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Late Shri Raj Kumar Goel Ji

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From The Founder

We are building our Institute as an ideal family, the RKGIT PARIWAR where members strive for the development, well being and promotion of each other.

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Aims & Scope

SAARANSH is an international bi-annual refereed research journal published by RKGIT (MBA), Ghaziabad. The objective of the journal is to provide a forum for discussion of advancement in the area of management. The journal published research papers, articles, book reviews & case studies. The journal invites manuscripts on all aspects of management and business environment.

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FROM THE DESK OF THE EDITOR

8th November 2016, Indian ruling government had taken a sudden step of demonetization. Dramatically taken a tough step shocked the economy of not only entire country but entire globe as well. “When we found out that 86 percent of the currency had been demonetized....” On top of that, remember we had no arrangements ahead of time”, said Arundhati Bhattacharya, chairperson-State Bank of India. The mammoth task in front of RBI was to show their managerial ability to minimize the turbulence & maintaining the smooth flow of economy. Government of India asked to replace all, in practice, Rs. 500 and 1,000 rupee notes for new tender in 500 and 2,000 rupee denominations by the end of 2016.

This required almost every transaction had to be handled through the banking system. The government of India gave 50 days time to exchange their banknotes, which caused hundreds of millions of people to rush to every possible location, like- banks, jewelry shops, foreign-exchange counters, and ATMs.

In the short term, there was an increase in bank deposits as individuals deposit their high-denomination notes, bringing down yields. The impact of the demonetization measures certainly slow down economic growth. As most real-estate transactions entail an element of cash. Several businesses are dealing in cash and with demonetization they trapped in cash-clinch and consequently revenue, employment, consumption and investment.

The informal sector in India employs more than a majority of the workers and most transactions are in cash. The decision taken, endangered the employment and livelihood of weaker sections of society. 87 per cent of all transactions in India were cash-based, as estimated by The National Institute of Bank Management, Pune, in 2014.

The global median of volume of cash circulation of the gross domestic product was 7 to 7.5 per cent, where as in India it was about 12 per cent. It was an acid test for Indian Economy Managers, the task was highly challenging. Initially the IMF cut down India’s growth rate for the fiscal year 2016-17 to 6.6% from its previous estimate of 7.6% due to the “temporary negative consumption shock” of demonetization.

The redemption period for the old notes came to an end on Friday December 30th. “Surprisingly, nearly the entire stock of 500 and 1,000 rupee notes were recovered by the central bank”- stated by Forbes on 2017 Jan 3rd. Despite of political pressure, hot criticism, the performance showed the shine.

IMF forecast issued on January 11 indicated that India would regain momentum in the following years with a growth of 7.6% and 7.8% due to reform initiatives. Despite IMF’s downward revision of India’s growth rate and a slight upward revision of China’s growth projections, India continues to be the fastest growing countries among emerging economies.

The present issue of SAARANSH is more towards the new models and theories of modern Indian economy. We hope it will enlighten the management practitioners to better understand the modern India & utilize their current assets effectively. Moreover, I am thankful to all the research scholars & other management practitioners to share their valuable suggestion & guideline to improve the impact of SAARANSH. I extend my heartiest gratitude for valuable support/ suggestions and expecting your patronage in future.

–Dr Arvind Singh

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Lecturer Performance; Organizational Culture, Leadership and Achievement Motivation

Yusdi Anra*
Martinis Yamin**

ABSTRACT

This research is aimed at finding the effects of: (1) organizational culture on performance, (2) leadership on performance; 3) achievement motivation on performance; 4) organizational culture on achievement motivation; 5) leadership on achievement motivation. This research used survey method with a causal approach. There are 255 lecturers selected based on the simple random technique as the sample. This research was conducted towards the lecturers in Jambi University. The data were collected using questionnaire as the research instrument. The validity test was conducted using the Cronbach's Alpha. The results showed that; first, there was a direct effect of organizational culture on performance; second, there was a direct effect of leadership on performance; third, there was a direct effect of achievement motivation on performance; fourth, there was a direct effect of organizational culture on achievement motivation; fifth, there was a direct effect of leadership on achievement motivation. The implication of this research is that the effort to improve lecturer performance can be made through improving the organizational culture, leadership, and achievement motivation.

Keywords: Performance, organizational culture, leadership, achievement motivation.

INTRODUCTION

Lecturer performance is a responsibility that should be conducted by any lecturer in a university. A good performance will have a positive impact on the university, so that the university can arrange a maximum work program in order to improve the quality of the university. There are many influencing factors on lecturer performance, one of them is the number of students. The more the students, the higher the teaching duty of a lecturer, so that it can affect his/her performance in the university.

Jambi University was established on April 1, 1969 by a Decree of Minister of Education Number 25 of 1963. The decree stipulated that Jambi University would consist of Faculty of Economics, Faculty of Law, Faculty of Agriculture, and Faculty of Animal Husbandry.

Furthermore, in 1982, there was a Decree of President of the Republic of Indonesia number 41/1982 concerning Jambi University stipulated that Jambi University would consist of Faculty of Teacher Training and Education, Faculty of Economics, Faculty of Law, Faculty of Agriculture, and Faculty of Animal Husbandry. In the development, Jambi University currently has 717 lecturers in 5 faculties, as follow: 205 lecturers in

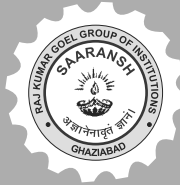
Faculty of Teacher Training and Education (FKIP), 129 in Faculty of Economics (FE), 103 in Faculty of Law (FH), 170 in Faculty of Agriculture (FAPERTA), and 110 in Faculty of Animal Husbandry (FAPET) (BAUK of Jambi University, 2013: 5)

However, the number of lecturers is still less than the number of the students of Jambi University which are currently 28.000 students, with a ratio of 1 : 39. The ideal ratio of the number of lecturers and the number of students is 1: 20. Daft (2003: 22) defines performance as a term, in a broader definition, that has a meaning and level in an organization to achieve the directed goals and objectives. An organization should have a clarity, both in its objectives and strategies used. Robbins (1990: 77) states that there are 4 ways to make an effective performance in an organization, they are: 1) *goal attainment*, how an organization is able to attain the final goals that have been programmed, 2) *system*, how an organization is able to obtain the necessary resources, 3) *strategic constituencies*, how far an organization is able to conduct the objectives of *strategic constituencies*, 4) *competing values*, how far an effective organization has a value to compete with the broader environment.

Colquitt, LePine and Wesson (2009: 8) state that

* Lecturer for Faculty of Education and Teacher Training, Jambi University Jambi-Indonesia.

** Lecturer for Faculty of Education and Teacher Training, The State Institute for Islamic Studies Jambi-Indonesia.



the individual outcomes in an organization in the form of performance and organizational commitment are affected by several factors, they are: 1) job satisfaction; 2) stress; 3) motivation; 4) trust, justice, and ethics, and 5) learning and decision making. Furthermore, LePine and Wesson (2009: 37) define that performance is a value and a set of behavior of the employee which have both positive and negative contribution on the achievement of organizational goals.

According to Oemar Hamalik (1989: 123), a lecturer is obliged to guide his/her student for a national education purpose, in other word, a lecturer must have a professional skill. As a professional, a lecturer has some duties as follows: 1) helping to conduct both academic and non-academic programs of the university, (2) have to follow all of the applicable provisions in order to realize a good teaching and learning situation, (3) have to preserve and develop knowledge in terms of implementing the three pillars of tertiary education (*tridharma perguruan tinggi*); education and teaching, research, and community service. (Guidelines of Jambi University, 2009: 11).

