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EDITORIAL



It is an accepted fact that India is a “bhandar” of Knowledge. However many an Indian achievements and inventions are owned, not by the Indians, who discovered them first, but by foreigners who documented them first. Indians have many a great ideas, inventions, techniques, systems and procedures both unique and unheard of. But many of these go unnoticed because of lack of documentation. In fact, the entire Science of Ayurveda, which is of Indian origin and was one of the first used medicines in history, is lagging behind in development when compared to other sciences which are much younger in their origin. And the only reason once again is a lack of documentation. Thus the need for documenting new ideas, procedures, analysis, understanding and interpretations is very much the need of every hour, in every period of time. In fact we cannot over emphasize the need for research, documentation and its publication.

Cosmos is an attempt by The Commerce Faculty of AbedaInamdar College, to promote and aid the habit of research amongst the young and old academicians and students from all over India. January 2015 Issue of “Cosmos”, is a very special issue as it comes in the year which marks the beginning of the Silver Jubilee Celebrations of the College. I take this opportunity to thank the Management, Principal and Staff for their unstinted contribution towards the regular publication of this, Our Bi – Annual Refereed Journal, “Cosmos.

A handwritten signature in black ink, appearing to read 'Dr. Shaila Bootwala', with a horizontal line underneath.

Dr. Shaila Bootwala

Editor

PERCEPTION OF ORGANISATIONAL CLIMATE ON EMPLOYEES JOB PERFORMANCE

Dr. Mohammad Khalil Ahmad

1. Introduction:

The effect of organizational structure and its environment on the behaviour of its members has been an important issue of discussion and analysis since long back. In industrial context, the problem of increasing production and making the organisational climate more pleasant have been approached through the introduction of durable changes in working environment. The environment in work organizations comprises several components of two major categories, namely, physical and psycho-social. During early days of development of industrial psychology only physical environment in work place was given importance and was considered as a predominant determinant of employees' productivity. Various earlier studies investigated the impact of illumination, temperature, noise, and atmospheric conditions on productivity of the workers (Bennett, Chitlangia, & Pangnekar, 1977; Berrien, 1940; Ferree & Rand, 1940; Ford, 1929; Leithead & Lind, 1964; McCormic & Sanders, 1982; Moreland & Barnes, 1970; Morgan, 1916; Peterson & Gross, 1978; Sleight & Tiffin, 1948; Vickroy, Shaw, & Fisher, 1982). However, no consistent relationship could be noted between these components of physical organisational climate and performance. After Hawthorne studies industrial psychologists started shifting their attention to the study of social and psychological environment and its effects on employees' job behaviour. The recognition of the significant role of psycho-social environment led to the emergence of organizational psychology, and further the concept of 'quality of work life'. The importance of physical organisational climate has now been again realized. The modern organizations are making all possible efforts to make organisational climate more comfortable, safe and healthy, which resulted in emergence of a new branch of industrial/organizational psychology, namely 'occupational health psychology'. It is psychological method of looking holistically at the organisational climate and the health of the workers. Occupational health psychology looks at the health of the workers as well as the health of organization in a synergistic relationship, and tries to understand the dynamic interaction between the two.

Numerous studies have investigated the impact of organizational climate on workers' job satisfaction, performance and health. The earlier studies in this regard examined the effect of objective magnitudes of illumination, noise, temperature and atmospheric conditions on workers' productivity (Barnaby, 1980; Fine & Kabrick, 1978; Finkleman & Glass, 1970; Leithead & Lind, 1964; McCormic & Sanders, 1982). Scott, Jusanne and Steven (2000) reported that working conditions associates with employees' job involvement and job satisfaction. Strong, Jeannerert, Blackley and McPhail (1999) in a study observed that social, organizational and physical context serve as the impetus for tasks and activities, and considerably influence workers' performance and work output. Researches on quality of work

life have also established the importance of safe and healthy working conditions in determining employees' job behaviour (Ahmad & Mehta, 1999; Patnayak, 1997).

Most of the above mentioned studies examined the molecular effect of different components of two constituents of organisational climate on employees' job behaviour. But, in fact, the various components of organisational climate influence workers' job behaviour as a whole made out of dynamic interactions among them. Taking this fact into consideration, the present study aimed at examining independent as well as interactional effect of perceived physical and psycho-social organisational climate on job satisfaction, job performance, and perceived organizational success in a sample of industrial personnel.

The literature is rich in studies which assert that the environment that the employee works is directly related to the organizational climate of the firm and this environment affects the organizational effectiveness (Dondero, 1997). Organizational climate is one of these mentioned organizational factors and can be described as the shared perceptions of organizational members who are exposed to the same organizational structure (Schneider, 1990). In the former studies the concept is regarded as a rather vague way of saying "organizational culture", "managerial climate" or "organizational atmosphere" (Davies, 1971) and these concepts could be used interchangeably but more recent studies regard these terms distinctively (James, Choi, Ko, McNeil, Minton, Wright and Kim, 2008). These studies consider a subtle difference. While culture is related to how the organization describes itself, climate is more related to perceptions of the employees (Meudell and Gadd, 1994). Furthermore, unlike culture, organizational climate can be empirically assessed (Kuei, Madu, Lin and Lu, (1997). As a consequence of these facts, former studies on organizational climate are mostly on employee attitudes and perceptions on the workplace (Tordera, Gonzales-Roma and Piero, 2008).

2. **Objective of the Study:** following are the aims and the objectives of the study.

- a. To know the working condition of employees.
- b. To know the overall satisfaction level of employees.
- c. To analyse the impact of organisational climate on job satisfaction.
- d. To ascertain the impact of physical & mental environment on employee performance.

3. Research methodology

Participants:

The sample for the present study comprised 200 technical supervisors and operating core personnel randomly selected from 4 industrial organizations. The participants, all males, were in the age range of 28 to 50 years, having work experience from 8 to 24 years.

Measures:

Physico-Legal Organisational climate Questionnaire (Mohapatra & Srivastava, 2003) was administered to assess the extent of perceived adequacy and favourability of the various components of physical organisational climate. The questionnaire consisting of 27 items, to

be rated on 5-point scale, includes the items relating to working conditions, safety and security, legally prescribed provisions of employees' welfare, external atmospheric condition and employees' awareness about these prescribed provisions. Validity of the tool was established by computing correlation between the score on this questionnaire and on the measures of job involvement ($r=.221$, $N=350$) and job satisfaction ($r=.272$, $N=350$). Retest reliability of the tool was found to be 0.91 ($N=88$). High score on the measure indicates the adequacy of the organisational climate.

Motivational Aspect of Organization (Climate) (Pareek, 1975) was employed to assess the extent of motivational orientation in various dimensions of psycho-social climate of the organizations. The five dimensions taken up for the present investigation were orientation of the organization, interpersonal relationships, modes of managing conflicts, reward system and trust and support. The items in the questionnaire were to be rated on 4-point scale to indicate the extent of adequacy and congeniality of the psycho-social climate in the organization.

Validity of measure was established by running factor analysis. Test-retest reliability of the tool has been psychometrically established, and has been widely used by the researchers in the area of organizational behaviour and management.

Performance Appraisal Scale

(Srivastava, 1997) The measure consists of 20 items to be rated on 5-point scale by the subject himself about the extent of objective and psychological characteristics of efficient performance of their own. The validity of the scale was established by examining its correlation with the measures of job involvement ($r=0.78$), job satisfaction ($r=0.602$), and organizational success ($r=0.43$).

Job Attitude Scale (Srivastava, 1997). The scale comprising 15 items, to be rated by the respondent on 4-points, assess the extent of employees' positive attitudes and liking for various aspects of their job, such as job activities, working conditions, interpersonal relations, job security, compensation system, etc. Homogeneity index of the items ranged from .38 to .58. The score on the scale significantly correlated with job performance ($r=.201$, $N=300$) and occupational stress ($r = -.42$, $N=300$). Split-Half of the scale was found to be .72.

Organizational Success Scale

(Srivastava & Banerjee, 1997). A short version of the scale of the original scale was employed. The 11 items, to be rated by the respondent on 5-point scale, assess the efficacy and success of the organization. Homogeneity index of the items ranged from 0.4 to 0.67. Retest reliability of the test was found to be 0.95.

4. Results and Discussions:

The obtained data were analyzed in terms of t-ratio, F-ratio (ANOVA), and F-ratio (Step-Wise Multiple Regression) in order to examine the effect of perceived organisational climate on employees' job satisfaction and behaviour, and organizational success. The obtained results are recorded in the following tables (1 to 5).

The results (Table 1) showing the comparisons of high and low scorers on the measures of perceived organisational climate (physico-legal, psycho-social) with regard to their job behaviour make it apparent that the participants who reported to perceive their physical and psycho-social organisational climate as more (Mdn+) adequate, favourable, healthy, and congenial scored markedly higher on the measures of job satisfaction and job performance in comparison to those who rated the two dimensions of their organisational climate as to be less adequate and favourable. The results also indicate that the employees who scored higher (positive) on the measure of two dimensions of organisational climate, scored higher also on the measure of organizational success in comparison to those who scored lower (negative) on the measures of organisational climate.

Table 1. Comparison of Job Satisfaction, Job Performance and Perceived Organizational Success of High and Low Raters of Organisational climate

Organisational climate	Job Satisfaction		Job Performance		Organisational Success	
	Mean	t	Mean	t	Mean	t
Physico-Legal						
Work-Environment High ⁺	43.87	3.29**	57.48	2.79**	44.56	2.00*
(n=174)	(a=5.45)		(a=7.67)		(a=5.32)	
Low ⁻	41.92		55.45		43.32	
(n=186)	(a=6.43)		(a=8.16)		(a=6.56)	
Psycho-Social						
Work- Environment High ⁺	43.54	3.70**	57.24	3.31**	47.55	10.59**
(n=182)	(a=5.51)		(a=7.99)		(a=4.66)	
Low ⁻	41.24		54.46		41.09	
(n=178)	(a=6.25)		(a=7.90)		(a=6.62)	

⁺Adequate/Favourable (Mdn+); ⁻Inadequate/unfavourable (Mdn-) **p < 0.01, *p < 0.05

Table 2. Results of 2'2 ANOVA in Job Satisfaction, Job Performance and Perceived Organizational Success Caused from Physical and Psycho-Social Organisational climate

Work-Environment	Job Satisfaction	Job Performance	Org. Success	df	F	FF
Physico-Legal	1			1.54*	3.68**	2.91**
Psycho-Social	1			2.28**	3.08**	7.62**
Physical ' Psycho-Social	357			1.58*	2.27**	3.27**
Error				25.004	30.525	12.949
**p<0.01, *p<0.05						

*p < 0.01, *p < 0.05

In order to further confirm the effect of perceived organisational climate on employees' job performance and organizational success analysis of variance was done. The obtained results are depicted in Table2.

The analyses revealed that the extent of perceived adequacy and congeniality of physical and psycho-social organisational climate independently and as well as in interaction with

each other caused significant variance in the levels of job satisfaction and job performance of the participants of the study. The results also indicate that physical and psycho-social constituents of organisational climate independently as well as jointly caused obvious variance in respondents' perception of organizational success. The findings further confirm the significant effect of perceived organisational climate on employees' job performance and evaluation of organizational success.

Finally, to analyze the independent and combined contributions of various components of the two major constituents of organisational climate to employees' job satisfaction, job performance and organizational success multiple regression analyses was run (Table 3 to 5).

Table 3. Regression of Job Satisfaction onto Physical and Psycho-Social Organisational climate

Predictors	R	R ²	R ² (Step-wise)	F
Physico-Legal Environment				
Working Conditions	.187	.035	.035	3.28**
Welfare Provisions	.241	.058	.023	2.74**
Psycho-Social Environment				
Interpersonal Relations	.158	.025	.025	3.03**
Reward System	.206	.042	.017	2.55**
Trust & Support	.245	.060	.018	2.57**

**p < 0.01

Regression of job satisfaction (criterion) onto physical and psycho-social organizational climate (predictors) revealed that among the components of physico-legal environment taken into consideration herein 'working conditions' and 'welfare provisions' significantly predicted the employees' job satisfaction level. Rest of the components of physico-legal organizational climate, such as safety and security, employees' awareness, and external atmospheric conditions, were found to be ineffective in predicting participants' job satisfaction to a noticeably extent. While 'interpersonal relations', 'reward system' and 'trust and support' components of psycho-social organizational climate were found significantly predicting (2.5%, 1.7%, and 1.8%, respectively) employees' job satisfaction. The results also specify that working conditions and interpersonal relations at work were dominant predictors of employees' job satisfaction.

Table 4. Regression of Job Performance onto Physical and Psycho-Social Organisational climate

Predictors	R	R ²	R ² (Step-wise)	F
Physico-Legal Environment				
Welfare Provisions	.149	.022	.022	2.85**
Psycho-Social Environment				
Trust & Support	.120	.015	.015	2.31**
Interpersonal Relations	.192	.037	.022	3.33**
Specified Orientation	.234	.055	.018	2.04**

**p < 0.01

The results presented in Table 4 indicate that only one component of physical environment, i.e. welfare provisions, significantly predicted (2.2%) participants' job performance. On the other hand, trust and support, interpersonal relationships, specified orientation of the organization representing psycho-social climate of work-place were found to markedly contribute (1.5%, 2.2%, and 1.8% respectively) to participants' job performance. The results also enable us to conclude that psycho-social environment predicts employees' performance relatively larger than the physical organisational climate does.

The analysis of prediction of organizational success by two dimensions of organizational climate revealed that organizational climate largely determines organizational success.

The outcome of the multiple regression analysis is presented in Table 5.

