backs of VAT laws, Dr. Vijay Kelkar's committee gave certain recommendations i.e. uniformity of VAT laws in all states, publicity awareness programs, discontinuance of local taxes and setting up of a VAT council.

Statement of problem

Service Tax laws for construction activity were introduced in the year 2010 (01.07.2010). Construction activity covers residential, commercial and industrial construction. It is treated as deemed service. VAT for construction activity was introduced in the year 2006. The Service Tax on capital goods and VAT on immovable goods were introduced by the central government and the state governments respectively. During the period 2006 to 2010 the discussion about the implementation of the VAT and Service Tax laws was on its peak. In this period, residential flat purchasers as well as sellers were not aware regarding VAT and Service Tax laws. The seller of the flat demanded the payment of VAT and Service Tax from the purchasers for flats purchased during the period 2006 to 2010. During this period the government itself was in a dilemma on whether to introduce the VAT and Service Tax laws or not since the issue was pending in the judicial court. In this research paper, the researcher has discussed about the facts and issues related to the VAT and Service Tax laws. Due to non clarity of VAT and Service Tax laws, the people involved in buying and selling residential units during the period 2006 - 2010 were confused. The author is keen to find answers to three important questions that came to his mind.

- i. Since shelter is one of the basic needs, why has the government charged VAT and Service Tax on first time purchasers of residential flats?
- ii. Why has the government implemented the retrospective effect on payment of VAT and Service Tax which will only lead to more confusions and problems for all stake holders?
- iii. How can the builders demand for payment of VAT and Service Tax when they have not informed the flat purchasers during the time of purchase?

Objectives of the Study

This research paper is based on the following objectives.

- a. To study the VAT and Service Tax provisions and the implementation issues on the same for residential units.
- b. To understand the awareness regarding VAT and Service Tax provisions among residential flat purchasers at the time of purchase.

Hypotheses of the Study

- a. There is no significant difference in the mean scores on awareness regarding VAT and Service Tax provisions among residential flat purchasers.

- b. There is no awareness among flat purchasers regarding VAT provisions at the time of purchase of residential flats.
- c. There is no awareness among flat purchasers regarding Service Tax provisions at the time of purchase of residential flats.

Research Methodology

This research paper is based on primary data collected from purchasers of new residential units during the period 2006 to 2010 in Pune city and secondary data collected from available resources i.e. internet, journals, books, articles, news papers, circulars, government resolutions, the copy of the judgment issued by the court etc.

a. Primary Data

The primary data was collected from 48 respondents through appropriate questionnaire. Formal and informal discussions were conducted with practicing chartered accountants, cost accountants and consultants.

b. Sampling Frame

The VAT and Service Tax problems were at its peak from 2006 to 2010. Hence sample was selected on judgment and convenience basis i.e. new flat purchasers (first house and second house) during the period 2006 to 2010 were chosen for the study, interviewed and data was collected.

c. Assumptions and Statistical Analysis

The random sampling distribution of the statistic is approximately normal. For the purpose of analysis of data using SPSS package was used and the data was coded as 1 = 'yes' and 2 = 'no'. Data was analyzed by using percentage analysis, measures of central tendency and Pearson's correlation coefficient. For the purpose of testing of hypotheses Z test and mode were used as a statistical tool.

Limitations of the Study

The limitations of the study are:

- I. This study is restricted to Pune city only.
- II. The present study covers the residential units purchased during the period 2006 - 2010 only.
- III. Only residential flats purchasers were covered.
- IV. Only first hand new residential flat purchasers were interviewed.

Analysis and Results

The compiled data on awareness regarding VAT and Service Tax provisions among residential flat purchasers in Pune city is presented below:

Table 2 : Basic information of the respondents

Variables	Characteristics	No. of Respondents	Percentage
Sex	Male	39	81.25
	Female	9	18.75
TOTAL		48	100.00
Age (in years)	Below 20	0	0.00
	21 – 40	18	37.50
	41 – 60	24	50.00
	61 – 80	6	12.50
	Above 80	0	0.00
TOTAL		48	100.00
Educational Qualification	Under Graduate	6	12.50
	Graduate	27	56.25
	Post Graduate	14	29.17
	Others	1	2.08
TOTAL		48	100.00
First time purchase of Flats	Yes	31	64.58
	No	17	35.42
TOTAL		48	100.00

[Source: Data collected from primary source]

The above Table No.2 depicts that out of the total respondents 81percent were male. 50percent of the respondents were in the age group of 41 - 60 years. 56percent of the respondents were found to be graduates. The table also shows that around 65percent of the respondents were first time purchasers of residential flats.