Relating Jambi University as a kind of organizations, the lecturer performance plays an important role in improving the quality of graduates of Jambi University. Through the improvement in lecturer performance, it is expected that the lecturers provides more time and service to the faculty and university in order to accelerate the achievement of visions and missions of the university. Based on the definition above, it can be synthesized that the lecturer performance of Jambi University is the lecturers' ability in conducting their duties and functions based on their responsibilities to achieve the organizational goals with some indicators of work quantity and quality, working knowledge, creativity, cooperation, dependence, initiative, and individual quality.

Furthermore, the organizational culture is a set of values that have been agreed and known by the members of the organization which are believed able to guarantee and help the members in the organization. Colquitt, LePine, Wesson (2009: 546) argue that cultural organization shares the social knowledge in the organization based on rules, norms, values, attitude and behavior of the employees. "A shared social knowledge within an organization regarding the rules, norms, and values that shape the attitude and behaviors of its employees."

Diana C. Pheysey (1993: 3) defines culture as a way to perceive habits conducted by many people. Culture opens to changes. Therefore, Diana Pheysey defines culture as follow; "A culture is thus a way of seeing that is common to many people. Culture itself is subject to transformation". From this definition, Diana C. Pheysey wanted to say that culture is a thing usually used as a reference by all of its members and refers to change. Thus, the organizational culture at Jambi University is not something that is eternal and can change anytime given being agreed by its members.

Organizational culture at Jambi University not only contains of formal, but also informal values controlling both individuals and groups. Interactions between individuals in the organization are controlled by the values and norms of the organization. It is necessary to conduct to keep the individuals' behavior to not deviate from the values and norms that have been mutually agreed and accepted. Based on the description above, it can be synthesized that organizational culture is a set of values that is accepted by the members as a guideline in applying the values, norms, beliefs, practices exist in the organization with indicators of tolerance, respect, integrity, mutual respect, cooperation, mutual trust, mutual attention, sacrifice, sincere, prioritizing the work.

Meanwhile, the definition of leadership is a self-changing process to be able to influence the others. The source of this leadership influence may be formal in an organization. Organisation at Jambi University requires a strong leadership and management to improve lecturer performance at the University. Hersey and Blanchard (1985: 86) define leadership as a process that affects power in achieving a goal in a certain situation. A leader needs power but it does not mean that the bigger power is always better. French and Raven *dalam* Yukl (2011: 190) state that there are 5 kinds of power in a leadership, they are; (1) *Reward power*, a reward given based on the ability of a person determined by the leader who has the authority to make a decision; (2) *Coercive power*, The implementation of leadership on a person who follow the commands to avoid the punishment given; (3) *Legitimate power*, that the power is legitimate and believed to have a right to command in which everyone has to obey; (4) *Expert power*, a power based on the expertise of a person to

finish a job; (5) *Referent power*, a power of a person who is admired by the others due to his/her nature and appeal.

Emmy and Taty (1994: 110) state that leadership can be categorized as something that is task-oriented and employee-oriented. Furthermore, Robbins (2003: 40) argues that there are four leadership behaviors; (1) the leader who directs his followers to know what should be expected from him, arranges the schedule to do and give specific guidelines to complete the task, (2) the leader who is sportive, friendly, and caring for the needs of his followers, (3) the leader who is participatory in having consultation with his subordinates and who uses his target before making a decision, (4) the achievement-oriented leader who sets challenging goals and expects his subordinates to perform at their highest level.

Gibson, Donnelly and Ivancevich (1996: 3) defines leadership as the ability to influence others to be excited to try to achieve the goal. The characteristic of this opinion emphasizes that leadership is a self-changing process of a person in influencing the others. A similar opinion is also expressed by Matondang (2008: 5) who defines that leadership is a process of influencing other people to or not to do something desired. The definition by Matondang is that the pattern of attitude and behavior shown by a leader in the University is the use of power to influence other people to achieve the goals.

Based on the definitions above, it can be synthesized that leadership at Jambi University is the behavior and actions that underlie the self-changing process of a person in influencing the others, both individuals and groups to achieve organizational goals, with indicators of quick decision making, work organizing, providing guidance, encouraging, responsibility, attention, correct the mistakes, encourage the cooperation, and policy making.

Similarly, the definition of achievement motivation of the lecturers of Jambi University is the self-encouragement of a lecturer to overcome the challenges and obstacles in achieving the goals. Danim and Suparno (2008: 33) put their focus on three needs, they are: *needs for achievement*, *needs for affiliation*, and *needs for power*. The achievement motivation of the lecturers in Jambi University is defined as the motivation to perform their duties in improving the lecturer performance towards the organization of Jambi University in

orer to achieve the goals expected from the results of working process. As a process, the achievement motivation of the lecturers in Jambi University is a condition of a working process refers to the direction of lecturers' behavior towards the organization. Furthermore, another perspective concerning motivation was expressed by Siagian (1989: 128) that motivation is the whole process of working motives towards the subordinates in such way, so that the person is willing to work sincerely for the sake of the achievement of the organizational goals efficiently and economically.

From the description above, it can be synthesized that achievement motivation of the lecturers in Jambi University is the self-motivation of a person to think, act, work and overcome any obstacle when carrying out his/her duties in an organization, with the indicators of having a hope for success, fear of failure, participating in the competition and work hard.

OBJECTIVE OF STUDY

In contrast to these problems, this study was conducted to find out whether the organizational culture, leadership and achievement motivation have a direct effect on the lecturer performance in Jambi University.

HYPOTHESIS

Ho: the population data estimation error with normal distribution

H₁: the population data estimation error with non-normal distribution.

RESEARCH METHOD

This research used survey method by distributing questionnaires to the target respondents. Target population which becomes the target of this research is the lecturers of Jambi University. While the accessible population is the lecturers of Jambi University who have become civil servants for at least 3 (three) years. There were 706 lecturers of Jambi University who are included into the Accessible Population. This research used the Path Analysis Method, while the sampling was conducted by using the probability sampling, in which the sampling was conducted by providing equal chance to every member of the population. The data were collected by using questionnaire as the research instrument which is developed based on conceptual definition, operational



definition and grating/kisi-kisi on each research variable.

The data analysis procedure in the form of questionnaire was used to obtain the research data of the variables; the effect of organizational culture, leadership and achievement motivation on the lecturer performance in Jambi University. The analysis requirements test showed that the score of each research variable had been eligible for further statistical test. The research hypothesis test was conducted by calculating the path coefficients based on the proposed hypothesis, they were; P_{y_1} , P_{y_2} , P_{y_3} , P_{y_4} , P_{31} and P_{32} . Path coefficient calculation was conducted by using SPSS software.

RESULTS

Lilliefors Test. The statistical hypothesis in this normality test are:

H_0 : the population data estimation error with normal distribution

H_1 : the population data estimation error with non-normal distribution.