Table 5. Regression of Perceived Organizational Success onto Physical and Psycho-Social Organisational climate

Predictors	R	R ²	R ² (Step-wise)	F
Physico-Legal Environment				
Working Condit.	.167	.028	.028	3.23**
Welfare Provisions	.268	.072	.043	4.07**
Safety	.288	.083	.011	2.10*
Psycho-Social Environment				
Specified Orientation	.467	.218	.218	10.04**
Trust & Support	.500	.250	.032	3.86**
Reward System	.542	.293	.043	4.62**
Interpersonal Relations	.551	.303	.010	2.25**

**p < 0.01, * p < 0.05

The obtained results make it apparent that 'welfare-provisions', 'working conditions', and 'safety' in physical organisational climate significantly predicted (4.3%, 2.8%, and 1.1%, respectively) employees' perception of organizational success. The three components altogether contributed 8.30% to perceived organizational success. On the other hand, the four components of psycho-social environment of work place, namely, 'specified orientation', 'reward system', 'trust and support', and 'interpersonal relations' significantly predicted (21.8%, 4.3%, 3.2%, and 1.0%, respectively) organizational success as perceived by the participants. These dimensions of organisational climate altogether were found predicting 30.30% of the perceived organizational success. The analysis also made it clear that psycho-social environment has been more effective in predicting organizational success in comparison to physical surroundings at work.

When we analyse the results we find that physic-legal and psycho-social climate, organisations produce significant impact on job satisfaction and job behaviour of its members and also on the organizational success as perceived by the employees. The findings further revealed that among other mechanism of two ingredients of organisational climate, working conditions, welfare measures, interpersonal relations, and support and trust prevailing in the occupation organizations play leading role in shaping the level of employees' job satisfaction and performance, and the extent of organizational success. The findings also suggest that psycho-social environment, as compared to physical setting of place of work; wield more impact on employees' job performance and organizational success.

The study confirmed that perceived adequacy or otherwise of organisational climate, both physical and psycho-social, extends perceptible impact on the level of job satisfaction and performance of employees, and organization success. Job attitude of the employees may be outcome of the impact of organisational climate on job satisfaction. Job satisfaction results from the employees' positive attitude towards various components or facets of job life. The employees who observe and consider the organisational climate as to be satisfactory, protected and amiable, build up positive attitude towards various job components, which eventually ends in higher job satisfaction and job involvement among these employees. Some previous researches also reported positive association between satisfactory and cosy organisational climate and job satisfaction. Majority of the researchers investigated the effect of inadequate environment on job performance. However, certain variables of job satisfaction, such as job involvement, job performance, absenteeism and turnover have been found to be affected by physical organisational climate. In "two-factor" theory of job satisfaction by Herzberg and his colleagues (1959), working condition was identified as 'hygiene' factor, which leads to job dissatisfaction only, if it is inadequate. But adequate and comfortable working condition does not significantly enhance employees' job satisfaction. The findings of the present study negate the Herzberg's theory of job satisfaction. In the present study the effect of physical organisational climate was found to be bi-directional in its effect on employees' job satisfaction and performance. The study concluded that adequate organisational climate (physical) enhances employees' job satisfaction, while perceived inadequacy in organisational climate adversely affect job satisfaction of the employees. Significant difference was noted in job satisfaction level of the two groups of participants perceiving organisational climate differently (as to be adequate and inadequate). A recent HRD-concept, "Quality of Work Life", also emphasizes the role of physical and psycho-social environment of workplace in determining employees' job satisfaction morale, job performance and organizational commitment. Sayeed and Mehta (1981) reported positive correlation between Quality of Work Life and employees' job satisfaction. Improvement in Quality of Work Life has been found resulting in increased production. In his two studies De (1984a, 1984b) noted that high Quality of Work Life improves productivity and affective state of the employees.

The positive link between adequate and favourable organisational climate and performance noted in the present study may be attributed to the physical convenience, amenities and ease, feeling of being safe and secured and pleasant and fascinating atmosphere prevailing in the organisation. The employees' job satisfaction which is generated from these desirable features of organisational climate also might have resulted in improvement in job performance of the participants. Furthermore, in insufficient and risky organisational climate much of the time and energy is spent by the employees on their adjusting themselves with the environment or coping with the stress which has been caused to them due to inadequate and adverse factors in organisational climate. This job stress adversely affects employees' performance.

Lot of empirical researches has been conducted on the views pioneered by F W Taylor which showed that sufficiency or suitability of various features of physical working

condition, such as, lighting, heating, noise and atmospheric surroundings help in improving industrial productivity. Fine and Kubrick (1978) noted negative effect of high temperature on performance of mental as well as physical task. Increasing lighting level has also been found to result in some improvement in performance (Barnaby, 1980; McCormic & Sanders, 1982). The results of this study are also in agreement with the observations made by the researcher in their earlier studies on the link between psycho-social environment (organizational climate) and employees' job satisfaction (Pratap & Srivastava, 1983; Padaki, 1983a). The study has also confirmed positive correlation between organisational climate and organizational success as perceived by employees.

The observation may be corroborated to the fact that sufficient and positive natures of physical and social environment of the organization are major ingredients as well as determinants of overall organizational success.

Conclusion

In contrast to earlier investigations of incoherent association between physical features of organisational climate and performance, the present study, wherein organisational climate was taken as a whole, showed clear-cut and significant link between two sets of variables. On the other hand, the molecular contribution of the components of organisational climate to employees' job behaviour was found to be statistically significant but not markedly large. In fact, the organisational climate affects employees' job attitudes and job behaviour as an integrated whole, not through its different components independently. The evaluation of the extent of adequacy and favourability of a component of organisational climate and its effect on employees' job behaviour is determined by the state of other components and their interaction with each other and other personal and contextual factors. The present study, instead of analyzing molecular, examined the molar effect of organisational climate on employees' job performance and organizational success, which may be considered as a distinct feature of the study. Effectual human resource management and preserving progressive organisational climate would consequences the job satisfaction and performance of organisation as well as entire economy. Hence, for the success of organisation it is vital to accomplish HRM successfully and find whether the organisational climate is satisfied for employees or not.

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ORGANIZATIONAL CLIMATE – CULTURE – CONFLICT – COOPERATION

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Before the commencement of an indepth and critical learning and careful investigation of a topic ; it is necessary to distinguish determinants and dimensions of managerial and directorial background; ethnicity; traditions and way of life. In simple words ; determinants are ‘ causes’ Whereas dimensions are the components of ‘culture’ of an organization. Determinants are making an influential impact. On the other hand; the dimensions are the influenced factors.

Organizational culture ; is relevant to the internal surroundings; setting; atmosphere of an institute/ establishment. The nature of an organizational culture, is decided by a variety of internal and external factors which do contribute to or has an influence on the outcome of something. Outside influential forces ; makes a noticeable crash; collision; blow on the behavior.

Type : Descriptive

Methodology : Literature review based

Survey of opinions of concerned authorities.

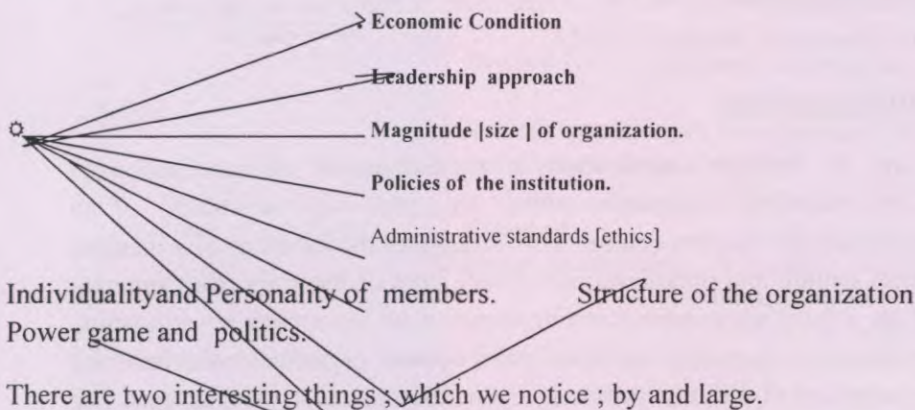
Sample

SrNo	Ategory of Inustry	Position of interviewed employee.	Number of persons interviewed.
1	MNC	Manager	1
		Supervisor	3
		Union Leader	1
		Knowledge workers	4
2	LSO	HR Officer	1
		Supervisor	2
		Workers	10
3	Family Business	Decision making authority	3
4	Small Vendor	Owner	3
		Artisans	2

Before the commencement of an indepth and critical learning and careful investigation of a topic ; it is necessary to distinguish determinants and dimensions of managerial and directorial background; ethnicity; traditions and way of life. In simple words ; determinants are ‘ causes’

Whereas dimensions are the components of 'culture' of an organization. Determinants are making an influential impact. On the other hand; the dimensions are the influenced factors.

Organizational culture ; is relevant to the internal surroundings; setting; atmosphere of an institute/ establishment. The nature of an organizational culture, is decided by a variety of internal and external factors which do contribute to or has an influence on the outcome of something. Outside influential forces ;makes a noticeable crash; collision; blow on the behavior. These internal factors are depicted pictographically below.

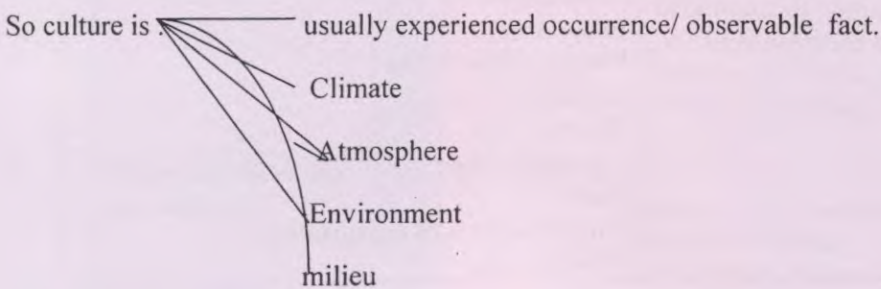


There are two interesting things ; which we notice ; by and large.

Each organization has some common characteristics.
Each organization has some unique set of characteristics at the same time.

What is then the organizational culture ?

- 1] The mental and emotional structure of the establishment
- 11] Their sub units.



Definition :RenatoTagiuri

“ Organizational Climate is a relatively enduring quality of the internal environment that is experienced by the members , influences their behavior and can be described in terms of values of a particular set of the characteristics of the organization.[1968]

‘Organizational climate is the set of characteristics that describe an organization and that

A] distinguish one organization with another organization

B] are relatively enduring over time.

C] influence the behavior of people of the organization.’ *Forehand & Glimmer [1968]*

‘ Organizational Culture is a relatively uniform perception held of the organization It has common characteristics and is descriptive as well as comparable . It integrates an individual. Group and system variable.’ *Stephen B. Robbins [1986]*.

Characteristics of culture and climate.

A minute observation and an in-depth examination of the sharpness of characterization of definition indicated in the preceding paragraphs refers to perceived personality of an organization. Every organization has its own culture. That influences the behavior of a member to each other. Organizational culture and organizational climate both of them are the apparent and ostensible aspects of an internal surroundings; setting; situation of an concern and regulation. However within the same institute ; there may be dissimilar and diverse organizational culture and climate. This is because perception of different people is distinct because of atypical aspects. The influencing factors are indicated below:

Perception. ◀	Expectations Experience Position in hierarchy Attitude Values Leadership style Needs Various aspects of organization Conditioning.
---------------	--

Organizational culture and climate direct to a source for help or information: to a set of some commonly experienced stable characteristics of an institute which compose as to be the element of the uniqueness of that organization. And this distinguishes the said institute from the other organizations.

The dimensions of key factors of organizational culture and climate are illustrated below:

Sr.No.	Dimensions	Important Aspects.
1	<i>Autonomy of an individual.</i>	<ul style="list-style-type: none"> . Freedom to exercise his /her responsibility. . Degrees to have freedom for <ul style="list-style-type: none"> To perform once duties To manage themselves Empowerment for decision making Accountability to Top Management .
2	<i>Reward Orientation</i>	<p>Reward system designed referring to :- Degree to which an organization rewards an employee for extraneous work, commitment, contribution & involvement.</p>
3	<i>Structure of position.</i>	<p>Extent of :- Direct Supervision.</p> <ul style="list-style-type: none"> Formalization and Centralization in organization. Job roles and system [method] of Accomplishment is crystal clearly defined. Communicated and ensured that concerned understood clearly.
4	<i>Consideration, Warmth & Support.</i>	<p>Extent to which :</p> <ul style="list-style-type: none"> Support, stimulation received from other members. Team spirit and team work.
5	<i>Conflict</i>	<p>Extent to which :-</p> <ul style="list-style-type: none"> Difference of opinion. Willingness to be honest Open mind about inter – Personal relations.
6	<i>Progressiveness and development</i>	<p>Extent to which –</p> <ul style="list-style-type: none"> Organizational conditions – Foster development, - Application of new ideas, methods.
7	<i>Risk Taking</i>	<p>The degree to which</p> <ul style="list-style-type: none"> An individual feels free to Endeavour new Ideas. Take risk without fear. Venturesome.
8	<i>Control</i>	<p>Control over behavior of others Self regulation.</p>

The parameters discussed above help in mapping and measuring the organizational culture and climate. In a nut shell the determinants of organizational culture and climate can be illustrated in a sequence as per the ranking given here below.

1 Economic condition : Tight budget leads to caution and conservatism. 'Risk taking', 'control' and 'progressiveness and development' are influenced by economic condition.

2 Leadership style: Type of leadership style ; influences more dimensions of organizational culture / climate.

Organizational politics :

Management Values. It leads to action and shape of your decision.

Organizational structure :

Characteristics of members.

Organizational size

Societal factors also help to influence the organizational climate /culture.

Managerial values and ethos : Ethos refer to habitual character and values of an individual. One of the highly rewarded value is security. Both economic and emotional. The other area of concern is opportunities for career progression

Behavior researchers have found that the personal traits also count a lot. Some of the findings spotted and speckled are brought together here in a group and tabulated below:

Confidence is a misleading quality. Aggression and egocentricity
Aggression and egocentricity undermine rather than lead to success. And the one who talks the loudest is not always the best candidate.
There are three characteristics of a CEO's potential viz. judgement, strategic thinking and cerebral [cerebral means not competing. i.e. he does not attachment with money, status and power.]
The top three motivators are [1] achievement, [2] Challenge and [3] recognition;

Some of the conflict oriented situations can not be combated. There are some things that the group wants but the leader can not give. E.g.

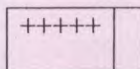
- Emerging group experiences have predictable dynamics.
- People form relationship based on :

..... [a] First Impression.

..... [b] and sometimes falls hopes.