Table 3: Descriptive Statistics on information provided regarding VAT and Service Tax(ST) and payment demanded by the builder for the same

Variable	Mean	Std. Deviation	N
Information provided on VAT by builder	1.92	0.279	48
Demand of VAT by builder	1.04	0.202	48
Information provided on ST by builder	2.08	0.498	48
Demand of ST by builder	1.94	0.861	48

[Source: Data collected from primary source]

The above Table No.3 presents the descriptive statistics on information provided regarding VAT and Service Tax and payment demanded by the builder for the same.

Table 4: Table depicting the correlation between the information provided on VAT and the demand for payment of VAT by the builder

Variable	Correlation	Information provided on VAT by builder	Demand of VAT by builder
Information provided on VAT by builder	Pearson Correlation	1	-.314*
	Sig. (2-tailed)		.030
	N	48	48
Demand of VAT by builder	Pearson Correlation	-.314*	1
	Sig. (2-tailed)	.030	
	N	48	48

*. Correlation is significant at the 0.05 level (2-tailed).

[Source: Data collected from primary source]

The above Table No.4 expresses the correlation between the information provided on VAT and the demand for payment of VAT by the builder. We can see that there is significant negative correlation between the variables. ($r = -0.314$, $n = 48$, $p < 0.05$, two tailed). Hence we can conclude that the builder has not provided information regarding VAT provisions during the time of purchase of flat by the buyer, but has still demanded for the payment of VAT from buyer.

Table 5: Table depicting the correlation between the information provided on Service Tax and the demand for payment of Service Tax(ST) by the builder

Variable	Correlation	Information provided on ST by builder	Demand of ST by builder
Information provided on ST by builder	Pearson Correlation	1	.409**
	Sig. (2-tailed)		.004
	N	48	48
Demand of ST by builder	Pearson Correlation	.409**	1
	Sig. (2-tailed)	.004	
	N	48	48

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

[Source: Data collected from primary source]

The above Table No.5 shows the correlation between the information provided on Service Tax and the demand for payment of Service Tax by the builder. We can see that there is significant positive correlation between the variables. ($r = 0.409$, $n = 48$, $p < 0.01$, two tailed). Hence we can conclude that the builder has provided information regarding Service Tax provisions during the time of purchase of flat by the buyer and has demanded for the same.

The researcher collected the opinions from the respondents regarding the statements as mentioned in Table No.6. The table is self explanatory.

Table 6: Descriptive statistics of awareness regarding VAT and Service Tax

Statement	In Favor		Against		Missing		Total (N)
	F	Percentage	F	Percentage	F	Percentage	
Being one of the basic necessities housing should be set free from Service Tax	48	100.00	0	0.00	0	0.00	48
Being one of the basic necessities housing should be set free from VAT	46	95.83	2	4.17	0	0.00	48
Retrospective effect regarding payment of Service Tax is right	4	8.33	42	87.50	2	4.17	48
Retrospective effect regarding payment of VAT is right	4	8.33	42	87.50	2	4.17	48

[Source: Data collected from primary source]

Testing of Hypotheses

a. H_0 : There is no significant difference in the mean scores on awareness regarding VAT and Service Tax provisions among residential flat purchasers.

H_1 : There is a significant difference in the mean scores on awareness regarding VAT and Service Tax provisions among residential flat purchasers.

Table 7 : Descriptive statistics of awareness regarding VAT and Service Tax

Variable	Mode	Mean	Std. Deviation
Awareness of VAT during purchase	2 (95.8)	1.96	.202
Awareness of ST during purchase	2 (93.8)	1.94	.245

[Source: Data collected from primary source]

The statistical tool used to test the hypothesis is Z test (two tailed, at 0.05 level of significance). Table No. 7 shows the descriptive statistics (N=48) of the variables to be tested for hypothesis.

The calculated value of Z is 0.4122. The critical value for 0.05 level of significance and two tailed test is 1.96. Since the calculated value of Z i.e. $0.4122 < 1.96$ (critical value) we fail to reject the null hypothesis. Hence we conclude that there is no significant difference in the mean scores on awareness regarding VAT and Service Tax provisions among residential flat purchasers.

b. H_0 : There is no awareness among flat purchasers regarding VAT provisions at the time of purchase of residential flats.

H_1 : There is a significant awareness among flat purchasers regarding VAT provisions at the time of purchase of residential flats.

The statistical tool used to test the hypothesis is mode. As per the statistics mentioned in Table No.7, we can see that 95.8percent of the respondents say that they were not aware regarding VAT provisions at the time of purchase of residential flats. Hence the hypothesis is validated as there is no awareness among flat purchasers regarding VAT provisions at the time of purchase of residential flats.

c. H_0 : There is no awareness among flat purchasers regarding Service Tax provisions at the time of purchase of residential flats.

H_1 : There is a significant awareness among flat purchasers regarding Service Tax provisions at the time of purchase of residential flats.