The provision in this test is that if the statistic of $L_{count} (L_0) < L_{table} (?=0.05)$, then the error data has normal distribution. Otherwise, if $L_{count} (L_0) > L_{table} (?=0.05)$, then the data has non-normal distribution; (1) The normality test of the error score of lecturer performance on organizational culture (X_4 on X_1). The *lilliefors* statistical calculation obtained $L_{count} = 0.0527$. It is lower than $L_{table} (n = 225; ? = 0.05) = 0,0555$. Thus, it can be said that the distribution of estimation error of lecturer performance (X_4) on organizational culture (X_1) is resulted from the normally distributed population; (2) The normality test of the error score of lecturer performance on leadership (X_4 on X_2). The *lilliefors* statistical calculation obtained $L_{count} = 0.0534$. It is lower than $L_{table} (n = 225; ? = 0.05) = 0,0555$. Thus, it can be said that the distribution of estimation error of lecturer performance (X_4) on leadership (X_2) is resulted from the normally distributed population. (3) The normality test of the error score of lecturer performance on achievement motivation (X_4 on X_3). The *lilliefors* statistical calculation obtained $L_{count} = 0.0522$. It is lower than $L_{table} (n = 225; ? = 0.05) = 0,0555$. Thus, it can be said that the distribution of estimation error of lecturer performance (X_4) on achievement motivation (X_3) is resulted from the

normally distributed population. Furthermore, the results of calculation of substructure I of the effects of x_1 , x_2 and x_3 on x_4 can be seen in the Table 1 below:

Based on the output in Table 1 above, the standardized value of regression coefficient (Beta) for Organizational Culture (X_1) on Lecturer Performance (X_4) P_{y_1} is 0,222; for Leadership (X_2) on Lecturer Performance (X_4) P_{y_2} is 0,368; and for Achievement Motivation (X_3) on Lecturer Performance (X_4) P_{y_3} is 0.255. Thus, the formed path coefficients in the first equation model are as follows:

$$P_{y_1} = 0.222$$

$$P_{y_2} = 0,368$$

$$P_{y_3} = 0.255$$

The results of calculation of substructure I of the effects of x_1 , x_2 and x_3 can be seen in the Table 2 below:

Based on the output in Table 1 above, the standardized value of regression coefficient (Beta) for Organizational Culture (X_1) on Achievement Motivation (X_3) P_{31} is 0,255; and for Leadership (X_2) on Achievement Motivation (X_3) P_{32} is 0,303. Thus, the formed path coefficients in the second equation model are as follows:

$$P_{31} = 0,255$$

$$P_{32} = 0,303$$

From the calculation of the path coefficients of the exogenous variables on the endogenous variables, the significances are detailed as in Table 3 below.

The calculation for the *first* hypothesis obtained $t_{count} = 2,855$ that is higher than $t_{table(0.01)} = 2,3414$. Since the $t_{count} > t_{table}$ or $2,855 > 2,3414$, then H_0 is rejected. Thus, it can be concluded that there is a direct effect of organizational culture (X_1) on lecturer performance (X_4). The calculation for the *second* hypothesis obtained $t_{count} = 4,701$ that is higher than $t_{table(0.01)} = 2,3414$. Since the $t_{count} > t_{table}$ or $4,701 > 2,3414$, then H_0 is rejected. Thus, it can be concluded that there is a direct effect of leadership (X_2) on lecturer performance (X_4). The calculation for the *third* hypothesis obtained $t_{count} = 5,039$ that is higher than $t_{table(0.01)} = 2,3414$. Since the $t_{count} > t_{table}$ or $5,039 > 2,3414$, then H_0 is rejected. Thus, it can be concluded that there is a direct effect of achievement motivation (X_3) on lecturer performance (X_4). The calculation for the

fourth hypothesis obtained $t_{\text{count}} = 2,673$ that is higher than $t_{\text{table}(0,01)} = 2,3414$. Since the $t_{\text{count}} > t_{\text{table}}$ or $2,673 > 2,3414$, then H_0 is rejected. Thus, it can be concluded that there is a direct effect of organizational culture (X_1) on achievement motivation (X_3). The calculation for the *fifth* hypothesis obtained $t_{\text{count}} = 3,178$ that is higher than $t_{\text{table}(0,01)} = 2,3414$. Since the $t_{\text{count}} > t_{\text{table}}$ or $3,178 > 2,3414$, then H_0 is rejected. Thus, it can be concluded that there is a direct effect of leadership (X_2) on achievement motivation (X_3).

DISCUSSION

The findings showed that organizational culture has a direct effect on lecturer performance in Jambi University. The findings of this research emphasize that the efforts made to improve the quality of tertiary education should be started from the Human Resources (HR). As stipulated in the mission of Jambi University that is “performing an education with qualified human resources and healthy academic climate, conducting research that support the national development and encourage the achievement of the visions of Jambi University to be an advanced university in the national education system”.

Law number 14 of 2005 concerning teacher and lecturer, specifically, states that the lecturer profession is a kind of special work field that is conducted based on some principles, as follows: 1) having talent, interest, and idealism; 2) having a commitment to improve the quality of education, faith, piety, and noble character; 3) having an academic classification and educational background suited to the field of the duty; 4) having a responsibility on the implementation of professional duty; 5) obtaining income determined based on the achievement; 6) having an opportunity to develop his/her professionalism sustainably by learning continuously all the time; 7) having a legal guarantee and implementing the professional duty; 8) having a professional organization that is authorized to regulate things related to the professional duty of lecturer.

The findings in this research are in line with the integrative model of organizational approach by Colquitt, Lepine and Wesson, (2009: 8), that performance within an organization is closely related to the alignment of the member towards the organization and the acceptance towards the basic goals, they are; organizational culture,

leadership, and achievement motivation in the context of lecturer performance. Mitzberg (1983); Pfeffer (1992), cited by Yukl (2011: 172), said that leadership is very important to understand how a people is able to influence an organization, the power involves the capacity of a party to influence other party.

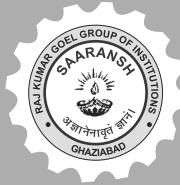
In the context of lecturer performance in Jambi University, it is expected that the leader is able to influence the lecturers, in this case, positive influence to develop optimally. Meanwhile, in the achievement motivation variable, it has a direct effect on lecturer performance in Jambi University. This finding emphasizes the importance of motivation of every lecturer to have achievement. Danim and Suparno (2008: 33), state that in the lecturers' live, the most dominating social environment is the campus in which they work. A conducive environment will encourage the competitiveness in the competition with other lecturers. This healthy competition will be a part of a person to motivate him/herself to develop further.

The findings in this research are also in line with the theory of achievement motivation proposed by McClelland in Danim and Suparno (2008: 34) states that human has needs for achievement, needs for affiliation, and needs for power. These needs can be fulfilled only if the lecturers have a wide opportunity given by the management of Jambi University. The opportunity is not only in the form of time but more necessarily in the form of assignment, trust, reward, and facilities, needed by the lecturers to carry out their duties, provided by their leader.

Organizational Culture has a direct effect on the Achievement Motivation. The results of the research empirically proved in Jambi University to clarify the theory proposed by Stephen Robbins (2003: 40) that there are 10 characteristics implied in the organizational culture, they are: *individual initiative, risk tolerance, direction, integration, management support, control, identity, reward, conflict tolerance, and communication patterns*.

Towards the clarification above, associated with the real situation in Jambi University, what should be considered is how much the components theorized by Robbins available or cultivated in the University as a part of human resources, the lecturers, in Jambi University.