- Absolute clear expectations about every thing.
- Perfect certainty about the future
- Group members tend to look forward .not looking to the constraints flowing from wider system. Thus the leaders who want to be highly positive; and supportive still find themselves having to say "NO" Empowerment does not mean stepping aside and abdicating responsibility. Leaders must exercise good judgment about what is appropriate. Even if that makes some group members uncomfortable.
- By appreciating and encouraging the dedication ; time; experience of their juniors, leadership shape not only the future of their professionals but also the future of their organization. This reflects on conducive environment but also the relations are congenial. The result yielded is a high standard of work climate and culture. A recent research shows that the reasons for alarming rate of attrition attributes to the following factors : These aspects/issues are not necessarily as per the prioritization. **1** salary and compensation **2** overseas opportunities **3** growth opportunities and career development **4** Location **5** technology used. **6** job contentment. **7** Perks and Benefits. **8** Flexibility of working hours. **9** social life **10** appraisal system. **11** image of the company. If we carefully ponder this list; we can assimilate that directly or indirectly it has got ansy; inspiration of climate and culture of the organization. In one of the issues of "Mint" news paper; it is indicated that To get correct picture of the organizational culture and climate plays a pivotal role.
- **HR** Σ Knowledge + skill + Creative abilities + talent + aptitude

[of an organizational workforce]



Values, Attitude and benefits of individual involvement.

Attune with the future requirements the organization changes and consequently the culture and strategy. The spotlight of organizational change revolves around certain concepts such as :adoption of new technology, setting of new production facility, manufacturing new product/s, restructuring, closing down unit/s . redefining purpose – change of ownership, response to continually evolving conditions. The causes for change are capsule here :: change in technology, change in consumer taste and choice., political scenario, government regulations Climate is only a surface manifestation of culture. Where as the organizational culture is a system of shared activities, values and beliefs that develop within an organization and guided the behavior of members. While individuality is established . recognized and accepted ground for decision making. Another important distinction area is whether the leader is male or female. A degree of distinction and differentiation is bound to be there. The parameters for contrast, evaluation can be revolving around 1 envisioning 2 empowering 3 energizing 4 Designing and aligning 5 Rewarding and feedback. 6 Team building 7 outside orientation 8 Global mind set 9 Tenacity 10 emotional intelligence. Dr. T. V. Rao in his book titled as HRD Audit [Publisher : Response Books Edition 1999; page 138] stated that ; evaluation of cultural system and HRD climate focuses on

- ↳ What are the main characteristics of HRD Climate ?
- ↳ How do the line managers characterize the learning environment in the company?
- ↳ What is the level of OCTAPACE in the company.?
- ↳ How free, frank and open are the people in the company ?
- ↳ What is the level of trust ? Are people generally reliable and contented upon to say what they say and what do they feel?
- ↳ Is there lot of chasing and monitoring to be done of each other ?

- ↳ Is there a collaborative spirit and ‘we’ feeling ?
- ↳ What are the strengths, weaknesses and suggestions for improvements from HRD?

Interestingly; Mr. Hodgettes, Luthans and Doh in their book ‘ International Management’ [McGraw Hill Publishing Company Ltd. New Delhi 1991, pg 102 – 103] given a concept of ‘Individualism’ (Tendency of people to look after themselves and their immediate family only) ‘collectivism { The tendency of people belonging to group or collectives and to look after each other in exchange for loyalty. Culture can be further classified into two compartments viz. achievement culture (People are accorded status based on how well they perform their functions.) Ascription Culture (status is based on who or what a person is.

Conclusion :

Culture is acquired knowledge that people use to interpret Experience and generate social behavior . Culture has also the characteristic of being learned. There are many dimensions of cultural diversity.e.g.

?centralized V/S decentralized decision making.

&safety V/S risk.

⊗individual V/S group rewards.

? Informal V/S formal procedures.

&high V/S low organizational loyalty.

&cooperation V/S competition.

✓short term V/S long term horizons.

&stability V/S innovation.

Values are basic convictions that people have regarding what is right and wrong , good and bad, important and non important values tend to change over time. And often reflect age and experience. There are four major dimensions of culture viz.

power distance

uncertainty avoidance.

individualism

masculinity

Each will affect potential and social system. There is a greater emphasis on managerial leadership style.

Greater flexibility and adaptability is the need of changing world.

References :

1 Study material for “YCMOU”

2 All the other references are embodied in the text of the paper.

NEW DIMENSIONS OF HEALTH TOURISM : A CASE STUDY

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INTRODUCTION

There is a popular saying that 'Health is wealth'. Today, we live in a very competitive world; everyone is running for earning money. Also, in this digital era, without sound health, we cannot achieve anything in our life, nor we can enjoy whatever we have. At this juncture, it is important to know what is 'Healthcare Tourism' which is catching up at lightning speed across the world.

Health Tourism is also called medical travel, medical Tourism or global healthcare is a term initially coined by travel agencies and the mass media to describe the rapidly-growing practice of travelling across international borders to obtain health care. It also refers to the practice of healthcare providers travelling internationally to deliver healthcare.

The present research work proposes to study the growth and development of Healthcare Tourism in Lonavla. Lonavla is said to be an emerging healthcare destination along with it being a Tourist place. There is a need to identify and recognize the hidden potential in the healthcare tourism especially in Lonavla. The research work attempts to highlight the present working and administration of the health centers situated in Lonavla and also suggests some remedies for the development of this sector in this emerging sector.

TOURISIM TRENDS IN LONAVLA

Lonavla is a tourist hotspot in the world, it has a large bouquet of tourist attractions to boast of. Its widespread diversity has always attracted both foreigners as well as its own citizens alike, to explore its mirth and gaiety that it has to offer the world.

Earlier tourists and visitors came to Lonavla to enjoy and witness the variety of Nature spots, scenic beauty, dams and waterfalls but the recent years have witnessed a change in the destinations. Moreover due to the convenient location on the Pune –Mumbai Express way, the tourists flock in not only for enjoyment and entertainment but also Health services offered by the different health centers in Lonavla. It is seen that the trend has changed and tourists come and stay in the health centers that comes in the package. It is due to the change in the purpose of visit of most tourists. There are a number of health centres in Lonavla the three main are one Kaivalayadhama two Manshakti three Just 4 Health.

The following trend was found from the stastical data collected:

- 1) Total number of tourist / visitor arrivals in Lonavla during the period of August 2012 – January 2014 was 48,500.
- 2) Out of the total number of visitors, domestic tourists in Lonavla accounted for 31,950(70%).

3) Total number of foreign tourist arrivals in Lonavla during the period of 1st August 2012 – January 2014 was 16550. Foreign tourists in Lonavla accounted for only 30% of the total tourists/ visitors in the four health centre to the state.

4) Maximum domestic overnight tourists visited Lonavla in the month of July 2013 (20,089).

5) Lonavla saw the highest number of foreign tourist arrivals in the month of January 2014 (1,000) January 2013.

60% of the foreign tourists / visitors to the state of Maharashtra health centre visited Mumbai. The next favorite is (30%) in Lonavla.

56% of the domestic overnight visitors/ tourists to Lonavla come from Mumbai. 14% of domestic overnight visitors are from Pune.

16% of the foreign overnight tourists / visitors are from the USA, while 13% are from United Kingdom. .

The most visited health centers are Kaivalayadham and Atmasantulan village.

HEALTH CARE CENTRES IN LONAVLA

The three main Health centres of Lonavla include Naturopathy centres which have become the centres of attraction as tourist spots, Lonavla being close to Mumbai and Pune, these centres are crowded during the weekends, whilst they are busy with the other far off places tourists during the week. These centres have different packages to offer to the tourists.

There are three centres in Lonavla:

- I) Just 4 Health :Catering only for health services is The Health Naturopathy centre that is located on the highway close to the city but being in the interior it is peaceful. It is like a bypass to the tourists passing, it provides different types of oil massages, Bastis, Mud therapy, Body massages according to their sicknesses, Sauna bath, Facials for different types of skins. It is one of the famous centres of nature cure. Diagonally opposite of the health centre is the Kapol Sanatorium managed by a Jain trust, in case of an accommodation problem in the Naturopathy centre people put up in the Sanatorium and come to take treatment here in this centre as it is just at a stone throw distance. Now this Naturopathy centre has become popular even among patients having chronic sicknesses like asthma, diabetics, spondalitis, allergies etc. It even has a good, qualified, trained, soft spoken and co-operative staff. These qualities also play an important role in the development of the centre.
- II) Kaivalyadhama Naturopathy centre, is located on the highway. When one enters Lonavla through Khandala this centre is located with many health centers in it. The centre has its own gardens of medicinal plants, herbs, shrubs required for making the medicine. The centre has treatments for all

types of sickness. Its additional advantage is that it even has a yogic centre for different patients. Therefore, once a tourist goes to this place he definitely comes back for his health, physical and mental peace. This is an internationally known centre. This centre has a history of many celebrities visiting the centre. Many doctors, professors, judges, advocates and cine stars are regular customers of this centre. The location of this Yogic and Naturopathy centre is such that it is located close by to a well known dam either known as Tata Dam or Valvan Dam. This helps patients coming here to go for a walk up to the dam and enjoy a pollution free environment. This helps one to go close to nature and be one with the nature rather than create an imbalance in the environment. Those who think of doing meditation here get good results, as the place is blessed with good vibrations of leading Swamis, Rishis and Saints coming here. Blessings of all these personalities have helped the Naturopathy centre grow.

III)

Balaji Tambe's Atmasantulan

Village as a health care centre is known globally. It is the first Ayurvedic hospital set up in Lonavla. The panchkarma therapy and Pharmacy unit have young foreigners working, yoga and meditation is part of this santulan. The Naturopathy centre here is quite familiar with foreign tourists rather than the Indian tourists. The centre has advanced and latest technology, which helps attract patients. It has a very pleasant ambience, which makes the patient, recover much faster than his expected time, this miracle makes one wonder whether it is the effect of the medicine or the pleasant atmosphere.

Meditation Centres

There are three major Meditation centres. The first meditation centre is a complex of health care, New Way Ashram also known as Manshakti. The ashram is set up for people to achieve peace of mind through socially oriented activities and self sacrifice. The main objective of this ashram is directed towards peace of mind through various experiments and activities.

The second meditation centre is Vedanta academy, situated among picturesque hills of Malavali 8 kms from Lonavla. The academy has 3 years full time course for students aged between 18 to 30 years. The students are taught the Vedas as an ancient philosophy that is systematically and scientifically expounded in the principles of life. The centre is founded by Parthasarthy, who is an eminent international philosopher.

The third meditation centre is Kaivalyadhama Yoga Centre, an internationally known institute. It was built by Swami Kuvalayanandji in 1924. This is the first ever hospital of its kind in India where yogic treatment is given along with meditation and for that scientific research laboratory is used.

Questionnaires were prepared and a Survey of:

1. Health care organizers was undertaken.
2. Health care Practitioners
3. Tourists/ Patients.

Manashakti Prayog Kendra (4 Respondents)

The personal information of the four respondents from Manashakti Prayog Kendra, Lonavala is

Name	Organisation	Age	Gender	Experience	Qualification
PramodShinde	Manshakti Trustee	Age 60	Male	40 yrs	B. A, Psychology
P.V.Bapardekar	Manshakti Trustee	Age 42	Male	25 yrs	M.Com
SuhasGudhate	Manshakti Trustee	Age 52	Female	30 yrs	B.A, L.L.B
MrsPradynaKalekar	Manshakti Trustee	Age 52	Female	30 years	B.A Psychology

Dr. Balaji Tambe – Atmasantulan Village(2 Respondents)

Name	Organization	Age	Gender	Experience	Qualification
MrsVandanaLandhe	Atmasantulan Kendra	36 years	Female	2 years	B.Com
MrSomnathWaghire	Atmasantulan Kendra	24 years	Male	2 years	B.Com

Kaivalyadhama Yoga Institute: (3 Respondents)

Name	Organization	Age	Gender	Experience	Qualification
MrsShashiKiranSinha	Kaivalayadhama	62 years	Female	15 years	M.A-History and Sociology
Dr.Gururaj	Kaivalayadhama	32 years	Male	6 years	BAMS
O.P.Tiwari	Kaivalayadhama	75 years	Male	35 years	M.A.- Yoga

Just 4 Health : (3 Respondents)

Name	Organization	Age	Gender	Experience	Qualification
MrMukeshSiraswar	Kapol-Just 4health	58 years	Male	10 years	B.Com
Dr.TryambikaSahu	Kapol-Just 4health	28 years	Female	4 years	BE&Ys
DrUdayChotai	Kapol-Just4health	48 years	Male	25 years	Diploma- Naturopathy

From the survey undertaken of the 4 health centers and the interviews conducted of

- 1) Health care organizers
- 2) Health care practioners
- 3) Patients/Tourists

The conclusion drawn is as follows:

- 1) The number of tourists coming to Health center has shown an increase.

- 2) There is overcrowding in the health center due to which patients have to be on waiting list in the health centers.
- 3) It is due to the popularity of the institutions in certain treatment.
- 4) Tourists coming to Lonavla who are interviewed about 75 percent have replied that they come to Lonavla for health purpose only.
- 5) The treatment given in these centers are morecheaper as compared to health centers in other places like Mumbai, Pune and abroad.
- 6) The tourists feedback shows that, the treatments given here are most satisfactory and effective that other health centers.
- 7) The climate of Lonavla is an additional factor for rise of health centers. The climate is pleasant and healthy especially in winter.
- 8) The centers are known for different treatments e.g. Manashakti is famous for all psychological treatment in scientific manner. The treatment provided is beneficial and health patient recovered early due to mental peace and positive atmosphere of the center.
- 9) Some of the patients say, they come to Atmasantulana Village only because of purity of medicine. The center is also known for its treatment of joint pains, acidity, digestion etc.
- 10) There are patients coming from Germany, Canada, London, Washington for treatments like Panchakarma, basti, blood pressure, diabetic, they find the treatment given in these centers only helps one cure from from these sicknesses permanently.
- 11) The centers give concessions to old patients i.e. senior citizens in medicines they purchase or some free therapies.
- 12) Kaivalayadham is known internationally for its yoga therapy. This center has patients and students who come to learn from USA, France, Thailand, Japan, China and Canada. They take yoga therapy for getting relief for their ailments and at the same time teach the same in their own countries.
- 13) Patients coming to these centers say that they have very good relation with the staff of the institute and therefore the follow up becomes easy.
- 14) The knowledge of the therapists is also appreciated by the foreign tourists who say that, this center of Kaivalayadham is a sea of knowledge in yoga.
- 15) Kapol just 4 health centers is suppose to be the best according to the interviewed tourists for naturopathy treatment especially the different massages and mud therapy that they offer.
- 16) Most of the tourists have even answered saying they enjoy these centers treatments and therefore keep on coming very often to relax get stress free by coming to a hill station and at the same time getting health treatment.
- 17)

- **Suggestions and recommendations:**

Stakeholders and other intermediaries can mull over the following suggestions for building professional competency and better healthcare management. A new paradigm in the healthcare

segment gives a broader space for government to play the role of facilitator with effective trade policies to ensure a seamless value chain.