The statistical tool used to test the hypothesis is mode. The statistics mentioned in

Table No.7, indicates that 93.8percent of the respondents were not aware regarding Service Tax provisions at the time of purchase of residential flats. Hence the hypothesis is accepted as there is no awareness among flat purchasers regarding Service Tax provisions at the time of purchase of residential flats.

Discussion

a. Facts of the court case - VAT

- VAT was chargeable on the value of agreement of sale of flats as per the ordinance no. VI of 2006 dated 20.06.2006 issued by the Government of Maharashtra and followed by circular no. 12T of 2007 dated 07.02.2007 made applicable @ 5percent VAT on the sale value.
- The case was filed by Promoters and Builders Association Pune (PBAP), in the high court with writ petition no. 1152/2011.
- On 10.04.2012 the high court upheld the validity of MVAT on residential flats / property.
- The dispute was pending before the honorable court regarding the liability of persons who had done agreement during the period 20.06.2006 to 31.03.2010.
- As per the honorable court decision the Government of Maharashtra issued an order of 5percent VAT on residential property with composite scheme.
- Persons who had done agreement after 01.04.2010 to 30.06.2010, 1percent VAT should be charged on agreement value, MSEB charges and Society charges.
- Liability for persons who had done agreement after 01.07.2010 VAT is chargeable @1percent.

b. Facts of the court case - Service Tax

- Service tax on builders was levied by Finance Act 2010. It was made effective from 01.07.2010 vide notification no. 24/2010 dated 22.06.2010 by the central government.
- Option was given to charge Service Tax @ 10.30percent on 33percent or 25percent of gross value charged.
- The levy or Service Tax was immediately opposed across the country in various courts including the Bombay High Court by the Maharashtra Chamber of Housing Industry (MCHI) vide their writ petition no. 1456/2010.
- The honorable court did not discuss the matter regarding issue of stay order on

the collection of service tax. It was held that the government machinery has been refrained from taking coercive action for recovery. The mode of collection and payment suggested by the court is the best option to keep the builders tax compliant and also adequately safe guard the interest of the customers.

c. Latest amendment on VAT made by the state government

The government of Maharashtra has issued new amendments regarding VAT in February 2014. Flat purchasers who have purchased residential flats during the period 2006 to 2010 have to pay VAT in accordance with the stage of completion of the construction of the residential flat. In such a case the date of agreement of the property is of utmost importance. VAT should be calculated on the basis of the work done (stage of completion) after the date of agreement after deducting the cost of the land on which the property is situated. Following are the five stages mentioned by the government of Maharashtra with regards to collection of VAT as shown in Table No. 8.

Table 8 : Stages for Collection of VAT (Govt. guidelines)

Stage of Completion of construction	Charging of VAT in percentage
Before obtaining commencement certificate to begin construction work	100
After obtaining commencement certificate and up to foundation level	95
After foundation level and up to completion of slab	85
After completion of all slabs and up to obtaining completion certificate	55
After obtaining completion certificate	0

Findings of the Study

- i. Out of the total respondents 96 percent were not aware regarding VAT provisions at the time of purchase of flat.
- ii. Around 94 percent of the respondents were not aware regarding Service Tax provisions at the time of purchase of flat.
- iii. Near about 92 percent respondents were not informed by the builders regarding the provisions of VAT during the purchase of flat but still almost 96 percent of the builders demanded for payment of VAT from the purchasers.
- iv. Out of the total respondents 75percent respondents were not informed by the

builders regarding the provisions of Service Tax during the purchase of flat but still 39.6percent of the builders demanded for payment of Service Tax from the purchasers.

- v. All the respondents were of the view that housing should be set free from Service Tax and on the other hand 95.8percent of the respondents said that housing should be said free from VAT.
- vi. Nearly 88 percent of the respondents were against the retrospective effect given by the government regarding payment of Service Tax and VAT.
- vii. VAT provisions with regards to the new amendments issued will create lot of problems and confusions to all the stakeholders involved. The builders have already collected and paid VAT as per the decision of the court as on that date. The new calculations are according to the stage of completion. Now if we calculate the VAT for those purchasers who have already paid in this case there is bound to be a difference in the amount. Recovery of the excess paid VAT will create difficulties and increase the number of court cases.
- viii. As per the new amendment issued by the government of Maharashtra, regarding VAT, stage of completion is important. Service Tax on the other hand is collected on the same basis i.e. as per the service provided. In both the taxes the concept of value addition is the same. The author is of the opinion that there is double taxation, the only difference being VAT is collected by the state government and Service Tax is collected by the central government. So the government should levy one of the taxes only i.e. either VAT or Service Tax.
- ix. Under section 80IB of the Income Tax Act 1961, the income of the builder is exempt under a specific scheme. If the sellers' income under such scheme is exempted from tax, then, why the purchasers' should not be exempted from VAT and Service Tax? If a person purchases a piece of land and constructs a house then he is exempt from Service Tax. But a flat purchaser is burdened with Service Tax. In today's world purchase of land is costlier than purchase of a residential unit in the municipal area. If the person can afford to purchase a piece of land in the municipal area it means that he is wealthy enough to pay the taxes. But still such person is exempt from Service Tax and the middle class and poor persons are burdened with Service Tax.