The result of the test on the fifth hypothesis



showed that the leadership variable has a direct effect on the achievement motivation. Empirically, the evidence from the research conducted in Jambi University is in line with the model of organizational behavior in Jason A. Colquit, Jeffery A. Lepine and Michael J. Wesson. (2009: 8), that organizational culture, leadership, and achievement motivation become the backgrounds of the achievement of the performance within an organization. In this context, the organization is the university, that is Jambi University, in daily learning activities in the level of study program. The leader plays a role to mobilize the potential of the lecturers in order to attain the achievement. Hersey and Blanchard (1985: 86) argue that leadership is a process that affects someone's power to achieve goals.

Gibson & Donnelly and Ivancevich (2006: 21), suggest that leadership is the ability to influence other people to be excited to try to achieve the goal. In the implementation in University level, especially in Jambi University, a leader is demanded to be able to accommodate the needs of his/her staff. For the lecturers, one of the needs is the promotion in their academic positions, and this can be happened if the lecturers have some considerable achievement.

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CONCLUSIONS

Based on the research findings and discussion, the conclusions, implications, and suggestions of this research are as follows: (1) organizational culture has a direct effect on the achievement motivation. It means that the level of achievement motivation of the lecturers in Jambi University is affected by organizational culture. The better the organizational culture, the higher the achievement motivation of the lecturers, (2) Leadership has a direct effect on achievement motivation. It means that the level of achievement motivation is affected by leadership. If the leadership is effective, the achievement motivation of the lecturers will be improved. (3) Achievement motivation has a direct effect on lecturer performance. It means that if the achievement motivation of the lecturers is high, the lecturer performance in Jambi University will be improved. (4) Organizational culture has a direct effect on lecturer performance. It means that the level of lecturer performance in Jambi University is affected by organizational culture. If the organizational culture is good, the lecturer performance will be high. (5) Leadership has a direct effect on lecturer performance. If the leadership is effective, the lecturer performance in Jambi University will be improved.

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Table 1: Path Coefficients of the first structure model

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	2.800	7.418		.377	.706
Organizational Culture X ₁	.223	.078	.222	2.855	.005
Leadership X ₂	.379	.081	.368	4.701	.000
Achievement Motivation X ₃	.260	.052	.255	5.039	.000

a. Dependent Variable: Lecturer Performance

Table 2: Regression Coefficients of the second structure equation

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	41.377	8.654		4.781	.000
Organizational Culture X ₁	.251	.094	.255	2.673	.008
Leadership X ₂	.306	.096	.303	3.178	.002

a. Dependent Variable: Achievement Motivation

Table 3. The details of the calculation of path coefficients

Path	Path Co-efficient	Path Co-efficient	t _{count}	t _{table} (a=0,05)	t _{table} (a=0,01)	Information
X ₁ →X ₄	P _{y1}	0,222	2.855	1,6510	2,3414	Very significant
X ₂ →X ₄	P _{y2}	0,368	4.701	1,6510	2,3414	Very significant
X ₃ →X ₄	P _{y3}	0,255	5.039	1,6510	2,3414	Very significant
X ₁ →X ₃	P ₃₁	0,524	2,673	1,6510	2,3414	Very significant
X ₂ →X ₃	P ₃₂	0,303	3.178	1,6510	2,3414	Very significant



Effect of Food Quality & Physical Appearance on Brand Image

A Study of Hotels & Restaurants of Meerut (Uttar Pradesh, India)

Parul Marwah Gupta*
Fanuel Danagarenbizi**

ABSTRACT

Hospitality Industry is highly crucial of every economy. Hotels and Restaurants are based on the experience they deliver to their customers and are facing extreme challenges from existing and new entrants in the market. Food and Infrastructural (*Physical Appearance*) ambience plays highly crucial role in success of any hotel or restaurant and establishing its niche in the market place. With globalization effect, there comes tremendous change in the behavioral & perceptual aspects of the customers. With shift in market attitude, hotels and restaurants are focusing more on creation and maintenance of brand image, brand have emerged as one of the most crucial factor of determination of stability and sustainable growth of this industry. Big players including MNC's have already knocked on the market doors and created their space with brilliance of functional experience in terms of services. Existing practices and activity orientation needs shift from traditional outlook to modern approach with more flexibility and creative efforts.

The paper is designed to create an understanding about the insights generation of:

- Presence of any relationship between food quality and brand image of the hotel and restaurants
- Presence of any relationship between Physical Appearance and brand image of the hotel and restaurants

Key Words: *Food Quality, *Physical Appearance, *Brand Image, *Hotels and Restaurants

INTRODUCTION

'Brand' has emerged as one of the most crucial factor for the survival of every corporate house. Brand has been taken by the customers as a promise of excellent quality and trust over the product or service. It reduces the associated risk with low quality of product or defects in operative standards. Brand Image has been created by the organization for particular brand and services associated for the niche value in market and in eyes of customers. Brand defines the overall experience a product or service generates in terms of its value to the customers.

Image of any brand is the overall impression the customer is gaining about the product or the service. Brand image has emerged as one of the most crucial element of determination of sustainable value of the product/service in the market in longer tenure structuring. Two elements viz. Food Quality (including creativity, processing,

uniqueness, flavor and presentation) and Physical Arrangements (including ambience, relationship maintenance, structural layout, and resource & capacity utilization) are highly important parameters in establishing the Brand value and creating the Brand Image of any organization.

The action and reactive functional imperatives of any organization are termed as the decisive parameters on which the Brand Image of any organization is lifted. The brand image is influenced by many factors and is influencing the positional category of the organization in the market. Image creation is a long and channelized process which is implemented in planned and strategically by the organization (with assistance from PR sources and self administrated standards). Brand image study on the basis of influence of food quality and physical arrangements presents a window view through which focus issues can be determined and their impact can be analyzed.

* Assistant Professor – MBA Department, Human Resources and Communication, Raj Kumar Goel Institute of Technology, 5th KM Stone, Meerut Ghaziabad Road, Ghaziabad, 9810947881E-mail ID: marwahparul@gmail.com

** Lecturer – University of Namibia Windhook, South Africa

HOTEL INDUSTRY

According to World Travel and Tourism Council, 8% of the total world jobs are significantly emerged from the hotel industry and it has a high probability of growth in future too. With artificial intelligence boosting its presence, technological advancements have changed the definition of service quality and product experience. People in hotel and restaurants are more customer centric and orientation towards high experience than value is been focused.

Considering the rich and traditional heritage, India is a vast ocean of possibilities in terms of employment and enrichment. Meerut being one of the most important significant places (*in terms of freedom revolution initialization epic place*) has high potential for hotel and restaurant industry. The income shifts of middle class people have also initiated the progressive growth of hotel and restaurant industry. **Indian hospitality industry is one of the fastest growing and important sector revenues wise as well as employment wise (Sharma Nitya, Kalotra Anil, 2016).** Outbound and domestic tourism have lead to mushroomed growth of hotel and restaurants in Meerut (U.P.) which have attracted the eyes of the customers and at same time, risk the retention strategy, thus putting hotels and restaurants in pressure to improve and amend the processes and functions as per defined standards and enhance experience.

FOOD QUALITY PARAMETERS

Quality is the priority based acceptance standards of food driven characteristics which are acceptable by the customers at large. The food quality parameters includes food quality, Flavor and Color, Impressive odor, Nutritional value, Contamination control system, Adulteration, Food Appearance and Presentation.

Physical, Chemical and Packaging attributes together determine the food quality parameters. Food Quality is one of the major attribute on which the brand image and its maintenance are based, which leads to determine the value and sustainable growth of the hotel or restaurant in long run.