- The policymakers need to focus on Indian healthcare businesses that are receiving medical tourists from developing countries who travel for proficient procedures with cost and surgical competency being a prime focus.
- The administrative authorities should undertake capacity building programs to train in the medical tourism framework.
- The health care centers can also focus segments on alternative forms of treatments like ayurveda, unani and siddha to tap potential global markets; thereby, creating a niche for itself.
- Homogeneity in medical aspirants and heterogeneity in medical service demands would be challenging for Lonavla Health center from the healthcare provider's perspective.
- The private hospitals can network with the international embassies to influence the government and tap into funded medical tourists by globalizing its healthcare services.
- Exhibitions, trade fairs and associations with international bodies can be a mode to enhance medical tourism.
- The healthcare segments can thrive efficiently if hospital managers are directly implicated in promoting services globally, leaving no space for further ambiguity in the minds of medical aspirants.
- There must be an increase in the number of rooms in case of all centers is suggested.
- There should be special packages at concessional rates for the senior citizens.
- The health center should advertise for their different treatments given and the period of its recovery.
- The health center should avoid taking seminars, conferences near to the rooms as they disturb the peace of the patients.
- The number of therapies should be increased and they should be properly trained. The therapists and the staff should be given proper instructions to have communication in English or keep interpreter as the number of foreign students and patients are more in number.
- The corporation must provide and also provide these centers space for further expansion.
- It is recommended that, the center allow with the treatments should provide in their package sightseeing facilities to attract more people.
- It also suggest that more short duration programmes be conducted which would be economical as well as beneficial to the people.

More branches or clinics of these centers should be opened at other places so that the treatment can be continued and the patient can be easily accessible to the treatment.

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“PEOPLE MATTER”

- THE MANTRA TO A WINNING MARKETING STRATEGY

By

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Introduction

As the market place gets filled with more and more same and similar goods, it becomes increasingly difficult for the consumer to choose a particular brand. Not only is the market place flooded, but so is the advertising space. If a consumer wants to make an informed choice about a particular brand, he has two options. One,isto sift through all the data available on the competing brands, analyse the available data and narrow down on a particular brand; or the consumer can rely on word of mouth publicity. Obviously the second option is the easier one. The marketers have realized this and all of them today are coming up with innovative ways with which to engage the audience and keep them involved with and talking about their particular brand.

This paper discusses a few outstanding marketing strategies with a difference, that have been used by marketers to keep their brands in the forefront of the awareness, sight and consciousness of the consumer.

Case Study 1: Samsung V/s I phone

In March 2010 Samsung launched their most advanced Smart phone, the Galaxy S, in the U.K. Market

Shortly after, in June 2010, the iPhone 4—the most anticipated phone of the year ? was launched.

The I Phone 4 had massive signal problems. “Oh No , No signal Mr. Jobs!!!”

Apple denied any hardware faults blaming a software glitch.

Finally apple officially acknowledged reception issues and accused other smart phone of the same failure.

REALLY???? Samsung S had a good reception.

Iphone users were complaining about the reception issues on twitter.

This is where Samsung saw a golden opportunity and decided to use the situation to their advantage.

The Winning Marketing Strategy:

“Samsung decided to help the unhappy iPhone 4 users.

They offered frustrated iPhone 4 users a free Samsung Galaxy S.

Samsung tweeted the offer.’

iPhone users responded and Samsung shipped on the same day, no strings attached.

A tech magazine named Wired, picked up the story and the story went viral.

“Samsung dispatching free Galaxy S handsets to iPhone4 winners on Twitter”.

The Result:

In the first four days this campaign managed to create a buzz that was picked up over 65 city blogs and cites including : Wired . co.uk, gizmodo, engaget, c.net, guardian.co.uk, CNN , CBS.

Delivering an unduplicated UK reach of over 8.1 million.

It generated over 26,000 Twitter mentions including many from iPhone4 owners.

It created a 5,000% increase in the Twitter following of Samsung.

It increased the buzz around the Galaxy S by 117%.

It doubled Samsung's Facebook community.

All this without media support.

All it took was offering eight unhappy iPhone 4 owners a solution to their problem:

The Galaxy S

**Case Study No 2: Marketing strategy of an Online Car Insurance Dutch Company—
Vrijzeker**

The Objective of their Marketing Strategy was to Build brand Awareness for their newly established online Car Insurance Company, without a media budget (With a small budget for expenditure)

Solution:

An innovative print/ Out of Home advertising medium called static paper and guerilla Marketing tactics.

What was done:

- The company placed stickers with scratches on expensive cars.
- Stickers could be removed easily because they were printed on static paper.
- Static paper has no glue on it but sticks because it is charged with static electricity.

The Sticker Text Says:

- We repair Your damages as easily as you remove this sticker.
- Insure your car with VrijVerzeKerd.nt (Name of On line Insurance Co) and get a discount of 10-49%

What Was Donecont...

- The reactions of the car owners, when they saw stickers giving scratched marks to their car, were filmed with a hidden camera.
- This video was placed on You Tube and readers were invited to test the stickers on their friends.
- The organization ran out of stickers in two days.
- Thus most of the stickers were spread by the blog readers.
- The organization got the stickers placed on cars in various areas of the city for free.

Results:

- The video got above 7,000 views in the first three weeks and achieved No 29 in the You tube ranking for the most viewed humour videos in Netherland.
- The article on the campaign was published by about 20 blogs in Holland and Belgium.
- The Campaign drew the attention of above 42,000 readers (based on the views reported by blogs)
- The daily site traffic to the company website tripled!!!!
- The budget on expenditure stayed below 1,000 euroes!!!!

Case Three: How Virgin America used the Complaint of a Celebrity Passenger to Convert him into a Free Ambassador for itself!!

The Story:

Film Maker Kevin Smith is fat in body. As such he has had many issues with airlines. In fact he is almost as well known for his movies as for his headaches with various airlines. His tweets are full of his altercations with airlines. The most famous incident was when he was kicked off a Southwest Airlines flight in the year 2010 for allegedly being “Too Fat to Fly”. He never left an opportunity to mention this incident in media interviews and gave plenty of bad publicity to the airline. He regularly tweets about his customer service problems with airlines and urges his fans too to fight for the common man.

A few months after the above incident took place, Smith had a last minute boarding issue with the airline, Virgin – America. This altercation left him with a missed flight. As he had done earlier with other airline incidents, the film maker shared his complaint on Twitter.

The Film Maker’s Complaint about Virgin America:

According to the information provided by his Blog, “Silent Bob Speaks”, He was traveling with his wife and a friend. They had hired an airline approved concierge service to handle their bags and get them access on the airplane after everyone else had boarded. They hired this service on the recommendation of a friend to avoid being pushed by fans.

However Smith and party were not allowed onto the plane as the concierge had brought them there too late. Making matters worse they were separated from their luggage.

The film maker made his complain public on Twitter and on his blog. He also stressed that he had been completely put off against all Virgin America and related brands.

According to Smith, “It doesn’t matter if you have free wi-fi on the plan , and a kickass, in-flight movie selection. It all starts at that check-in desk; and what started there today was the end of our business relationship”.

A rightly timed apology, through the use of technology; converted ‘enemy’ into ‘Brand Advocate’!!

Virgin America had set up email alerts within Sprinklr. They had also organizes a real time monitoring of specific keywords within the Twitter monitoring dashboard. Using these two Virgin America was able to engage with Smith when the moment was right. Virgin immediately contacted Smiths assistant by email and sent an apology for any inconvenience before they had even landed. Things were smoothed over while he was on the next flight to Los Angeles.

Here's how Smith put it in a subsequent Tweet, " Unlike Southwest, Virgin America seems to care: Lovely apologetic email, full refund for flight, free tix offer—all before I even landed. I appreciate the gesture. I appreciate the effort.

Smith has since become a brand advocate and has developed a friendship with Virgin founder Sir Richard Branson. In September 2012, he flew with Branson on a live 'Instagram Your Virgin America Experience' promotion.

Conclusion:

Marketing uses basic human traits to appeal to the consumer. The most basic trait of the ordinary human being is self interest. If you analyse the above given three cases you will realize that in each and every one of them the marketer has used this basic human trait "Self Interest" to appeal to the consumer.

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Problems of Micro, Small and Medium Enterprises (MSMEs) in Kerala-An Application of Friedman Test

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Introduction

Worldwide, micro, small and medium enterprises (MSMEs) have been accepted as the engine of economic growth and for promoting equitable development. MSMEs constitute over 90% of total enterprises in most of the economies and are credited with generating the highest rates of employment growth and account for a major share of industrial production and exports.

In India too, the MSMEs play a pivotal role in the overall industrial economy of the country. MSMEs in India account for more than 80% of the total number of industrial enterprises and produce over 8000 value-added products. It is estimated that in terms of value, the sector accounts for 45% of the manufacturing output and 40% of the total export of the country and employs over 6 crore people.

Further, in recent years the MSME sector has consistently registered higher growth rate compared to the overall industrial sector. The major advantage of the sector is its employment potential at low capital cost. As per available statistics, this sector employs an estimated 6 crore persons spread over 2.6 crore enterprises and the labour intensity in the MSME sector is estimated to be almost 4 times higher than the large enterprises.

Industrialization plays a crucial role in directing the development process of the country for growth and progress. For developing economies, especially India, which is a labor abundant country, small-scale sector is considered as the major source of employment generation and foreign exchange earning. Small-Scale Industries (SSI) require small investment, so the entrepreneurs can afford to take risk. Over the past 50 years, the small-scale sector has contributed significantly towards building a stable and sound national economy

Definition of Micro, Small and Medium Enterprises.

The Micro, Small and Medium Enterprises Development (MSMED) Act 2006 has defined micro, small and medium enterprises. In this act, instead of "industry" concept, the word "venture" has been used. This industry has been divided into the following two divisions as per this act.

(1) Those units which produce or develop any item under the first notification of the 1951 act.

(2) Micro, small and medium ventures.

Small and Medium Enterprises (SMEs) contribute to economic development in various ways such as creating employment opportunities for rural and urban population, providing goods & services at affordable costs by offering innovative solutions and sustainable development to the economy as a whole. SMEs in India face a number of problems - absence of adequate and timely banking finance, non-availability of suitable technology, ineffective marketing due to limited resources and non availability of skilled manpower.

Recognizing the important role of the MSMEs in the national economy, the Central and State Governments have taken active steps to promote and foster their growth. These measures have been particularly effective but many of the problems of production, distribution and finance still continue to affect the MSME sector. While some of them are more or less common to a wide range of small industries, others have particular relevance to a group of small industries and to industries situated in rural and backward areas. The problems of MSMEs are divided into two groups external and internal. As is obvious, external problems are those which result from factors beyond the control of the industrialist like the availability of power and other infrastructure facilities required for the smooth running of small-scale industries; while internal problems are those which are not influenced by external forces. The internal problems affecting the small-scale industries relate to organisation, structure, production channel, distribution channel, technical know-how, training, industrial relations and inadequacy of management etc. The major marketing problems of MSMEs are given below;

Marketing

Marketing is one of the major stumbling blocks for small-scale industries. The many problems which they face in marketing their products are enumerated below:

Lack of standardization;
Poor designing;
Poor quality;
Lack of quality control;
Lack of precision;
Poor finish;
Poor bargaining power;
Lack of service after sales;
Scale of production;
Lack of knowledge of marketing;
Competition;
Ignorance of potential markets;

Objective and methodology

The main objective of the paper is to examine the marketing problems of selected MSMEs functioning in Kerala. For this purpose, 100 MSMEs were selected at random from the list of MSMEs functioning in Kerala recorded by the Ministry of Industries in Kerala. The

data relating to the marketing problems were collected by using a pre-structures interview schedule. The collected data were analysed by using Friedman test for identifying the most acute problem face by MSEMs.

Results and Discussion

Table 1

Marketing problems	Mean Rank
Lack of standardization;	4.24
Poor designing;	4.34
Poor quality;	4.33
Lack of quality control;	4.10
Lack of precision;	6.66
Poor finish;	7.43
Poor bargaining power;	7.74
Lack of service after sales;	7.87
Scale of production;	7.66
Lack of knowledge of marketing;	7.79
Competition;	7.53
Ignorance of potential markets;	7.20

Table 2 Test statistics

Test Statistics	
N	440
Chi-Square	846.990
Df	11
Asymp. Sig.	.000**

Source : Survey data

*Significant at 5 per cent level of significance

** Significant at 1 per cent level of significance

As per the Table 1, and 2 it can be observed that the most acute problem faced by the MSMEs is the lack of quality control. Here the respondents are asked to rank 12 marketing problems and the most valid problems they had ranked as 1, so that the mean rank for first rank should be the lowest in the mean rank matrix. Therefore, lack of quality control has the least mean. Besides the mean rank variation of the rank preferences of the marketing problems is statistically significant at 1 per cent level of significance (Value of Friedman Chi-square 846.990 with $p=0.000<0.05$).

Conclusion

Micro, Small and Medium Enterprises have been recognized as the back bone of the Nation's economy. The growth and performance of these MSMEs largely depends upon their long-term marketing strategies that create and retain a satisfied customer through the process of value addition. But, in Kerala the MSMEs face so many problems in connection with marketing, among them lack of quality control and lack of standardisation are the severe problems faced by these enterprises which would definitely affect the existence of the units adversely.