Conclusions

- I. First time residential flat purchasers should be exempt from payment of VAT and Service Tax as shelter is one of the basic necessities of human being. The

government has taken different initiatives in order to provide shelter to the poor people by forcing the builders to construct small housing units, at affordable sizes and rates in order to shift the poor from the slums to proper housing societies which will improve their living conditions. While the government is so concerned regarding the upliftment of the poor people, financially burdening them further with the VAT and Service Tax is unjustifiable.

- ii. Frequent amendments made by the government with retrospective effect on the same leads to chaos and difficulties in implementing and collecting taxes. This only increases the number of court cases wasting the time, money and effort of all the stakeholders involved.

Suggestions

- i. The VAT on residential units (2006 - 2010) should be waived by the state government.
- ii. Atleast first time purchasers of residential units should be exempted from the financial burden of VAT and Service Tax.
- iii. To avoid double taxation the government should levy one of the taxes only i.e. ST or VAT on residential units.
- iv. The government should not implement retrospective effect on the laws amended. The new rules should be made applicable from the date of the amendment of the law or date of judgment of court, whichever is later.
- v. It should be made mandatory to insert a clause mentioning the stage of completion of construction work at the time of agreement which will help those people who do not take a bank loan and the agreement can be used to calculate VAT.

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Problems of Women Labour Under MGNREGS - A Comparative Study with Special Reference to Women Labour in Agriculture

- M. Komal*

Abstract

The women's contribution to family and society is highly significant as they are regarded as the nation builders. The women labour especially under Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) is in the lime light in the recent past especially in the globalized era. The rural women labour earlier used to depend heavily on agriculture for employment, and now they are shifting their trend towards MGNREG Scheme. The various provisions under MGNREG scheme has excelled their preference to work. The past 5 years have significantly witnessed the trend in employment especially in rural areas with reference to women labour. The changing gender composition of agricultural wage labour and in MGNREG Scheme has brought a clear picture that the proportion of women is increasing considerably. But, the women problems especially in both areas have not been recognized properly. The quantum of work, leisure hours and special provisions for women in extreme cases were not been fulfilled. Though there is a considerable change in the wage pattern, the basic amenities are still unsolved problems. In view of these issues, the present paper will provide complete field based observations on women labour both under MGNREG Scheme and as well as for the women agricultural labourers. The study will brought a clear picture on the various problems faced by the women labour especially in both areas with special consideration on the quantum of works and other amenities provided. The study is conducted in the select villages of Warangal and Karimnagar Districts of North Telangana Region in the state of Andhra Pradesh. The study mainly focuses on analyzing the various similarities and special observations on the problems faced by the women labour in MGNREG Scheme and as well as in agriculture field. Further, the study also provide a base for critically examine the gender equity issues in wage pattern, quantum of work and special benefits received by the women labour in both the cases.

Key words: *amenities, feminization, Globalized era, Quantum of work, utensils*

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Overview of MGNREGA

Mahatma Gandhi National Rural Employment Guarantee Act is a flagship rural employment generation and livelihood program of the UPA government in India. This social welfare programme guarantees one hundred days of employment per year at the prevailing minimum wage rate for unskilled labour. The MGNREGA was implemented in 200 districts, in the first phase, with effect from February 2, 2006 and extended, subsequently, to additional 113 and 17 districts with effect from April 1st 2007 and May 15th 2007, respectively. The remaining districts were included under the Act with effect from April 1, 2008. The objective of MGNREGA is to ensure livelihood security for the rural people by ensuring at least 100 days of guaranteed wage employment in a financial year to all the interested household whose adult members volunteer to do unskilled manual work. The Act envisages to rejuvenate natural resource base of the area concerned, enhancing livelihood security of the rural poor by generating wage employment opportunities in works, creating a productive rural asset base, ensuring women empowerment, stimulates the local economy in villages.

Need and Importance of the Study

The success of any nation depends on the empowerment of people both in rural and urban areas. Both the rural and urban areas contribute huge value in achieving overall development of the country. In India, the rural population is higher than the urban population. Majority of the rural population depended on conventional employment opportunities. The rural development plays a crucial role in the overall development strategy of the country. The women empowerment traditionally given less importance in the rural areas due to lack of awareness and traditional cultural boundaries created by them. The MGNREG Scheme has brought lime light to the lives of women in rural areas. The guaranteed work and preference of women for work under the scheme has largely motivated the women to participate in the scheme. But, due lack of proper facilities at work place, discrimination at work place, lack of basic amenities always created huge dilemma in the minds of the women to continue and progress through the scheme. In view of this scenario, the present paper provide valuable field survey analysis on the problems for women under MGNREG scheme with comparison on the problems faced by the women agricultural labour in select villages of Warangal and Karimnagar Districts.