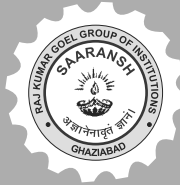
LITERATURE REVIEW

Brand Image is one of the most crucial elements

of determination for all hotels and restaurants in current scenario. According to *Kapferer (1986)* 'A brand is, tangible and intangible, practical and symbolic, visible and invisible under conditions that are economically viable for the company'. Brand Image is both a concrete and an abstract expression, which is of great importance to hotel and restaurant industry (*Dobni Dawn & Zinkhan George M, 1990*). It is seen that the hotels and restaurants industry of every geographical location stress upon the quality and service orientation through which the customers can be retained and their satisfaction can be enhanced (*Zhang Yi, 2015*) organizations are moving forward to implement the practiced through which maximum revenue can be generated and profits can be earned. According to *Zhang (2015)*, Brand Image boosts the customer loyalty and enhances positive behavioral reflections in visiting patterns.

'A change of the orientation of a brand is an elevated policy decision. It is a shift of the entire operation and the perception of staff. It affects the culture, the prioritizations, the dynamic in which the company engages with the market, and how managers regard the brand' (*Urde Mats, Baumgarth Carsten & Merrilees Bill, 2011*). Brand creation and maintenance is a crucial task for all hotels and restaurants and for proper management of the system, the hotels and restaurants determine and improve different variable factors for customer retention in long run.

'The meaning that a brand holds for a long period of time lies in its value, from which the foundation of a brand is confirmed and the connotation of brand image is originated. To speak more concretely, the connotation of the brand image is consists of customer satisfaction' (*Hsiung Lin Chien, 2011*). Brand Image can be acquired through proper channelization of resources and management of system operations. If the organization fails to maintain the brand image then the revenue generation emerges as a challenge and sustainability in long run is also questioned. 'When consumers perceive an organizations' brand image as unfavorable, companies should focus on implementing strategies aimed at enhancing their brand image to capture the complete trust from customers' (*Hsieh An-Tien & Li Chung-Kai, 2007*). As with strong brand image, the organization can create superior brand message about the product/service in comparison to the rivalry brands, it is highly crucial for all hotels



and restaurants to focus on maintaining and persistently building their brand image.

OBJECTIVE OF THE STUDY

The objectives of the study are as following:

1. To understand the effect of food quality on brand image of the hotels and restaurants of Meerut (U.P.)
2. To understand the effect of physical appearance on brand image of the hotels and restaurants of Meerut (U.P.). (Where; physical appearance refers to the physical arrangements, brand image and layout structuring of the hotels)

HYPOTHESIS:

1. H_1 : There is linear relationship between food quality and brand image
2. H_2 : There is linear relationship between physical appearance and brand image

RESEARCH METHODOLOGY:

For analyzing the data in study, quantitative approach has been implemented with the support of statistical tools and techniques. Total sample size taken into consideration for the study is of 92 respondents, both close ended (*based on Likert's scale*) and open ended questions were included in the study and respondents were given freedom to attach additional piece of information for any question where it is adjudged necessary. Exploratory research has been implemented in the study and set of questions were asked through questionnaire and additional information is added through observation of the customers.

The data for the study has been collected from Meerut (U.P.) and customers of different hotels and restaurants were asked the questions. The customers who are visiting occasionally, regularly or due to any special reason are include for the research purpose. Statistical Package for Social Science (SPSS) has been used for analyzing the data and concluding interpretations of the data.

DATA FINDING & ANALYSIS

a. Respondents Profile

The responses from Meerut region (U.P.) have been taken into consideration for the research

study. The number of respondents asked to fill questionnaire were 107 out of which total 92 questionnaires were filled properly and taken for research consideration. Table 1

Multiple Regression Coefficient (R) of at least one independent variable of Hotel image have direct effect on food quality, that counts at .619 and the value of R Square is counted at .508. The study stated that about 50% of the variance in food quality has been described by two hotel brand image independent variables (as been denoted by F Value), the significance probability value of $\alpha = 0.05$. This clearly indicated that at least one independent variable of food quality is having direct impact on the brand image of the hotel or restaurant. The relationship between brand image and food quality is both positive and negative.

Through regression analysis implemented in the study, it can be stated that there is a constructive relationship between hotel layout structuring and brand image of any hotel or restaurant. The calculated value of 't' comes at 1.6, where the value of p is generated at 0.08. As $p > \alpha$, thus it is determined that there is a *positive relationship between the layout structuring and the brand image of any hotel or restaurant* at significance probability value at α on .05 level.

The Relationship Management and brand image are also witnessing a constructive relationship with value of 't' at 5.7, the value of p is generated at 0.02 at significance probability value at α on .05 level. Thus, there is again a *positive relationship between the variables relationship management and Brand Image of hotel or restaurant*.

The result drawn on the attributes of physical appearance signifies that there is a constructive relationship between appearance structure and brand image of hotel/restaurant. According to the readings of Standardized Beta it can be proclaimed that Relationship Management is the highest association with the Brand Image and has significant impact on the image of hotel or restaurant.

CONCLUSIVE REMARKS

It can be stated through the study that there is a significant impact of the food quality on the brand image of any hotel or restaurant. The quality of food, preparation & final presentation of the food to the customer has direct impact on the visit and revisit frequency. The presentation, serving option,

ingredients choice and preparation style influences the visiting behavioral tendency of the customers. Hotels and Restaurants in Meerut, U.P. have considerable facility structure and should try to introduce more customer centric menu (food choices) through which the marginal profit ratio can be increased and higher profits can be generated by the hotels and restaurants of the city.

Physical appearance also influences the visit tendency of the customer by influencing the customer through relaxation and comfortability. Layout structuring is highly crucial for the

sustainable success of any hotel and relationship management with customers (regular and occasional) is also a decision making factor for the customers visits and revisits in the hotel and restaurants for dining and excursion activities.

The hotel business is facing intense competition and highly contingent environment due to which attraction and retention of customer with the hotel/ restaurant is a difficult tasks. The factors associated with food quality and infrastructural facilities plays a vital role in sustainability thus, they should be carefully analyzed and necessary changes should be made in order to ensure profitability and consistent brand image.

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Table 1. Respondents Profile:

Respondents Characteristics	Category wise bifurcation	N (Population Size)	%	
Gender	Male	64	69.56	
	Female	28	30.43	
Age Group	18 – 30	09	09.78	
	31 – 45	17	18.47	
	46 – 60	39	42.39	
	Above 60	27	29.34	
Educational Qualification	High School	14	15.21	
	Bachelors Degree	33	35.86	
	Masters Degree	21	22.82	
	PhD Holders	24	26.08	
Occupational Status	Student	14	15.21	
	Professional	29	31.52	
	Business/Entrepreneur	07	07.60	
	Retired	15	16.30	
	Housewife/Freelancer	24	26.08	
Other	Other	03	03.26	
	Hotel Visits & Excursion Activities	Very Exceptional	15	16.30
		Exceptional	08	08.69
		Sometimes	26	28.26
		Frequently	37	40.21
Very Frequently		06	06.52	
Accompanied Dining & Excursion Partners	Family – Extended	11	11.95	
	Family–Spouse & Children	24	26.08	
	Friends and Relatives	47	51.08	
	Business Colleagues	9	09.78	
	Others/ Alone	1	01.08	
Reason of visiting Hotel/ Restaurant	Family Time – Lunch/Dinner	16	17.39	
	Special Occasion	40	43.47	
	Corporate Meeting	14	15.21	
	Others Party/ Invitation	13	14.13	
	Without any Reason	09	09.78	
Stay Preference	Yes	49	53.26	
	No	43	46.73	