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THE EFFECT OF END USER COMPUTING COMPETENCE ON HR JOB PERFORMANCE: MAPPING FOR HR ROLES

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1. INTRODUCTION:

In 2009, as the CedarCrestone Human Capital Management (HCM) Survey showed, organizations with the best Human Resource (HR) practices continuously explore new information technologies (IT) and apply them when warranted (CedarCrestone 2009). According to other sources, the HR software market has been among the fastest-growing corners of the business software world, and spending on HR Technology has been holding steady despite the economy (Workforce Management 2008; Towers Watson 2009). Increasingly, IT is reshaping the core competencies in HR. The effective use of IT has become one of the HR competency domains, and an increasing number of people with advanced technological backgrounds are involved in HR (Bell, Lee, and Yeung, 2006). HR professionals will need not only technical training in new systems use but also the conceptual knowledge to select, manage, and evolve with new technology (Jones and Hoell, 2005). Additionally, when bringing IT into HR increasingly calls for an integration of diverse expertise, interdisciplinary comprehension, and modernization of the HR profession (Bondarouk and Ruël, 2009). Lack of IT competence clearly impacts the adaptation and implementation of an IT-supported application (Olivas-Luján, Ramirez and Zapata-Cantu, 2007). Therefore, successful IT application and the user's IT competence will affect the outcome of IT investments (Akpomi and Ordu, 2009; Huang and Wong, 2010) and have an impact on the HR roles (Haines and Lafleur, 2008; Yusoff, Ramayah, and Ibrahim, 2010).

However, in the areas of HR and IT, rigorous empirical studies are uncommon, and few studies have addressed the relationship between IT, HR, and performance (Haines and Lafleur, 2008). Although IT is often considered a driver of change within HR (Bell, et al., 2006), little research explores what types of HR roles require more end user computing competence. In addressing the issue of the end user computing competence, HR roles, and performance at individual level, both the Technology-to-Performance Chain (TPC) model (Goodhue and Thompson, 1995) and the HR Five-Roles Model (Ulrich and Brockbank, 2005) are important theoretical bases in the IT/HR field. Therefore, this paper seeks to address this gap between the two models with a review of IT/HR literature and to provide empirical evidence from an investigation of whether end user computing competence and performance of an HR professional are linked and whether the HR role moderates the association between the end user computing competence and performance.

2. BACKGROUND AND HYPOTHESIS:

2.1 Technology-to-Performance Chain: The Technology-to-Performance Chain (TPC) was proposed by Goodhue and Thompson in their 1995 paper published in MIS Quarterly. The TPC is a proven model that demonstrates how technologies lead to performance impacts at

the individual level and how technologies must be utilized and adapted to the task that they support to have a performance impact (Staples and Seddon, 2004). It is clear that maximizing IT potential presumes not only that the technology be adopted and used but also that it be used well. Competence with IT is especially important because of its effect on performance of IT usage (Marcolin, Compeau, and Huff, 2000). The competence is defined as a set of knowledge, skills, or abilities required by individuals in order for them to be competent or effective in their workplace performance (Han, Chou, Chao, and Wright, 2006).

2.2 End user computing competence: In the context of IT usage in HR functions, HR professionals generally act as end users. The end users' computing competence influences how well they can apply IT knowledge, applications, and information systems to their tasks in an organizational computing environment (Yoon, 2009). Ngai and Wat (2006) found that insufficient IT expertise is a major barrier to embracing Human Resource information systems. Thus, this study adopted the end-user computing competency developed by Yoon (2009) to measure HR IT competence rather than the IT expertise for an IT professional. The end-user computing competency is composed of four major components: computing mindset, computing knowledge, computing application, and computing potential (Yoon, 2009):

The computing mindset indicates concepts and attitudes, acknowledgement, understanding, and sense of values related to a computing department that can affect end users' computing competence. Computing knowledge means basic knowledge about computing, knowledge of solutions and systems, and knowledge of computing security. Computing application refers to ability to use computing basics, apply computing solutions and computing systems to given tasks, manage business information, and establish security systems. Computing potential recognizes relevant degrees and certificates, completion of education and training, and accomplishment of knowledge production related to computing or IT departments as a potential progress factor for improving end user computing competency. Because the end user computing competence is an antecedent to the user's performance (Marcolin, et al., 2000), the following hypotheses are proposed:

H1a: Computing mindset is positively associated with the performance of an HR professional.

H1b: Computing knowledge is positively associated with the performance of an HR professional.

H1c: Computing application is positively associated with the performance of an HR professional.

H1d: Computing potential is positively associated with the performance of an HR professional.

Corresponding with the TPC model, performance impacts will occur when the technology meets the users' needs and provides features that support the fit of the requirements to the task. Task-Technology fit (TTF) is the degree to which a technology assists an individual in performing his or her portfolio of tasks. TTF is a significant predictor of a user's intention to use new technology, whereas the technology will be accepted by individuals only if the functions of the technology correspond with the tasks to be performed (Yen, Wub, Cheng, and Huang, 2010). Therefore, the TTF model is most theoretically consistent with the idea of user

competence (Marcolin, et al., 2000) and seeks to predict performance (Cane and McCarthy, 2009). Implementing IT can have an operational, relational, or transformational impact on the HR function, depending on the expectation of the primary HR role in the organization (Marler, 2009; Ruël, Bondarouk, and Looise, 2004). If the IT implementation is not compatible with the roles of HR professionals, there may be a diminished influence on their jobs (Gardner et al., 2003). Accordingly, the question arising from such an argument is: *What are the different kinds of roles for HR professionals?*

2.3 HR roles: The cluster of HR roles research is linked to the Five-Roles Model proposed by HR gurus-Ulrich & Brockbank (2005) in their book of "*The HR Value Proposition*". The Five-Roles Model was synthesized and revised based on Ulrich's famous four-role model from mid-1990s to mid-2000s for HR professionals. In summary, HR professionals are employee advocates, charged with ensuring that the employer/employee relationship is one of reciprocal value. In addition to advocating for employees today, they develop the future workforce and help employees unlearn old skills and master new ones as human capital developers. They are also functional experts, designing and delivering HR practices that ensure individual ability and create organization capability. As strategic partners, they focus on being business savvy to help line managers at all levels reach their goals. To tie it all together, they must be genuine leaders who are credible, both within their HR functions and to those outside (Ulrich and Brockbank, 2005). However, different HR roles have different attitudes toward the perceived usefulness and acceptance of IT (Voermans and van Veldhoven, 2007), and the level of required IT competence is significantly related to HR roles (Long and Wan-Ismail, 2008). Therefore, HR roles may moderate the association between the end user computing competence (computing mindset, computing knowledge, computing application, and computing potential) and the job performance for an HR professional. Hence, the following is proposed:

H2: End user computing competence has different performance impacts on the different roles of an HR professional.

3. METHODS:

3.1 Participants and procedures: A great amount of anecdotal research has shown that organizational factors, such as computing support, user training, management support, and infrastructures significantly affect IT usage (Lee, Kozar, and Larsen, 2003; Olivas-Luján et al., 2007). Thus, I chose a sponsor group/company that directly holds and manages eight subsidiaries with the same IT and HR system, and this condition to participate in the study controls for organization factors. The participating subsidiaries represent a diversified sample that covers organizations of varying sizes and sectors, and in total, the subsidiaries represent more than twenty-five thousand employees in India. The corresponding HR division is centralized with 123 HR professionals, provides HR services for the eight companies and employees, and the HR functions and positions cover the five HR roles in accordance with the purpose of this study. The HR division has introduced Human Resource Information Systems (HRIS) for performance management, compensation, recruitment and selection, personnel and benefit administration with employee self-service, and an HR portal and an e-learning platform. Other electronic HR applications are being developed.

After I instructed all the respondents, the survey was e-mailed to those 122 respondents' (excluded the Chief HR Officer, [CHRO]) immediate supervisors and included a request for them to complete the web-based questionnaire to understand the end user computing competence possessed by their subordinates. I also obtained their actual performance date, HR roles, and required personal profiles from the HRIS to avoid common method bias. According to Hardy (1993), separate subgroup regressions can be used to examine possible differences between subgroups. Therefore, this study adopted separate subgroup regressions to identify potential differences in end user computing competency elements that enhance job performance among the five HR roles.

3.2 Measures: The instrument in the present study has been developed from previous studies because using the well-established and accepted scales can provide high convergent and discriminate validity. A Likert scale was used on the questionnaire with the following ratings: 1–strongly disagree, 2–disagree, 3–moderately agree, 4–agree, and 5–strongly agree.

End user computing competence: Competence was measured using four dimensions with 14 items adopted from Yoon (2009) by asking the respondents to indicate the level of end user computing competence for their subordinates.

HR roles: HR professionals fulfill multiple, not single, roles, and no one professional plays all HR roles (Ulrich & Brockbank, 2005). Thus, a variable was determined to indicate whether each HR professional was or was not involved in any HR role according to the job description for separate subgroup regressions. The results of HR roles were all confirmed with the 22 HR managers and the CHRO.

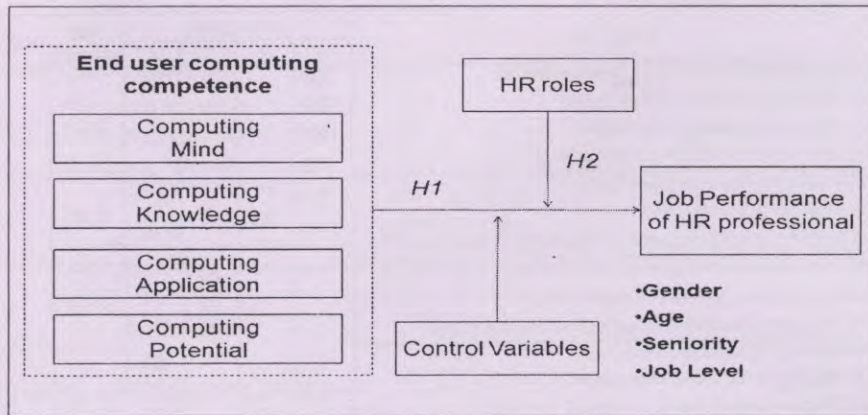
Job performance: Staples and Seddon (2004) suggested that research using more-objective measures of individual performance would enhance the internal validity of TPC model. This study used job performance as a dependent variable to explore the required HR and IT competency elements for different HR roles. I acquired each respondent's performance measurements from an objective record in his/her company's HRIS after getting approval from the CHRO, who was told the individual performance record would be anonymous. The performance was appraised to the extent of which predetermined work objectives had been met by the respondent's manager per annum, and the final performance rating was determined by a performance committee led by the CHRO to ensure internal rating consistency. The performance rating was scaled as follows: 5-Exceptional Performer, 4-Above Target Performer, 3-On Target Performer, 2-Below Target Performer, and 1-Unsatisfactory Performer.

Control variable: Previous research has shown age, gender, and length of service in a company to have an effect on the attitude towards IT. These variables may affect the attitude toward IT usage in the HR function as well (Voermans & van Veldhoven, 2007), and therefore affect the performance in the context of IT utilization in the HR function. In addition, there are several interesting findings that show a strong correlation between job level (e.g. manager vs. non-manager) and performance rating (Kahya, 2007). All of the above-mentioned variables are taken into account in this study as control variables.

3.3 Research model: The study adopted multiple hierarchical regressions on the micro-level to ascertain whether the end user computing competence, adding the control variables, has a

significant influence on the job performance for an HR professional, and thereafter tested the moderating effect of HR roles in the relationship between the end user's computing competence and job performance. The research model is presented as Figure 1.

Figure 1. Research Model



4. RESULTS

4.1 Descriptive statistics: Table 1 shows a profile of the survey sample from the HR professionals of eight business sectors, and the descriptive statistics of all variables included in this study. A total of 122 usable data were received from those HR managers with a 100% response rate.

Table 1. Descriptive Statistics

Sectors			Job Level		
	Number	Percentage		Number	Percentage
Financial Holding	3	2.5%	Manager	22	18.0%
Banking	56	45.9%	Non-manager	100	82.0%
Security	17	13.9%			
Property & Casualty Insurance	11	9.0%			
Life Insurance	24	19.7%			
Fund Management	2	1.6%			
Direct Marketing	5	4.1%			
Asset Management	4	3.3%			
Gender			Performance Rating		
	Number	Percentage		Number	Percentage
Male	29	23.8%	5 (Exceptional Performer)	6	4.9%
Female	93	76.2%	4 (Above Target Performer)	30	24.6%
			3 (On Target Performer)	33	27.0%
			2 (Below Target Performer)	35	28.7%
			1 (Unsatisfactory Performer)	18	14.8%
Education			HR Role Dedication (person time)		
	Number	Percentage		Number	Percentage
Master	50	41.0%	Employee advocate (EA)	44	36.1%
Bachelor	58	47.5%	Human Capital developer (HC)	64	52.5%
College	10	8.2%	Functional expert (FE)	77	63.1%
High School	4	3.3%	Strategic partner (SP)	20	16.4%
			Leader (LD)	24	19.7%
Age			IT Competence		
	Mean	SD		Mean	SD
Age	36.32	7.00	Computing Mindset	3.14	0.74
Seniority in the Group	7.29	6.62	Computing Technology Knowledge	2.86	0.69
			Computing Utilization Ability	2.82	0.76
			Computing Potential Ability	1.30	0.83

4.2 Validity and reliability: Table 2 provides scale items and reliabilities of the constructs of the end user computing competence utilized in this study. The collected data were investigated for validity of construct by confirmatory factor analysis. Individual item loadings for four rotated factors were all above 0.60, explaining 87.78% of the variation in that construct. The values of Cronbach's alpha for internal consistency with the fourteen items

were all above 0.7, which is acceptable for capturing the dimensions (Nunnally, 1978). Furthermore, I assessed the degree of multicollinearity, and there was no serious problem based on the variance inflation factor (VIF), which should be fewer than 10 (Chatterjee, Hadi, & Price, 2000).