Review of Literature

An effort is made to thoroughly review the existing literature. Some of the important findings generated in the various sources are given below.

Dr. Dinesh Das(2012), in the article titled "Examining India's Mahatma Gandhi National Rural Employment Guarantee Act(MGNREGA): Its impact and women's participation' have concentrated on the role of MGNREGA with special focus on women. The author concluded that MGNREGA has positive impact on employment pattern of women and the women are benefited individually because they are able to earn independently, spend some money for their own needs, contribute in family expenditure. But the author argued that the poor implementation across the nation such as lack of child care facility, worksite facility and illegal presence of contracts are the worrying factors for effective achievement of MGNREGA's objective.

Jyoti poonia(2012) in her article titled "Critical study of MGNREGA: Impact and women's participation" highlighted the impact of women participation in local development. The study on rural areas of Kerala with reference to women participation has revealed that there has been some shift out agriculture into the NREGS, mainly with respect to female workers since the minimum wage paid under the NREGS is far greater than the market agricultural wage for female workers, women who were not working previously have started to do so on NREGS sites.

Neha Tiwari & Rajshree Upadhyay(2012) in the article titled "Constraints faced by the women beneficiaries under Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) presented the constrains faced by the women beneficiaries under the scheme. The authors argued that the basic amenities were not been met as specified in the scheme and further various provisions including creche facilities, toiletry, resting facilities are not been provided in majority of the cases.

Objectives of the Study

The study focuses on the following objectives.

1. To provide overview of participation of women in MGNREG Scheme.
2. To study the various problems faced by women labour under MGNREG scheme.
3. To brought comparative analysis on the amenities provided for women labour both under MGNREG Scheme and in agriculture field.

And also, the study will provide the findings and suggestions on the basis of observation.

Methodology of the Study

The study is based on field based observation. The primary data is collected from the select sample respondents, i.e., women working for MGNREG scheme and in Agricultural field in select villages of Warangal District and Karimnagar districts of Andhra

Pradesh state. The secondary data is collected from the reports of MGNREG, articles publishes in journals, news papers and website.

Statistics on Participation of Women

The following table shows the updated statistics on the work progress in the state of Andhra Pradesh. The table clearly shows that so far MGNREG Scheme provided benefit to 55.07 lakhs households with working days of 2731.98 lakhs. Out of total castes participated in MGNREG Scheme; the SC's contribution is high with a figure of 23.97% where as the STs contribution is situated at 15.38%. The total number of women worked for the scheme so far is 58.07%. This value clearly showing that the MGNREG Scheme especially benefited to the livelihood of women in the state of Andhra Pradesh. With the healthy contribution of women participation a total of 187575 works were completed and still the government is encouraging the people to participate for works of 43,17,781 which are still in progress.

Table 1

Variable	Value
Employment provided to households:	55.07171 Lakhs
Person days [in Lakh]:	
Total:	2731.98
SCs:	654.85 [23.97%]
STs:	420.15 [15.38%]
Women :	1586.49 [58.07%]
Others:	1656.98 [60.65%]
Total works taken up:	4505356
Works completed:	187575
Works in progress :	4317781

Source: Report of progress of AP under MGNREG Scheme

Problems for Women Labour Under MGNREGS

The various problems faced by the women labour regarding the participation in the MGNREG Scheme have been observed with the help of a structured questionnaire and the results are presented under the following heads.

a) Problems for women labour in participation of MGNREG Scheme

The field survey made with reference to the problems faced by the women labour in participation of the scheme and the important constraints recorded are given below.

Table 2

S.No.	Operational problems	Rating specified by the women labour				
		High	Medium	Low	Very low	Nil
1.	Delay in getting job card	78%	12%	6%	4%	0%
2.	Delay in obtaining unemployment allowances due to delay in job	92%	4%	4%	0%	0%
3.	Misuse of job card by the others	12%	39%	43%	4%	2%
4.	Delay in work payment	32%	49%	18%	1%	0%
5.	Wage differences	21%	15%	59%	2%	3%

Source: Field survey

The above statistics are clearly showing that in 'delay in getting job card', 78% of them have opined high which indicates that the problem is high for the women labour in getting job card. The problem of delay in obtaining unemployment allowances due to delay in job also rated as high with 92%. The misuse of job card by the others shows low percentage of 43%. 49% of the women labour given rating as 'medium' for the problem of delay in work payment. 59% of the women labour has given the rating as 'low' to the wage differences problem at work place. Overall, from the above results, it is clear that the important concerns are there for the problems including delaying obtaining unemployment allowances and delay in getting job card.

b) Problems of women labour at worksite

An attempt is made in order to provide the worksite constraints faced by the women labour at worksite of select regions. The findings are presented in the following table.