Table 2: Relationship between Food Quality and Brand Image

Multiple Regression Coefficient (R)	R Square (R ²)	R Square - Adjusted	Standard Error (SE)	F	Significance Probability (Sig.)
.619	.508	.500	.610	79.513	.000

Table 3: Relationship between Physical Appearance and Brand Image:

Variable	Beta (β)	Standard Error (SE)	Standardized Beta	't' value	Significance Probability (Sig.)/ P Value
Layout Structuring	0.05	0.032	0.098	1.6	0.08
Relationship Management	0.21	0.041	0.296	5.7	0.02

*Sig. at $\alpha = .05$ level

Corporate Social Responsibility Practices In Indian Banking Industry

Mr. Aman Bahri*
Dr. Roopali Batra**

ABSTRACT

Corporate Social Responsibility (CSR) is basically a corporate initiative to assess and take responsibility for the company's effect on the social environment and community welfare. CSR is getting more attention these days from the public and business houses. Although the key objectives of every business corporation is to earn maximum profits for the shareholders who are the real owners of the company, at the same time it is expected that business should be conducted in the socially desirable manner. Even greater expectations are from big corporations because they have larger resources at their disposal. Our research aims to examine the current Corporate Social Responsibility practices in five top rated banks in India based on rating by Business Today 500 Top Indian Companies for the year 2015. ([http://bt500.businessstoday.in/.](http://bt500.businessstoday.in/))

It further endeavours to identify the similarities and differences in CSR practices being followed in these selected banks. The results have sound implications and provide valuable insights to other banks and industries for taking up the CSR activities such as resource allocation and action plan for a better community and society.

Keywords: Banks, Market capitalisation, corporate social responsibility, India.

INTRODUCTION TO CORPORATE SOCIAL RESPONSIBILITY

The concept of Corporate Social Responsibility (CSR) is gaining momentum across the whole globe encompassing all sectors and industries and the banking sector is no exception to this. The reason for the same is increasing pace of globalization and social development which persuades all corporations whether big or small, to incorporate CSR practices in their functioning by enhancing their social and environmental performance

CSR differs from place to place, from industry to industry and over time (Richard Welford et al., 2007). As there is lack of consensus among the definition given by academicians and practitioners (Abagial McWilliams et al., 2003), it is clear that CSR can bring many advantages for the banking sector. The most important advantage is to enhance bank's reputation and financial performance. The factors that determine bank's reputation is determined by that banks able to retain their old clients and attract new ones, which ultimately enhances bank's financial position. There are many ways through which the banks enhance its profits. For example: through better

risk management, better reputation and employee loyalty. Corporate social responsibility is also known as corporate responsibility, responsible business, corporate citizenship, sustainable responsible business (SRB) or corporate social performance.

India is the first country that has made mandatory for a company to spend 2 percent of the average net profits of three immediately preceding financial years on corporate social responsibility. The provisions of CSR under section 135 of Companies Act, 2013 is applicable to all companies which satisfies any of one the following conditions given below :

- Net worth of Rs.500 crores or more or
- Turnover of Rs.1000 crores or more or
- Net profit of Rs.5 crores or more.

If any of the three criteria is satisfied then provision of section 135 has to be complied by the company.

CSR can be defined as the ways in which social, environmental and economic concerns are integrated by a firm into its value system, culture, decision making systems, strategy and operations in a transparent and accountable manner. It helps in establishing better practices within a firm,

* Assistant Professor, DAV College Hoshiarpur and Research Scholar (IKGPTU).

** Assistant Professor, Department of Management, IKGPTU Main Campus Kapurthala



creating wealth and improving society. **According to Business for Social Responsibility (BSR)**, “Corporate social responsibility means operating a business in a manner which meets or excels the ethical, legal, commercial and public expectations that a society has from the business.” **According to CSR Asia, a social enterprise**, “CSR is the commitment of a company to operate in an economical, social and environmentally sustainable manner while balancing the interests of diverse stakeholders.”

Nowadays the concept of CSR has undergone a radical change. It has integrated social as well as environmental issues into their mission and decisions. Nowadays companies are quite interested in disclosing their CSR activities to their stakeholders as well. Around the globe, business enterprises have undertaken CSR initiatives in diverse areas like water conservation, rural welfare, environmental protection, community investment projects, green environment, governance, waste management etc.

REVIEW OF LITERATURE

A number of research studies have been conducted on Corporate Social Responsibility. In the year 2008, **Schotens (2008)** examined the interaction between financial and social performance. A sample of 189 firms from U.S was selected from the time period 1991-2004 and test employed was OLS (Ordinary Least Square) and granger causation. The most important finding was the support for a positive and significant interaction between financial and social performance. It was also found that different themes of CSR (community involvement, employee relations, diversity, environment, and product) do not all have the same type of interaction with financial return and risk. Later **Chaudhury, Das and Sahoo (2011)** studied the status of CSR and strategies adopted for CSR practices in the banking sector by using the case study method. The data was collected through the secondary sources (from the annual reports, web sites, newsletters etc.). A sample of 12 Banks and Financial institutions were selected using Stratified random sampling technique. It was also found that banks and financial institutions undertook both fund based and non fund based activities as a part of CSR activity. **Gokulsing (2011)** investigated how the CSR activity helped in the development of Mauritius by using primary and secondary data.

In-depth interviews were conducted and an appropriate research technique was used to discover and capture the perspectives of the stakeholders. It was observed that CSR was not implanted in the corporate culture of Mauritius but in some instances CSR activities were being used as window-dressing. To make CSR a national development tool, there should be coordination and joints efforts should made at all the levels: private sector level, in the civil society and at government level so as to achieve equitable, inclusive and sustainable development. **Singh, Srivastava and Rastogi (2013)** explored the status of CSR, major areas of CSR initiatives, Reporting Practices in Indian Banking Sector. The secondary data was collected from concerned Banks annual Report, Web sites, newsletters and data from various journals. A sample of four banks was selected i.e. two from the private sector and two from public sector by the technique of random sampling for the purpose of this study. It was found that maximum number of banks whether they related to private sector or public sector are performing CSR activities as per their priority as far as CSR reporting was concerned most of the banks are still not disclosing their amount CSR initiatives on their websites. After the involvement of RBI the CSR became the important part of Banking Sector but still more regulations and new policies are required to implement the concept of CSR in Indian Banking Sector. **Hu and Shen (2013)** investigated the association between CSR and financial performance and found the major drivers for motivating towards CSR activities. For the purpose of the study data was collected from 162 banks from over 22 countries for the year 2003-2009. The statistical technique was an extended version of the Heckman two-step regression, in the first step and adopted multinomial logit model. The second step estimated the performance equation with the inverse Mills ratio generated by the first step. The results showed that CSR was positively associated with FP in terms of return on assets, return on equity, net interest income, and non-interest income and negatively associated with non-performing loans.