Table 2. Confirmatory Factor analysis and Reliability testing

Factors	Measure items	Factors Loading				Cumul. Variance %	Cronbach's α
		1	2	3	4		
Computing Knowledge (CK)	CK1: Knowledge related to hardware, software, networks, and databases	806				22.82%	.916
	CK3: Knowledge related to e-business (B2B, B2C, and B2E)	805					
	CK4: Knowledge related to security of computing systems	783					
	CK2: Solution knowledge related to ERP, SCM, KMS, and CRM, etc.	.748					
Computing potential ability (CP)	CP1: Master's or Ph.D. degree related to computing fields		.921			45.35%	.973
	CP3: Number of papers and articles published in journals		.910				
	CP2: Completion of domestic & overseas education and training related to computing departments		.871				
Computing Mindset (CM)	CM1: Understanding and acknowledgement for computing departments			.883		67.07%	.913
	CM3: Ethic consciousness and morality in a computing environment			.854			
	CM2: Understanding of progress trends of domestic & overseas computing departments			.850			
Computing utilization ability (CU)	CU4: Ability establishing and managing computer security				.829	87.78%	.948
	CU2: Ability using ERP, SCM, CRM, and KMS etc., solutions				.818		
	CU3: Ability applying computing systems to e-business (B2E, B2C, and B2B)				.813		
	CU1: Ability using spreadsheet, presentation, and word-processing				.661		

a. The number and content of constituent variable scores were identified by principal components analysis followed by Varimax Rotation.

4.3 Hierarchical regression analysis: As seen in Table 3, a series of hierarchical regression analyses were performed to test whether IT competence has positive influences on job performance. In step 1, four control variables were entered into the regression. Overall, the model explained 16.5% of the variance in job performance ($p < .01$). Job level was significantly related to job performance ($\beta = .36, p < .01$). The remaining three control variables, gender, age, and seniority, were not significantly related to job performance ($\beta = 0.04, 0.17, \text{ and } -0.06$, respectively, $p > 0.05$). In step 2, the four independent variables, computing mindset, computing knowledge, computing application, and computing potential, were added to the regression. As shown in Table 3, the R^2 was increased to 67.2%. The four variables explained a significant amount of variability beyond that of the control variables ($\Delta R^2 = 0.51, p < 0.01$). The standardized regression weight was significant for computing mindset ($\beta = 0.40, p < 0.01$), computing application ($\beta = 0.29, p < 0.01$), and computing knowledge ($\beta = 0.25, p < 0.01$), but not for computing potential ($\beta = -0.10, p > 0.05$). Therefore, H1a, H1b, and H1c were supported, whereas H1d was not.

Further, the hierarchical regression was performed by different HR roles as shown on table 3. The results found that IT competence has different impact on the job performance for different HR roles, and the net explanatory power was the greatest for Human Capital Developer followed by Strategic Partner, HR Leader, Employee Advocate, and Functional Expert sequentially. Specifically, computing mindset was positively associated with the job performance for Employee Advocate, Human Capital Developer, Strategic Partner, and HR Leader, but not for Functional Expert. Computing knowledge was positively associated with the job performance for Employee Advocate, Human Capital Developer, and Strategic Partner, but not for Function Expert and HR Leader. Computing application was positively associated with Functional Expert only. Computing potential was negatively associated with Employee Advocate and Functional Expert. Thus, H2 was supported.

Table 3. Hierarchical regression analysis for all HR roles

Independent Variable	ALL(β)	EA(β)	HCD(β)	FE(β)	SP(β)	LD (β)
Step 1						
Gender	.043	.033	.097	.021	.022	.035
Age	.167	.311	-.007	.163	-.171	-.086
Seniority	-.061	-.166	-.042	-.069	.199	.035
Job Level	.359**	.457**	.300*	.461*	.673*	-.078
Step 2						
Computing Mindset	.404**	.575*	.396**	.123	.697*	.525**
Computing Knowledge	.249**	.525**	.350**	.126	.722*	.098
Computing Application	.293**	-.058	.081	.529**	-.136	.538
Computing Potential	-.102	-.305*	.138	-.228*	-.233	-.290
R^2	.672**	.775**	.730**	.693**	.781**	.508**
ΔR^2	.507**	.490**	.565**	.444**	.520**	.508**

Note: β represents the standardized regression coefficients for the full model, including control variables and four dimensions of the end users computing competence.

* $p < .05$, ** $p < .01$

5. DISCUSSION AND CONCLUSION:

5.1 Discussion: Overall, my results demonstrated that end user computing competence affects job performance for HR professionals, whereas it has different performance impact on the different roles of the HR professional. In general, all the hypotheses were confirmed, but some of the results require qualification and discussion. The results indicate that HR professionals need to be able to leverage technology for HR practices and take advantage of IT by automating HR processes and becoming more effective in communicating with its internal/external customers (Long and Wan-Ismael, 2008). My results further show that computing mindset is the most critical end user computing competency factor for all HR professionals except Functional Experts, who focus more on computing application than do individuals in the other roles. Functional Experts are generally involved in creating solutions to routine HR problems through a company intranet or secure internet site. In most firms, the primary application of HR technology to date is in transactional HR work, which is primarily delivered from Functional Experts. Even for the higher level Functional Expert, conducting research and turning it into practice, they demand specialization in HR field and are not expected to be HR generalists (Urlich and Brockbank, 2005).

Thus, a Functional Expert may be just required to apply IT as a tool to search and use information on the Internet, use presentation and word processing, make full use of Human Resource Information Systems and Knowledge Management Systems, and apply these solutions to a B2E (Business to Employee). They must also have the ability to establish and manage computing security for protecting employee data rather than to capture the computing mindset, knowledge, and potential. The consequences of IT usage in HR (termed electronic human resource management, e-HRM) include operation, relation, and transformation (Strohmeier, 2007). Operation refers to bring faster-processes, cost reduction, and a release from administrative burdens (Hawking, Stein, and Foster, 2004; Ngai and Wat, 2006; Ruël et al., 2004), therefore, leading positive assessments of the HR Functional Expert (Haines and Lafleur, 2008). Relation refers to the new and extended possibilities of interactions between people, which lead to accumulate social capital-trust, mutual understanding, and shared values and behaviors that bind people together and make cooperative action possible

(Lengnick-Hall and Moritz, 2003; Ruta, 2009), such as virtual communities or e-learning (Lee and Lee, 2009). For example, an Employee Advocate and Human Capital Developer should have computing mindset and knowledge to cooperate with IT well, and they should search emerging technology to establish an effective employee communication and/or social networking (e.g. web 2.0).

Transformation concerns the HR role relating to organization performance and strategy support as a strategic partner (Strohmeier, 2007). A Strategic Partner should have computing mindset and knowledge to understand the value of an enterprise system and/or business intelligence on strategy implementations and the development of organizational structure and reward systems (Wooldridge & Floyd, 1990). Their mindset and knowledge enable Strategic Partners to collect data and transform it into strategically valuable information (Bell et al., 2006) for acting in a business literate and savvy way (Ulrich & Brockbank, 2005). In contrast to Functional Experts, the job performance of Employee Advocates, Human Capital Developers, and Strategic Partners rely on relation and transformation more than operation. Application itself may be required, but it may not be the critical performance indicator compared, with the computing mindset and knowledge for those HR roles.

HR Leaders, as well as the business manager, should not be expected to know everything about IT. However, HR Leaders should have a computing mindset to understand and acknowledge IT and to know about the resources available to access and leverage IT knowledge (Bassellier, Reich, and Benbasat, 2001), which, in turn, can lead HR to integrate its functions with other functions for business success. Having a positive computing mindset may be more important to an HR Leader's job performance than that individual's specific computing knowledge, application, or potential. An interesting finding in this study was that computing potential has negative impact on the job performance for Functional Experts and Employee Advocates. Panayotopoulou and Papalexandris (2004) found that internal focus of an HR role as administrative expert or specialist is linked to competencies related to 'customer' relations, and an Employee Advocate is expected to listen and respond to individual needs (Ulrich & Brockbank, 2005), which all require face-to-face interaction with employees and line managers.

For Employee Advocates, Voermens & van Veldhoven (2007) found that, when workers or managers prefer HR in the employee champion role, they have more-negative attitudes towards e-HRM. For Functional Experts, e-HRM often substitutes electronic communications for face-to-face interactions and reduces the reliance employees have on HR personnel (Ruta, 2005), while decreasing the interpersonal trust level (Stone et al., 2006). On one hand, the negative performance effect caused from computing potential could be explained by its definition, which recognizes the IT academic background related relevant degrees and certificates, completion of education and training, and paper publication (Yoon, 2007). When people come from this background and enter into the role of HR Functional Experts or Employee Advocates, they might be enthusiastic for using this potential to substitute face-to-face interactions to enhance efficiency and cost savings. Consequently, this good intention yielded a number of dysfunctional consequences for his/her performance (Stone, et al., 2006). On the other hand, when employees prefer a strategic role for HR, they would be more positive towards an e-HRM implementation (Voermens and van Veldhoven, 2007). Human Capital Developers focus on a future talent pipeline aligned with business strategy; Strategic

Partners have to align HR activities with business strategy and support organization change; HR Leaders should integrate and coordinate HR functions with other resources to assist in strategy development and achievement (Ulrich & Brockbank, 2005). When those three strategic HR roles are equipped with more end user computing competence (particularly for computing mindset and knowledge), their job performance might be enhanced in ways consistent with the study conducted by Hanes III and Lafleur (2008), which finds that "IT allows the HR function to further help the organization accomplish business goals and define business strategies". The above argument could be used to explain why end user computing competence has a stronger performance predictive power for Human Capital Developers, Strategic Partners, and HR Leaders than Employee Advocates and Functional Experts.

5.2 Conclusion: Ulrich and Brockbank (2005) argue that HR professionals must learn to leverage IT to provide faster services to their internal clients on a global scale, reduce the costs per transaction, provide centralized services and information that will make it easier to manage and leverage the total workforce, and spend more time focusing on making strategic contributions. My study supported the above argument and found that end user computing competence is a significant predictor of job performance for an HR professional. The finding indicated that the performance leverage effect of end user computing competence for Human Capital Developers, Strategic Partners, and HR Leaders is greater than Employee Advocates and Functional Experts at individual level. The most essential factors for Employee Advocates, Human Capital Developers, and Strategic Partners were computing mindset and computing knowledge. The only critical factor of end user computing competence was the computing application and computing mindset for Functional Experts and HR Leaders, respectively.

5.3 Implication for management: This research has important implications for management. If HR professionals develop and improve their IT competence, they can more efficiently perform their given tasks and effectively increase their task performance in a business environment heavily reliant on e-HRM. HR managers should proactively move to reinforce weak areas of end user computing competence in different HR roles. Training and encouraging hands-on experience with IT are a first step in developing and strengthening the end user computing competence in areas lacking this valuable resource (Bassellier, Benbasat, and Reich, 2003). A more immediate approach to developing additional end user computing competence in the HR function is to view it as a necessary skill set in the hiring process. Although the typical hiring process in non-IT areas focuses almost entirely on their functional competencies (Davis, Kettinger, and Kunev, 2009), this study highlights the value of evaluating a candidate's end user computing competence, with different factors for different HR roles, when hiring or analyzing training need decisions. Furthermore, this study introduces a valid instrument for measuring IT competencies for HR. The instrument is easy to administer. HR managers can periodically perform self-evaluations using the tool. An item-by-item analysis can be performed to identify large discrepancies in the individual item scores, formulate actions to correct specific problems, and improve the scores, as well as the HR competencies.

5.4 Research Limitation and Future Suggestions: Like most empirical research, there are some limitations of this study that should be pointed out. *First*, the small sample was derived from the most-profitable and second-biggest financial holding group with eight financial service companies in India. This might overlook important information from other financial groups and industry sectors. Therefore, future research might help us to generalize my conceptual research model and the findings of my analyses. *Second*, because the sample data are a snapshot of the firms' conditions, I may have neglected the importance of a dynamic aspect. A longitudinal study is needed to trace the dynamics of HR activities as time goes by. This will offer us more clues to refine my research model. *Finally*, although the definition of HR roles was based on job descriptions and confirmed with the 22 HR managers and the CHRO, the construct is captured through a subjective approach. Future research may use a multidimensional approach to capturing HR roles at an individual level.

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**BURN OUTS AND STRESS MANAGEMENT IN BANKING SECTOR
(PUNE CITY)**

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➤ **INTRODUCTION :**

• **Burnouts**

Burnout is a situation in which an individual can no longer sustain any further pressures from his/her job and feels totally overcome by stress. Back pain and headache have been identified as adverse consequences of occupational burnout. The mental, physical and psychological demands placed on an employee due to organizational pressures over a prolonged period of time, results in ever increasing personal sacrifices on the part of the employee which if remain unresolved results in burnout .Most of the bank employees have to work while remaining seated in the same position for long hours throughout the day which negatively affect their physical health. The study suggests that employees experiencing prolonged excessive job demand would have a higher risk of physical burnout. Consequently the following hypothesis comes into picture.

➤ **OBJECTIVE OF THE STUDY**

- To examine what is the effect of stress on work factors (e.g., morale, job satisfaction, task effort, organizational commitment, etc) when people are under high stress in Pune.
- Burnouts
- To suggest some measures of reducing occupational stress.

➤ **DATA COLLECTION :**

• **Primary Data :**

Approached bank employees and taken interview and prepared questionnaire of stress factors for Bank of Maharashtra(Shankar Sheth Road, SBI (Camp branch), Punjab National Bank (Nana Peth), Standard Chartered Bank Kalyani Nagar Branch, HDFC bank (Camp),ICICI Bank (Kondhwa Branch).

• **Secondary data**

Secondary data is collected from following sources:

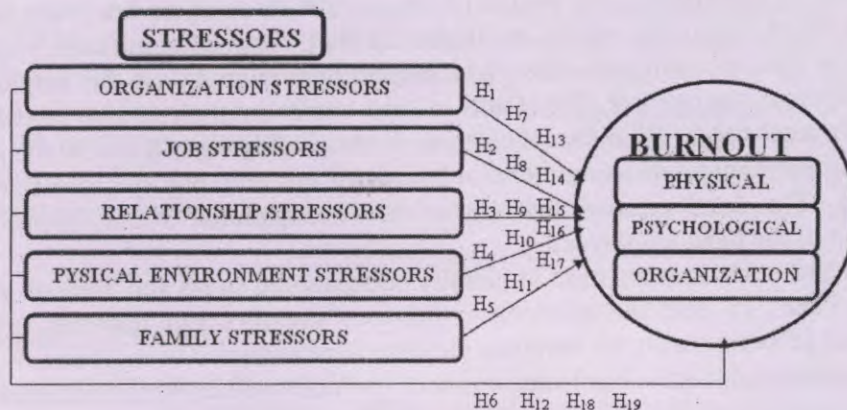
1. Books
2. Journal and magazines
3. Internet

➤ **HYPOTHESIS :**

- **H1:** The higher is the organization stressor, the higher is the physical burnout.