Table 3

S. No.	Operational problems	Rating specified by the women labour				
		High	Medium	Low	Very low	Nil
1.	Lack of creche facility for children	98%	2%	0%	0%	0%
2.	Lack of shading tents during rest period	46%	39%	13%	1%	1%
3.	Ex-gratia payment for injury cases	87%	9%	4%	0%	0%
4.	First aid kit	23%	49%	19%	8%	1%
5.	Toiletry facilities	39%	42%	18%	1%	0%

Source: Field survey

The above table clearly shows that lack of creche facility for children was given 'high' rating with 98%. This indicates that majority of the women labour were not able to access the facilities of creche. 46% of them have given rating of 'high' for the shading tents offered at rest period. 87% of them given 'high' rating that they were not able to receive Ex-gratia payment for injury cases. 49% of the women gave rating of 'medium' regarding the facilities offered for first aid and one of the major problems clearly witnessed for women is the toiletry facilities. Together 81% of them have given rating of 'high' and medium which indicates that the problem is clearly evident for women labour with reference to participation under the scheme.

Comparative Analysis on Amenities for Women Labour

A comparative study is made with reference to the various issues related to women labour both for the MGNREG Scheme and as well as for the women labour working as agricultural labour in select villages of Warangal and Karimnagar Districts. The field survey results are presented in the following heads.

a) Comparative study on the facilities offered for women

The following table gives a picture of field survey results with reference to the facilities offered to the women.

Table 4

S. No.	Category of women labour	Facilities offered				
		Drinking Water facility	Resting tents	Creche	Refreshments	Healthcare kit
1	Women working under MGNREGS	87 %	9%	0 %	0 %	4 %
2	Agricultural Labour	92 %	7 %	0 %	0 %	1 %

Source: Field survey

The above table clearly shows that the one of the major facilities offered for women working under MGNREGS is Drinking water facility. For the agricultural labour too, the major facilities offered is the 'drinking water facility'. It is observed that the resting tents are provided for very less percentage of working women. The facilities of crèche and refreshments at work place are completely zero percent. And the availability of health care kit at the work place is comparatively very less in both cases.

b) Transport facilities offered for women to the work place

The following table shows the field survey results specified in percentages with reference to the women labour who are working for MGNREGS and agricultural field.

Table 5

S. No.	Category of women labour	Facilities offered		
		Transport facilities offered to the work place	No transport facility offered to the work place	Total
1.	Women working under MGNREGS	6 (07 %)	74 (93%)	80 (100%)
2.	Agricultural Labour	11 (14%)	69 (86%)	80 (100%)
	Total	17 (11%)	143 (89%)	160 (100%)

Source: field survey

From the above table it is clear that for 93% of women working under MGNREGS, the transport facilities are not offered to the work place. Whereas 86% of the women are also opined that the transport facilities are not offered to the work place. Chi-square test is applied to determine the association between category of women labour and the facilities offered with reference to transportation. The chi-square(calculated) found is 1.64 which is less than the tabular of chi-square, i.e, 5.38. Hence it is to understand that there is no association between women labour working under both cases with the facilities offered at work place.

c) Factors contributed for joining in the scheme

Table 6

S. No.	Category of women labour	Factors contributed for joining in the scheme					Total
		Lack of assets and resources	Low level of skills	Inability to get employment	Social security	Criticism as marginalized groups at other work places	
1.	Women working under MGNREGS	16 (20%)	25 (31.25%)	32 (40%)	4 (5%)	3 (3.75%)	80 (100%)
2.	Agricultural Labour	32 (40%)	19 (23.75%)	25 (31.25%)	6 (7.5%)	1 (1.25%)	80 (100%)
	Total	48 (30%)	41 (51.25%)	57 (71.25%)	12 (15%)	5 (6.25%)	160 (100%)

The above table clearly specifies the factors which have contributed for joining in the work by the women labour. Majority of the women labour working for MGNREGS have opined that inability to get employment from other sources have motivated for preferring to work under MGNREGS. Whereas, majority of the agricultural labour have opined that lack of assets and resources have motivated to join for work. Two-way ANOVA is applied in order to determine whether there is any significant difference

in the opinion of women working for both cases and as well as to test whether there is a significant difference in the factors contributed for joining in the scheme. The test results are as follows.