In the same year **Moharana (2013)** studied the existing CSR practices in selected Nationalized Banks and give suggestion for the implementations of model CSR practices in Indian Banks. The primary and secondary data was used

for the purpose of this study. It was found that the concept of CSR has failed to some extent in India because of lack of coordination between the banks, government, and non-government organizational efforts and later **Sharma and Mani (2013)** analyzed the corporate social responsibility (CSR) activities carried out by Indian commercial banks. The study was based on the secondary data collected from the annual reports of the banks. It was found that public sector banks have overall highest contribution in CSR activities as compared to private sector banks and foreign banks.

OBJECTIVES OF THE STUDY

Every study is conducted with a view to achieve certain objectives. Similarly current study has been conducted with a view to accomplish the following objectives:

1. To study the concept of corporate social responsibility and its importance in Indian Banking Industry.
2. To investigate the extent to which corporate social responsibility practices are being adopted in top 5 banks in Indian Banking Sector.

RESEARCH METHODOLOGY

The study is based on analysis of CSR practices Top 5 Indian banks selected from Indian banking sector based on rating by Business Today 500 Top Indian Companies for the year 2015. (<http://bt500.businessstoday.in/>.)

In order to achieve the aforesaid objectives the design adopted for conducting the above study was descriptive in nature. For the purpose of the research, secondary data was extracted from different research articles, web sites, annual reports of the banks, statistical organizations, books and magazines. However the annual reports available at websites of the 5 sampled banks were the most important source of collecting the relevant data.

CSR INTIATIVES UNDERTAKEN BY TOP 5 BANKS

1. HDFC BANK

HDFC Bank has undertaken several interventions and projects through the year to create a positive

impact on society while doing business. These projects take shape in many ways from corporate philanthropy, to employee driven projects. The lists of CSR Initiatives of HDFC Bank are in the following core areas and include various programmes under these key initiatives are given below:

(A) Sustainable Livelihood: HDFC Bank's Sustainable Livelihood Initiative is a business model that has helped empower thousands of people, particularly women, in rural parts of India. With the adoption of this initiative, the Bank spreads itself out to the un-banked and under-banked segments of the population. This step helps a vast number of people at the bottom of the pyramid by providing them with livelihood finance. The list of activities under sustainable livelihood are :

- Empowering rural women through Sustainable Livelihood Initiative(SLI)
- Capacity Building Program (CBP) has been very successful in creating a positive impact on the lives of many people by providing them key skills that empower them to earn a respectable and better livelihood.

(B) Sanitation: This is a key initiative as a part of Swachh Bharat campaign that primarily focuses on creating a conducive environment for children in schools. This was implemented through partnership with 8 not-for-profit organisations across 8 states of Rajasthan, Haryana, Punjab, Gujarat, Maharashtra, Madhya Pradesh, Chhattisgarh and Meghalaya. Under this initiative the bank has covered more than 850 Government schools touching over 1.16 lakhs students.

(C) Education: The third CSR initiative by HDFC Bank in the education area is to spread financial literacy and has undertaken projects to promote the same among the members of the society. Through our interventions, bank has touched more than 60,000 students and 2 lakh teachers across 11 states of India.

The list of activities under changing lives through education are :

- Enabling all-round growth in children through **Katha Lab School**, the aim of the bank is to provide holistic education to economically deprived children from all age groups.
- Promoting Financial Literacy in collaboration with **MeJoi** to introduce financial literacy



among students in the states of Bihar and Chhattisgarh. At present, we are empowering 30,000 students.

- In order to discourage the shrinking school drop-out rates the bank supports **Navjyoti India Foundation**. The initiative has helped contain a number of students from dropping out in Haryana.
- **HDFC Bank in collaboration with Pratham Education Foundation**, constantly intervene to improve the basic understanding of foundational subjects of a child. The programme covers 12,000 students in the states of Maharashtra, Punjab, Haryana and Gujrat.
- HDFC Bank also initiated a school rehabilitation programme in response to disaster in J & K which we successfully renovated and restored close to 13 schools for the underprivileged children. The project was completed in two years and impacted over 3000 students.

(D) Skilling: Under this CSR initiative HDFC Bank aims to increase employability of the rural youth and women in order to uplift their position in the society and country. Currently able to reached out more than 16,000 rural households across 6 states in the country.

The list of activities under changing lives through skilling are :

- **Building lives** in partnership with Tata Institute of Social Sciences (TISS) by providing training on soft skills including English communication skills, leadership skills, along with financial and digital literacy and motivation for skills development to about 4,200 students in the state of Chhattisgarh.
- Under **SWAADHAR** model bank helps in economic empowerment of women through a multi-pronged approach resulting in sustainable development of the community. The programme in partnership with Aroh Foundation, has a presence in the states of Chhattisgarh and Meghalaya, benefitting 640 households.
- Under “EASE” - **Enabling Access to Social and Economic resources** programme bank achieve the objective of building women farmer groups, who with the necessary training and

capacity building will be able to explore their entrepreneurial ambitions.

- Under **Hunar Hai** bank motivated more than 800 youth in Maharashtra, the ‘Hunar’ programme is aimed at training young students in fields of IT, Retail, Hospitality, soft skills and even placements.
- Under the **Leprosy Mission Trust India** the bank also support this mission in order to train the youth to make them self-employable in various fields such as Fabrication, organic farming, food preservation, plumbing and masonry.

(E) Community initiatives: In order to bring sustainable change in the communities must be economically and socially empowered. This is done through various initiatives by bank which are listed below:

- In order to reduce consumption of wood and improve health conditions bank introduced **biogas** amongst 68HHs in Mandla district of Madhya Pradesh.
- In order to provide 24 hours of electricity availability is often a distant dream for many at remote locations in the country the bank also introduced community initiative named **Solar street lights** through this In partnership with our NGOs and active ownership of communities, bank have installed more than 500 street lights in 72 villages of Maharashtra, Meghalaya, Chhattisgarh and Madhya Pradesh. which are get benefited through this initiative.
- Bank has also undertaken **Drought mitigation intervention** in 41 drought affected villages of Yavatmal and Jalgaon districts in Maharashtra and also in rehabilitating 25 flood affected villages of Lakhimpur district in Assam.

(F) HDFC Bank Blood Donation Drive: HDFC Bank conducts one of India’s largest single day blood donation drives. On 11th December 2015, HDFC Bank’s All India Blood Donation Drive was attended by 1,76,022 volunteers, with 1,49,562 units collected.

In the Financial year 2014-2015 HDFC Bank had spent 1.2% of average net profit for the last three financial years towards these CSR activities which are mentioned above and in the Financial Year 2015-2016 the percentage of amount spent on

CSR activities had rise from 1.2% to 1.6% of average net profit for the last three financial years towards the same.

2. STATE BANK OF INDIA

SBI Foundation has been founded to bring together all the CSR activities of State Bank Group under one umbrella. Its prime aim is to continue the efforts undertaken by the State Bank Group in supporting and uplifting socio-economically backward sections of society. The **focus areas** of CSR activities of SBI Bank are:

- Healthcare and sanitation
- Education
- Skills and Livelihood Development
- Women Empowerment and Care for Senior Citizen
- Sustainability & Environment
- Rural Development.

The other areas for CSR activities include:

- Protection of national heritage, art and culture including restoration of buildings and sites of historical importance and works of art
- Promotion and development of traditional arts and handicrafts
- Setting up public libraries
- Various Measures for the benefit of armed forces veterans, war widows and their dependents.
- Training to promote rural sports, nationally recognised sports, para-Olympic sports and Olympic sports.