- **H2:** The higher is the job stressor, the higher is the physical burnout.
- **H3:** The higher is the relationship at work stressor, the higher is the physical burnout.
- **H4:** The higher is the physical conditions stressor, the higher is the physical burnout.
- **H5:** The higher is the family stressor, the higher is the physical burnout.
- **H6:** The higher is the organization, job, relationship at work, physical conditions and family stressor, the higher is the physical burnout.
- **H7:** The higher is the organization stressor, the higher is the psychological burnout.
- **H8:** The higher is the job stressor, the higher is the Psychological burnout.
- **H9:** The higher is the relationship at work stressor, the higher is the psychological burnout.
- **H10:** The higher is the physical conditions stressor, the higher is the psychological burnout.
- **H11:** The higher is the family stressor, the higher is the psychological burnout.
- **H12:** The higher is the organization, job, relationship at work, physical conditions and family stressor, the higher is the psychological burnout.
- **H13:** The higher is the organization stressor, the higher is the organizational burnout.
- **H14:** The higher is the job stressor, the higher is the organizational burnout.
- **H15:** The higher is the relationship at work stressor, the higher is the organizational burnout.
- **H16:** The higher is the Physical conditions Stressor, the higher is the Organizational | Burnout.
- **H17:** The higher is the family stressor, the higher is the organizational burnout.
- **H18:** The higher is the organization, job; relationship at work, physical conditions and family stressor, the higher is the organizational burnout.
- **H19:** The higher is the occupational stress the higher is the burnout in banking sector.

An employee who suffers from occupational stress is not able to meet the expectations of the company. These outcomes in turn result in well known indications of burnout that is founded as anger and irritability. It has been identified major symptoms of burnout as exhaustion, isolation and lack of personal execution. A number of studies have linked burnout with number of psychological and physical health problems which include insomnia along with fatigue, headache, misdirected, anger, feelings of isolation and tiredness. It is proved by the study that increasing stress is related to psychological burnout. Based on the following the hypothesis derived is psychological burnout.



Means and standard deviations are used to identify occupational stress and burnout in the banking sector of Pune. To find the relationship between stressors and burnouts and to determine the impact of stressors on the burnouts the data were analyzed using, t-test, F-test, correlations and regression. Statistical software was used to find these statistical measures.

➤ **Descriptive analysis :**

The focus of the study was to determine the occupational stress and professional burnout of the bank employees in the banking sector of Pune area. Statistical tools of mean, standard deviation were used to identify the occupational stressors and burnouts. The results for stress show mean of 3.22 with standard deviation of 1.23 for organization structure, mean of 3.46 with standard deviation of 1.33 for organizational stability, mean of 3.14 with standard deviation of 1.23 for career progress, mean of 2.76 with standard deviation of 1.14 for work load, mean of 2.51 with standard deviation of 1.18 for long working hours, mean of 3.35 with standard deviation of 1.17 for future uncertainty, mean of 3.09 with standard deviation of 1.07 for role ambiguity, mean of 3.13 with standard deviation of 1.15 for role conflict, mean of 3.49 with standard deviation of 1.17 for relationship with superior, mean of 3.35 with standard deviation of 1.17 for relationship with subordinates, mean of 3.52 with standard deviation of 1.02 for relationship with colleagues, mean of 2.87 with standard deviation of 1.27 for technological problems at work, mean of 3.22 with standard deviation of 1.26 for physical environment at work, mean of 2.68 with standard deviation of 1.28 for inadequate salary, mean of 2.42 with standard deviation of 1.24 for not ample time for family, mean of 2.58 with standard deviation of 1.21 for jobs worries at home.

The mean value of less than 3 shows significant stress. These results reveal that employees of the banking sector in Pune are experiencing stress because of work load, long working hours, technological problem at work, inadequate salary, and insufficient time for family and job worries at home. Overall results reveal that job, Family/work interface are the major sources of occupational stress for the bank employees in Pune. Descriptive results about occupational burnout clearly disclose that because of prolong working hours and excessive workload entrusted on the employees is leading to strain and which in turn cause back pain(mean = 2.84, standard deviation = 1.24) and extreme tiredness (mean = 2.72, standard deviation = 1.20) as symptoms of physical burnout. The inability to cope with family/work interface is creating headache (mean = 2.78, standard deviation = 1.18) and sleep disturbance (mean = 2.98, standard deviation = 1.23) for the employees and leading to psychological burnout. The overall results indicate that there is tendency of significant physical burnout among the bank employees in Pune.

• **Correlation analysis**

The relationship between occupational stress and burnout was established through Karl Pearson's coefficient of correlation. The results of the correlation analysis are presented in Table 1.0. It is evident from the results in Table 1.0 that there is significant positive relationship between the occupational stress and professional burnout of the employees working in the banking sector of Pune. The results of the correlation analysis also reveal that relationship between total stresses to different burnouts is also highly significant. At the same time the relationship between total stresses to total burnout is not only highly significant but also a strong one. The results prove that higher the occupational stress, higher the professional burnout of the bank employees.

Means and standard deviations are used to identify occupational stress and burnout in the banking sector of Pune. To find the relationship between stressors and burnouts and to determine the impact of stressors on the burnouts the data were analyzed using, t-test, F-test, correlations and regression. Statistical software was used to find these statistical measures.

Table 1.0. Correlation analysis on occupational stress and professional burnout of bank employees.

Stressors	Burnout		
	Physical burnout	Psychological burnout	Organizational burnout
Organization elements	0.319**	0.375**	0.324**
Job elements	0.393**	0.541**	0.477**
Relationship at work elements	0.319**	0.467**	0.361**
Work environ elements	0.29**	0.395**	0.345**
Family and work interface elements	0.505**	0.435**	0.299**
Total stress	0.504**	0.617**	0.505**
Total stress		Total burnout	
		0.704**	

Note: **Correlation is significant at the 0.01.

Table 2.0 Summary of multiple regression analysis.

Independent variable (sources of stress)	R ²		R ²			
	Individual effect of the Independent variables	Adjusted R ²	β	Sig.	Combined effect of independent variables	Adjusted R ²
Organization	0.193	0.190	0.131	0.017		
Job	0.378 ^a	0.376	0.303	0.000		
Relationship	0.253 ^a	0.250	0.225	0.000	0.497	0.486
Work environment	0.201 ^a	0.198	0.096	0.094		
Family work interface	0.273 ^a	0.270	0.186	0.002		

a. Predictors: (Constant), family work, relation at work, organization, physical environment, job, b. Dependent Variable: Burnout.

• **Impact of stress (independent variable) on the burnout (dependent variable)**

To determine the extent and significance to which the independent variables influence the dependent variable, multiple regression analysis was carried out. The results of regression analysis are presented in Table 2. The results in Table 2 reveal that organizational stressors contribute 19.3%, job stressors 37.8%, Relationships at work stressors 25.3%, work environment 20.1% and family/work interface 27.3% to the burnout of the employees working in the banking sector of Pune. Among the stresses the major factor contributing to burnout in the banking sector stands out to be the job elements, followed by family-work interface elements. The stress caused by the work environment elements is insignificant. The results support the formulated hypothesis from H₁ to H₁₅; however it does not support H₄, H₁₀ and H₁₆.

➤ **Limitations of the study:**

The generalization of the results is limited because instead of using psychological test,

the study has evaluated stress and burnout on the self rating of the banking sector employees. The sample size is not large enough and do not cover all banks working in Pune. The non-serious attitude of the respondent and other delicate issues might manipulate the responses to some extent. However, given the above mentioned limitations, the results of this study highlighted some significant stresses/burnouts and brought to light the need for the future research. The negative feelings about organization structure, job elements, relationship at work, and family/work interface are the potential sources of stress for bank employees

➤ SUGGESTIONS AND RECOMMENDATIONS

- Take adequate steps to redesign jobs, which are taxing to employees' abilities and capacities.
- Adequate role clarification to be made whenever necessary to eliminate role ambiguity.
- Introduce more job oriented training programs, which improve employees' skill and their confidence to work effectively.
- Attractive system of reward and recognition of good work.
- Encourage open channel of communication to deal work related stress.
- Undertake stress audit at all levels in the organization to identify stress area improving conditions of job and all deviating job stress.
- Provide counseling on work related and personnel problems and support from a team of welfare health and counseling staff.
- Organize a Stress Management Program that focuses on different leave categories of employees' at all hierarchical level.

➤ CONCLUSION

- The problem of stress is inevitable and unavoidable in the banking sector. A majority of the employees face severe stress- related ailments and a lot of psychological problems. Hence, the management must take several initiatives in helping their employees to overcome its disastrous effect.
- Since stress in banking sector is mostly due to excess of work pressure and work life imbalance the organization should support and encourage totake up roles that help them to balance work and family.
- The productivity of the work force is the most decisive factor as far as the success of an organization is concerned.
- The productivity in turn is dependent on the psychosocial well being of the employees. In an age of highly dynamic and competitive world, man is exposed to all kinds of stressors that can affect him on all realms of life.
- The growing importance of interventional strategies is felt more at organizational level. This particular research was intended to study the impact of occupational stress on private and national bank employees. Although certain limitations were met with the study, every effort has been made to make it much comprehensive.

- The job of the bankers demands continuous interaction with customers and figures. The prolong working hours also keep them off all the day long from their families and social life.

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FOOD SECURITY STATUS & GROWTH IN INDIA-

-Is a way to help million deprives???

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An Introduction:

“Food Insecurity exists when all the people, all the times, don’t have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an activate and healthy life”

-Food and Agricultural Organisation (2010)

Recent food price increases have drawn the attention of the world’s policy-makers and news media to food security. But what is “food security” and how can it be measured? Those two questions are addressed in this brief article. In its narrowest definition, food security means that enough food is available, whether at the global, national, community, or household level. But that begs a clarification of what is meant by “enough”. Is it enough to meet economic demand and if so, at what price, or is it enough to meet energy and nutrient requirements? Originally, the term “food security” was used to describe whether a country had access to enough food to meet dietary energy requirements. National food security was used by some to mean self-sufficiency, i.e. the country produces the food it needs or that which its population demands. Again, it was seldom made clear whether self-sufficiency meant that all citizens had access to enough food to meet energy and nutritional requirements or whether meeting economic demand from domestic production was enough to claim self-sufficiency. Using the latter definition, all countries could claim self-sufficiency simply by leaving the domestic market to equate demand and supply at whatever price would result. National food sovereignty was and still is used to measure the extent to which a country has the means to make available to its people the food needed or demanded, irrespective of whether the food is domestically produced or imported. A country that does not produce the food it needs or its population is prepared to buy and does not have the hard currency to import what is missing, would not be food sovereign.

The use of the term food security at the national and global level tends to focus on the supply side of the food equation. The question raised is: is there enough food available, where food is usually interpreted to mean dietary energy? But availability does not assure access, and enough calories do not assure a healthy and nutritional diet. The distribution of the available food is critical. If food security is to be a measure of household or individual welfare, it has to address access. This was widely recognized by scholars and practitioners in the mid-1970s, and food

security was defined as access by all people to enough food to live a healthy and productive life. This definition was subsequently amplified by FAO to include the nutritional value and food preferences. Thus the definition agreed upon at the World Food Summit in 1996 is that food security exists when all people, at all times, have physical and economic access to sufficient safe and nutritious food to meet their dietary needs and food preferences for a healthy and active life.¹ The addition of "safe and nutritious" emphasize food safety and nutritional composition while the addition of "food preferences" changes the concept of food security from mere access to enough food, to access to the food preferred. This implies that people with equal access to food, but different food preferences, could show different levels of food security. As long as the term "preferences" is interpreted to mean foods that are socially and culturally acceptable and consistent with religious and ethical values, rather than a broader interpretation to mean a household or individual preference for caviar instead of sorghum, there may not be a problem with the addition of "preferences."

Estimation of food security:

How should household or individual food security be estimated? Consumption surveys would tell us what was consumed. But that is an outcome of not only access to food, but the household food acquisition and allocation behaviour. Estimates of total household incomes and food prices could provide an estimate of household food security, but only if assumptions are made about the income share that the household spends on food. That would depend on household behaviour and the costs of other goods and services demanded by the household. For example, two households with the same total incomes and facing the same food prices might have different food security if one had to pay school fees, but the other did not. Least-cost diets that would meet energy and nutrient requirements could be used as guidelines for household food security but that would ignore household preferences and inter-household variations in expenses to meet other basic needs. Experimental measures of food insecurity, like the one used by the United States Department of Agriculture (USDA),² attempt to address the issue of varying household needs and behaviour. A set of questions addressed to potentially food insecure households is used to estimate household food insecurity scores. The questions attempt to capture perceptions as well as past experience by the households. A moral hazard risk would be expected from such an approach if the respondents expect that the answers will influence whether the household gets access to government support.

Magnitude of food insecurity:

¹ FAO (1996) Declaration on world food security. World Food Summit, FAO, Rome.

² Nord M, Andrews M, Carlson S (2004) Household food security in the United States, 2003. ERS Food Assistance and Nutrition Research Report No. 42, USDA, Washington, DC.