Table 7

Test Results of ANOVA of Two-way classification						
Source of Variation	SS	Df	MS	F	P-value	F crit
Rows	0.9	1	0.9	0.020737	0.892461	7.708647
Columns	1145.6	4	286.4	6.599078	0.047394	6.388233
Error	173.6	4	43.4			
Total	1320.1	9				

The test results clearly show that there is no significant difference in the opinion of the women working for both MGNREGS and agricultural field. And there is a significant difference in the factors that have influenced the women to prefer to work.

d) Women problems about the work

The various problems faced related to work in both cases are presented below.

Table 8

S. No.	Category of women labour	Problems of women regarding work					Total
		Lack of awareness and skills	Hardships in unskilled manual labour	Lack of sensitivity treatment	Discri-mination	Extreme weather conditions	
1.	Women working under MGNREGS	8 (10%)	31 (38.7%)	20 (25%)	15 (18.8%)	6 (7.5%)	80 (100%)
2.	Agricultural Labour	14 (17.5%)	29 (36.25%)	5 (6.25%)	25 (31.25%)	7 (8.75%)	80 (100%)
Total		22 (13.75%)	60 (37.5%)	25 (15.62%)	40 (25%)	13 (8.12%)	160 (100%)

Source: Field survey

The above table clearly shows that majority of the women working under MGNREGS, i.e., 38.7% have opined that hardships in unskilled manual labour are the major problem that they are facing at work place. Most of the agricultural labour, i.e,

36.25% of them have also opined that hardships in unskilled manual labour is the major problem that they face while working in the agricultural field. Overall, the statistics are clearly showing that 'hardships in unskilled manual labour' and the 'discrimination' are the major problems that they are facing at the work place. One-way ANOVA is applied in order to determine whether there is a significant difference in the problems of women regarding work. The test results are as follows.

Table 9

One-way ANOVA results						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	679	4	169.75	4.637978	0.061661	5.192168
Within Groups	183	5	36.6			
Total	862	9				

The test results clearly shows that the Calculated value of F (4.637) is less than the Tabular value of F (5.192), hence it is to conclude that there is no significant difference in the problems of women regarding the work.

e) Problems of women with reference to children due to work

The perceptions of women labour under both cases were recorded with reference to the children due to working for the both cases including MGNREGS and agriculture labour.

Table No.10

S. No.	Category of women labour	Problems of women with reference to children due to work				
		Unable to concentrate on children education	Lack of crèches when working	Unawareness on child vaccine and health measures	Less time for feeding milk and (or) food to child	Physical stressful work leading to stress
1.	Women working under MGNREGS	92%	72%	94%	93%	91%
2.	Agricultural Labour	78%	69%	91%	90%	93%

Source: field survey

The field survey results on problems of women with reference to children due to work have been segregated and weights have been assigned. The test results are clearly showing that highest weight was assigned to the factor, i.e, 'less time for feeding milk and food to child' by the women working under MGNREGS. Highest weight was given to 'physical stressful work leading to stress' by the Agricultural labour. Overall,

major problems opined by the majority of the women working under both cases are the 'less time for feeding milk and food to child, unawareness on child vaccine and health measures and physical stressful work leading to stress.

f) Perceptions of women labour on Gender equity

Table 11

S. No.	Category of women labour	Found different in approach				
		Wage pattern	Assignment of work	No. of working hours	Equal opportunities of work	Choice of preference
1.	Women working under MGNREGS	Yes (93%) No (07%)	Yes (61%) No (39%)	Yes (17%) No (83%)	Yes (09%) No (91%)	Yes (32%) No (68%)
2.	Agricultural Labour	Yes (97%) No (03%)	Yes (49%) No (51%)	Yes (42%) No (58%)	Yes (11%) No (89%)	Yes (41%) No (59%)

Source: field survey

The above results clearly show the opinion of women labour with reference to Gender equity. Majority of the women labour both working for MGNREGS (93%) and Agricultural labour (97%) have opined 'yes' which indicate that there is a high difference in the wage pattern for men and women. When it comes to assignment of work, 61% of women working under MGNREGS and 49% of them have opined that there is a difference in the assignment of work for men and women. The number of working hours found less significant as majority of the women labour for both cases opined 'no'. When it comes to choice of preference the agricultural labour comparative getting benefit in preference of work comparing to the women labour working for MGNREG Scheme.

g) Study on benefits achieved by women labour

The survey results are presented below regarding the benefits achieved by the women labour working for both the cases.