If the above FAO definition is interpreted to mean that the nutritional needs of each individual have to be met for the person to be food secure, the FAO estimate of 800–900 million undernourished people would be a gross underestimate of the prevalence of food insecurity. If the estimate of two billion iron deficient people is correct, that number would be the lower bound for the number of food insecure people in the world. But should households that are able to acquire the food they prefer and need to meet the energy and nutritional requirements for all its members whether from own production, barter or purchase, really be classified as food insecure if one of the household members suffer from micronutrient deficiency? In such a case, the problem is inappropriate intra-household allocation of the household food acquisition power. Dietary changes rather than enhanced ability of the household to obtain more food may be the solution. At issue is whether the FAO definition of food security, that is now widely accepted, can be used to guide policies and programs or whether there is a need to disaggregate the concept into different kinds of food insecurity depending on the nature and severity of the problem and the type of solution required. The USDA food security measure which, as mentioned above, is based on household self-declarations, differentiates between low and very low food security. It is focused on the household-level resource constraints, i.e. does the household have the resources to acquire the food needed? But if food security, as defined by FAO, is to be achieved, assuring sufficient household resources is necessary, but not sufficient. Household behaviour must be considered. Does the household acquire the food needed and is it allocated according to needs of the household members? What becomes important is whether all members are food secure. Policy interventions to assure that each household has access to enough food are likely to be very different from interventions needed to change food acquisition and allocation behaviour. But what about those individuals who are food secure but exposed to unclean water and poor sanitation? Is food security a goal in itself or a means to achieve good health and nutrition? If the latter, policy interventions should be guided towards nutritional security and the monitoring of food security should be complemented by anthropometric measurements.

Data Analysis regarding Food Production and Growth Rates:

Table 1 Trend Growth Rates in Production & Yields of Food grains and Oilseeds (% per annum)

<u>Crop groups/crops</u>	<u>Production</u>		<u>Yields</u>	
	1986-87 to 1996-97	1996-97 to 20010-11	1986-87 to 1996-97	1996-97 to 2010-11
Years Range				
Food grains	2.93	0.93	3.21	1.04
Cereals	3.06	0.97	3.36	1.19

Coarse cereals	1.19	1.53	3.66	2.25
Pulses	1.32	0.36	1.49	-0.02
Oilseeds	6.72	1.99	3.32	1.49
Rice	3.06	1.02	2.37	1.22
Wheat	4.09	0.65	2.93	0.34

Note: These are fitted trend growth rates, Source: CACP, Ministry of Agriculture (2011)

Table no 2. Buffer Stock of Foodgrains: Rice and Wheat (in million tonnes)

Year	1 st July Actual Buffer Stock	1 st July Norm of Buffer Stock
2004	63.0	24.3
2005	35.2	24.3
2006	29.9	24.3
2007	24.5	24.3
2008	19.4	24.3
2009	23.9	24.3
2010	36.2	24.3
2011	52.5	24.3

Source: Dept of Food and Public Distribution System, GoI 2011

Table 3. Net Availability of Cereals and Pulses

Year	Per capita net availability per day (grams)			Edible oil (Kg.)	Vanaspati (Kg.)	Sugar (Nov-Oct.) (Kg.)
	Cereals	Pulses	Total Food grains			
1991	334.2	60.7	394.9	2.5*	0.7*	5.0*
1992	399.7	69.0	468.7	3.2	0.8	4.8
1993	417.6	51.2	468.8	3.5	1.0	7.4
1994	417.3	37.5	454.8	3.8	1.2	7.3
1995	435.3	41.1	476.4	5.3	1.1	12.3
1996	468.5	41.6	510.1	5.5	1.0	12.7
1997	434.5	34.3	468.8	5.4	1.0	13.0
1998	427.9	36.2	464.1	5.8	1.0	13.7
1999	434.0	37.2	471.2	6.1	1.0	12.5
2000	457.6	37.8	495.4	6.3	1.0	13.2
2001	442.5	32.7	475.2	7.0	1.0	14.1
2002	466.0	37.1	503.1	8.0	1.0	14.6

2003	414.2	32.8	447.0	6.2	1.0	14.5
2004	429.2	36.5	465.7	8.5	1.3	14.9
2005	422.7	31.8	454.4	9.0	1.4	15.6
2006	386.2	30.0	416.2	8.2	1.3	15.8
2007	458.1	35.4	494.1	8.8	1.4	16.0
2008	408.5	29.1	437.6	7.2	1.4	16.3
2009	426.9	35.8	462.7	N.A.	N.A.	N.A.
2010	390.9	31.5	422.4	N.A.	N.A.	N.A.
2011	412.8	32.5	445.3	N.A.	N.A.	N.A.
2012	407.4	35.5	442.8	N.A.	N.A.	N.A.

Note: * Pertains to the year 1955-56, Source: Economic Survey 2011-2012, Government of India.

Table 4: Estimated Production and Projected Demand of Food grains

Crop	2008-09			2011-12			2020
	Projected Demand	Estimated Production	Surplus/shortfall	Projected Demand	Projected production	Surplus/shortfall	Projected Demand
Rice	92.87	99.15	6.28	98.79	104.21	5.42	111.9
Wheat	72.72	80.58	7.86	77.36	83.61	6.25	79.9
Coarse Cereals	35.9	39.48	3.58	38.19	35.75	-2.44	37.3
Pulses	17.51	14.66	-2.85	19.91	15.73	-4.18	23.8
Food grains	219.0	233.88	14.88	234.26	239.3	5.04	252.8
Sugarcane	275.9	271.25	-4.66	322.54	305.51	-17.03	--
Oilseeds	47.4	28.16	-19.27	53.39	27.53	-25.86	--

Source: Ministry of Agriculture (2009)

Data Analysis regarding woman malnutrition and poverty ratios of social groups:

Table 5: Poverty Ratios by Social Groups: 2008-09: All India and Selected States

Year	Rural			Urban		
	SC	ST	OBC	SC	ST	OBC
Bihar	64.0	53.3	37.8	67.2	57.2	41.4
Chhattisgarh	32.7	54.7	33.9	52.0	41.0	52.7
Jharkhand	57.9	54.2	40.2	47.2	45.1	19.1
Punjab	42.8	58.6	29.6	67.3	44.7	55.5
Maharashtra	44.8	56.6	23.9	43.2	40.4	35.6
Orissa	50.2	75.6	36.9	72.6	61.8	50.2
Uttarakhand	54.2	43.2	44.8	65.7	64.4	46.5
All India	36.8	47.3	26.7	39.9	33.3	31.4

Source: Planning Commission, 2010.

Table 6: Incidence of Malnutrition Among Women (Chronic Energy Deficiency): 2010-11

<u>State</u>	<u>Total Population</u>	<u>SC/ST Population</u>	<u>OBC Population</u>	<u>Muslim Population</u>	<u>Others</u>
1	2	3	4	5	6
India	35.6	42.7	36.0	35.1	27.5
Andhra Pradesh	33.5	38.4	37.0	27.6	22.2
Assam	36.5	34.5	30.4	46.0	31.4
Bihar	45.1	58.4	43.3	49.6	31.4
Chhattisgarh	43.4	46.6	44.8	28.9	26.2
Gujarat	36.3	48.0	40.5	37.0	22.9
Haryana	31.3	36.4	33.1	49.0	26.6
Jharkhand	43.0	44.6	45.3	47.3	26.5
Karnataka	35.5	41.8	34.9	26.9	31.7
Kerala	18.0	24.1	18.6	15.6	18.0
Madhya Pradesh	41.7	48.7	42.2	37.4	27.7
Maharashtra	36.2	43.6	36.1	23.8	34.5
Orissa	41.4	50.6	39.6	63.5	30.7
Punjab	18.9	26.7	18.0	22.5	14.4
Rajasthan	36.7	44.1	33.3	36.1	32.3
Tamil Nadu	28.4	36.1	26.8	20.7	8.3
Uttar Pradesh	36.4	43.6	35.4	36.4	28.3
West Bengal	39.1	45.2	39.2	37.4	31.5

Source: Compiled from Kannan (2011). The data is from NFHS-3 data

Stunting and Chronic Nutritional Deficiencies



Children with symptoms of low calorie and protein intake and a nurse attendant in Indian Scenario in the 2000's

Many countries experience perpetual food shortages and distribution problems. These result in chronic and often widespread hunger amongst significant numbers of people. Human populations respond to chronic hunger and malnutrition by decreasing body size, known in medical terms as stunting or stunted growth. This process starts *in utero* if the mother is malnourished and continues through approximately the third year of life. It leads to higher infant and child mortality, but at rates far lower than during famines. Once stunting has occurred, improved nutritional intake later in life cannot reverse the damage. Stunting itself is viewed as a coping mechanism, designed to bring body size into alignment with the calories available during adulthood in the location where the child is born. Limiting body size as a way of adapting to low levels of energy (calories) adversely affects health in three ways:

- Premature failure of vital organs occurs during adulthood. For example, a 50-year-old individual might die of heart failure because his/her heart suffered structural defects during early development;
- Stunted individuals suffer a far higher rate of disease and illness than those who have not undergone stunting;
- Severe malnutrition in early childhood often leads to defects in cognitive development.

"The analysis ... points to the misleading nature of the concept of subsistence as Malthus originally used it and as it is still widely used today. Subsistence is not located at the edge of a nutritional cliff, beyond which lies demographic disaster. Rather than one level of subsistence, there are

numerous levels at which a population and a food supply can be in equilibrium in the sense that they can be indefinitely sustained. However, some levels will have smaller people and higher normal mortality than others."

Indian Scenario:

According to 2011 Census, India's population increases 181 million people from 1.03 billion in 2001 to 1.21 billion in 2011 (Visaria L. 2011). The decadal growth rate of population is 17.6% compared to 21.2% during 1991-2001 suggesting a slowdown of growth. It is expected that India will become the most populous country in the world by 2030 overtaking China. India's population size is expected to stabilize at 1.8 billion at 2041. The state Uttar Pradesh is the most populous country in India with 199.6 million people covering 16.5% of country's population. The sex ratio of population has began to improve from 927 in 1991 to 933 in 2001 to 940 in 2011. The overall literacy rate in 2001 is 745 with 82.1% male and 65.55 female literacy rate. The child sex ratio has fallen from 945 in 2001 to 927 in 2001 to 914 in 2011. Though India possesses only 2.4% of world geographical area it covers 18% of total world population. This high growth of population is main retarding factor of economic development. Poverty, in-equality, hunger, mal-nutrition, unemployment, food scarcity etc. are the curse for the society today. Reduction of population growth is essential to improve the socio-economic condition of the people and to secure sustainable food security. Creating food-surplus is as an important objective of planning. India realised that food-surplus country dictated the food-deficit countries. India suffered very severe droughts during 1965 and 1966 and at the same time the American President restricted food aid to monthly basis under P.L.480 programme. Later the Prime Minister Indira Gandhi went in for seed-water-fertiliser policy popularly known as "Green Revolution". After the introduction of this policy India achieved self-sufficiency in food grains by the year 1976 and onwards (except in 2006-2007). The per capita availability of food grains increased from 395 grams to 445 grams per day during the period 1951 to 2007 (Datt R. and Sundharam K.P.M. 2010). In spite of that, according to National Family Health Survey (NFHS) in 2006, 46% of children below 3 years are underweight, 33% women and 28% men have a Body Mass Index (BMI) below the normal, 79% of children aged 6-35 months have anaemia, as do 56% of married women aged 15-49 years and 24% of similar men, and 58% of pregnant women (Ghosh J. 2010). During the period 2003 to 2008 India's population increased by 8% while food grains increased by 5% only. All these indicators show the food scarcity in India and even in rural India the situation is worse.

Remedial Measures:

The following measures which India can adopt for attaining sustainable food security:

- i) From Malthusian theory of population growth we know that population grow faster than the food supply. To stabilize the population the birth and death rate are almost to be equal. Only stable population can assure sustainable food security.
- ii) Sustainable land management is necessary here for sustainable food security. Conservation of land, soil erosion has to be stopped, pollution should be controlled and land fertility must be restored to raise food production.

iii) Water scarcity is very much related to food scarcity. Rain water harvesting, reduction of excessive irrigation water, change in cropping pattern (i.e. produce food crops which requires less water), same water should be used for many purposes, water recharge, controlling water pollution etc. are necessary to food security.

iv) For achieving food security pollution of water, air, land, less use of chemical fertiliser, insecticides and pesticides, forestation, plantation, bio-diversity etc must be controlled to protect common property resources not only for the present but also for the future generation.

v) For absorptions of food investment in social sectors like health, education, nutrition, social security measures, provision of safe drinking water etc. must be raised. It is a matter of fact that in India public health care system has totally collapsed and even the private health care facilities are located in the urban areas and benefit very few (Meeta and Rajiblochan 2010) Hence the health care facilities must be improved any how to raise the standard of living of the commons.

vi) "Right to food" bill should be recognised as fundamental rights. A right based approach to food security imposes obligations on national governments to establish non-discriminatory and non political laws to ensure that their populations have accessed to adequate food. All countries are directed to implement the right to food bill through a resolution to eradicate hunger by 2025. Both the Central and State government and the National Advisory Council (NAC) are responsible to ensure food security for all citizens at any cost.

Conclusion:

Food security, as defined by FAO, provides a useful goal towards which the world should strive. It can also be useful for monitoring an important aspect of the well-being of households and for the design, implementation, and evaluation of policies, programs and projects. However, the interaction between household food access (usually referred to as household food security), and household food acquisition and allocation behaviour means that household food security is of only limited value as an indicator of individual food security. Because of a high prevalence of poor sanitation and unclean water in many developing countries, their values as an indicator of individual health and nutrition is even less. Food security is a valuable concept if used with a clear understanding of what it means, its limitations, and how it interacts with behaviour and non-food factors. Estimates of household food security, combined with individual anthropometric estimates for children and a thorough understanding of household behaviour provide a powerful input into the design and implementation of policies and programs to improve nutrition.

As food is the first and foremost basic necessity of life, absence of food security leads to social and political instability which is contrary to economic development of any country. The problem is not only located in India but also all over the globe. Food security requires safe drinking water, primary health facilities, basic education and healthy environment. Sustainable land management is necessary here. Conservation of land, soil erosion has to be stopped, pollution should be controlled and land fertility must be restored to raise food production. For achieving food security pollution of water, air, land, less use of chemical fertiliser, insecticides and pesticides, forestation, plantation, bio-diversity etc must be controlled to protect common property resources not only for the present but also for the future generation. We see that some times food crisis is not due to lack of food supply. It is the failure of PDS and the crisis not food crisis, it is

the policy crisis of the government. Hence in the interest of the sustainable economic development for achieving sustainable food security every government of the world must adopt some urgent measures and should work united to make the world free from hunger.

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