The above table shows that there is a difference in terms of benefit obtained by the women labour in both the cases. Majority of the women working under MGNREGS are not able receive travelling fares for reaching the work place where as for agricultural labour 22% of them were able to receive the fares for travelling. When it comes to the advance for the work, the facility is not possible under MGNREGS where as the 59% of the agricultural labour are able to get the advance for the work which they have been

engaged for. For timely wages, the women under MGNREGS are comparatively better than the agricultural labour. The on field benefits are not existent for workers under MGNREGS. Where as 62% of the agricultural labour are getting benefits in terms of small portion of the agricultural yield given by the owners. Instant monetary help for sick cases is not provided for the women working under MGNREGS where as 41% of the agricultural labour are able to receive the monetary help for sick situations. 42% of the MGNREGS women labour and 69% of the agricultural labour are able to receive the timely information about the work. Overall, the benefits are clearly showing that the agricultural labour are comparatively getting more benefits than the women working under MGNREGS.

Table 12

S. No.	Category of women labour	Found different in approach					
		Travelling fares	Advance for the work	Timely payment of wages	On field benefits (including valued returns available sources)	Instant monetary help for sick cases	Timely information about the work
1	Women working under MGNREGS	Yes (07%)	Yes (2%)	Yes (79%)	Yes (2%)	Yes (8%)	Yes (42%)
		No (93%)	No (98%)	No (21%)	No (98%)	No (92%)	No (58%)
2	Agricultural Labour	Yes (22%)	Yes (59%)	Yes (42%)	Yes (62%)	Yes (41%)	Yes (69%)
		No (78%)	No (41%)	No (58%)	No (38%)	No (59%)	No (31%)

Source: Field survey

h) Comparative study on migrating to the other works

The field survey results were presented with reference to the women labour perception on migrating to the other works.

The above results are clearly showing that comparative more number of women working for MGNREGS and Agricultural labour are willing to continue in the present work and less number of workers have opined they are not willing continue in the present work and interested in migrating to other works.

Table 13

S. No.	Category of women labour	Opinion on continuing in the present work		
		Yes (Willing to continue in the present work)	No (Not willing to continue in the present work and prefer to migrate)	Total
1.	Women working under MGNREGS	48 (60%)	32 (40%)	80 (100%)
2.	Agricultural Labour	39 (48.7%)	41 (51.3%)	80 (100%)
	Total	77 (48.12%)	73 (51.88%)	160 (100%)

Source: field survey

Findings & Suggestions

Ensuring the qualitative services of child care is one of the important measure that have to incorporated by the policy makers. The provision of crèches at work places will really give lot of faith and positive turn up by the women for doing work both under MGNREGS and in Agricultural field. Further, the enhance of skills are lacking in both the cases. Proper guidance about the basic education and support of training after the work hours will help to remove the stage of MGNREGS for 'Unskilled labour'. Most of the operations problems were still evident for women labour under MGNREGS. The delay in getting job card, delay in obtaining unemployment and wage payments will definitely disturb the women continuity in the scheme. Lack of operational facilities at the work place are also causing the problems for women labour. These include creche, lack of shading tents, first aid and toiletry facilities etc. The comparative analysis on the facilities offerd for both for MGNREGS women labour and women agricultural labour found that in both cases, majority of the facilities are not satisfied. Some of the important facilities include resting tents, drinking water, healthcare kit etc. For transportation facilities, in both the cases, the women are not able get the benefit. For majority of the women working under MGNREGS, inability to get employment encouraged to join in the scheme, further the low level of skills also encouraged for joining the work. For agricultural labour, lack of assets and resources, inability to get employment motivated them to work.

The comparative study on problems regarding work, both the cases, it was found that hardships in unskilled manual labour are creating the problem for women labour. major problems opined by the majority of the women working under both cases are the 'less time for feeding milk and food to child, unawareness on child vaccine and health measures and physical stressful work leading to stress. Most of the women labour in both the cases have strongly opined that gender equity is not been there in the work.

The comparative analysis on the difference in the benefits, it was observed that women labour for agriculture are getting comparatively more benefits than the women labour under MGNREGs. Most of the women labour under both cases have opined that they are not willing to migrate to the other works.

Hence from the survey it is to suggest that most of the common amenities were lacking in both for women labour working in agricultural field and as well as in MGNREGS. The awareness campaigns about the work, increasing the facilities at work place, immediate revision of existing wage rates, providing choice of works comparing to male workers, protection for sick and disabled women, ensuring timely delivery of wage and ensuring the gender equity in work will strengthen the women participation there by provide the objective of MGNREG scheme to achieve the success.

Conclusion

The NREGS has absolute potential to effectively stimulate the local development there by ensuring women empowerment. The scheme has undoubtedly supported to overcome from women's weak position in the labour market. The comparative study on women labour both under the scheme as well as in agricultural field, it was clearly observed that the problematic concerns in most of the cases are similar in nature. The wage pattern, structure of work pattern found to be different but the wage pattern shown clear difference in both the cases. Strengthening the supporting activities and increasing amenities for especially for women labour will really boost the government to ensure that the objective of increasing women contribution in the scheme will further move up to the next stage.

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