The another **flagship program** of State Bank of India is **SBI Youth for India (SBI YFI)** is a unique, Indian rural development fellowship program initiated, funded and managed by the State Bank of India in partnership with reputed NGOs of the country. It provides a framework for India's bright young minds to join hands with rural communities, empathize with their struggles and connect with their aspirations. The selected fellows, from some of the top institutes/corporates, work with experienced NGOs on challenging development projects.

The ongoing projects of State Bank of India are:

- Beti Padhao Kendras
- Care for helpless old aged citizens

- Digital Class
- Drought proofing of villages
- Mid-day meal
- Health checkup of female inmates
- Project Eye-care
- Protect Himalayas
- Hospital on train: Life Line express

CSR activities of the State Bank of India have always received wide attention and appreciation. The Bank is proud to be recognized by leading institutions and organization for its CSR activities and best practices. The various awards and appreciation given to SBI foundation for rendering their services in the field of CSR activities are given below:

- Golden Peacock Award for Sustainability, London.
- Golden Peacock Award for Corporate Social Responsibility, Mumbai.
- Indo-American Chamber of Commerce Best Bank Award, Mumbai.
- Global Finance Magazine, New York 'Best Emerging Markets Bank in Asia Pacific 2015' Award.
- World Branding Forum, London 'Brand of The Year Award'.
- BFSI Environmental Award, Singapore.
- CMO Asia Award for Best CSR Practices, Mumbai.
- Business World Magazine 'Socially Responsible Bank' Award, Mumbai.
- Golden Globe Tigers Awards for CSR best Practices & Innovations in CSR. - Kuala Lumpur.

2. ICICI BANK

Corporate Social Responsibility (CSR) has been a long-standing commitment at ICICI Bank and forms an integral part of bank activities. The Bank established the ICICI Foundation for Inclusive Growth (ICICI Foundation) in 2008 with a view to significantly expand the activities in the area of CSR

The bank's primary focus areas for meeting CSR activities are:

- **Education:** In the field of education ICICI Bank



support various education programmes in partnership with government institutions, aimed at systemic improvement in teaching-learning outcomes across Government sector schools. ICICI Bank over a decade entered into a six-year collaborative partnership with the Government of Rajasthan in April 2011 and the Government of Chhattisgarh in July 2012 to implement the School and Teacher Education Reform Programme (STERP). The aim of this initiative is to delivering child-centric learning environments in government school particularly.

- **Health care:** Under this area of social responsibility the aim of the bank is to improve the delivery of health services to women and children located in remote areas and low-income families. ICICI Foundation for Inclusive Growth who worked for ICICI Bank for CSR activities, in collaboration with the Department of Women and Child Development (DWCD), Government of Rajasthan, is implementing a pilot project in Baran district to improve the nutritional status of 0-6 year olds through a three-pronged, comprehensive approach of prevention, management and treatment of undernutrition.
- **Skill development and sustainable livelihoods:** The major focus area for ICICI Foundation to leverage India's demographic dividend for inclusive growth is skill development and sustainable livelihood. Towards this, ICICI Foundation launched a nationwide skill development initiative, ICICI Academy for Skills (ICICI Academy), in October 2013. Under this 74,000 youth are trained till March 31, 2016 and also achieved the record Development of 250 schools as Right to Education compliant. Along with this ICICI Rural Self Employment Training Institutes are opened as a part of national programme initiated by the Ministry of Rural Development (MoRD), RSETIs are set up by ICICI bank to provide vocational training to rural youth from marginalised communities.

The other CSR initiatives are:

- Blood Donation
- Daan Utsav
- Millennium Alliance

The average net profits of ICICI Bank for the last three financial years calculated as specified by the Companies Act 2013 was **2,381.3** millions. Total amount spent towards CSR during FY 2016 was 47.6 millions, which is approximately 2% of the Net profits, (which is mandatory to spend on CSR activities under section 135 of Companies Act, 2013).

3. AXIS BANK

Bank recognizes the importance of good corporate governance and corporate social responsibility in promoting and strengthening the trust of its shareholders and other stakeholders. All the CSR activities/programmes are undertaken either by bank or through Axis Bank Foundation or through any other Trust/Society or implementation partner or any other fund set up by the Government. The main focus areas of CSR activities are:

- **Education:** Under this core CSR area, the bank provides special education for the differently abled children by supporting at primary and secondary level and also through vocational training. It also imparts education to street children and children of sexually exploited women. The bank also provides financial education and awareness amongst consumers at large and school going children. Further, dissemination of knowledge on managing finances etc. to consumers at large which may include aspects of safe banking practices, tax planning, saving and investing and other relevant financial knowledge.
- **Vocational Education and Training:** The bank under the areas of vocational education and training provides orientation and handholding support to children of secondary and higher secondary level on not only the available career options but also employable vocational and technical skills. It provides skilling, re-skilling and multi skilling support to youth for gainful employment.
- **Medical Relief and Trauma Care:** The bank has been working on providing medical relief and trauma care for victims of accidents through its Axis Bank Foundation. It also seeks to create a trained community of service providers who can provide immediate assistance to victims of accidents. This can be achieved by bank by arranging civil defence

camps at various colleges and universities.

- **Environmental Sustainability:** The bank aims to ensure environmental sustainability, ecological balance and conservation of natural resources. It intends to pursue projects that conserve resources and enhance environment such as renewable energy and energy efficiency.

The mandatory requirement to spend on CSR activities by Companies Act, 2013 under section 135 is 2 % of the average net profits for the last three financial years. The average net profits of the bank for the last three years are 8151.34 crores and the estimated expenditures on CSR activities is 163.03 crores and where as actual amount spend by bank is 137.41 crores in the FY 2015-2016 which is less than prescribed limit described under the Companies Act, 2013.

4. KOTAK MAHINDRA BANK

Kotak Mahindra Bank Ltd. (KMBL) is of the viewpoint that financial institutions play a fundamental role in catalysing sustainable economic growth that can create equitable development for all. The vision of bank is to positively contribute towards economic, environmental and social well-being of communities through Corporate Social Responsibility agenda.

The various CSR initiatives of the bank are:

- **Promoting Education and Livelihood:** The Kotak Education Foundation (KEF) was set up in 2007, with a purpose to support children and youth from underprivileged families through different education based interventions and skill development programmes. KEF has partnered with 36 schools, majority of which are located in the poorest wards of Mumbai. Livelihood training is provided at 7 centres spread across the poorest neighbourhoods of the city. In 2015-16, KEF has touched nearly 50,000 youngsters through its nine interventions.
- **School Leadership Development Intervention (SLDI)** this programme aims to strengthen managerial and leadership skills of KEF's partner schools' teachers and principals.
- **School Teacher's Enrichment Programme (STEP)** intends to enhance teaching skills of the teachers and thus, indirectly improve the

learning outcome of the students. The Primary Year Programme (PYP) started in FY 2015-16 with first grade teachers from six schools. The objective is to improve the ability of the teachers to speak and teach the children in English. In the FY2015-16, 545 teachers from 20 schools have benefitted through 167 academic workshops, 653 mentoring sessions and 771 spoken English sessions conducted.

- **Kotak Umang** caters to the aspirations of children from vernacular medium schools. It reinforces their comprehension and communicative English by providing them with opportunities to express and build confidence. In FY2015-16, the programme taught 4,446 children from 19 schools. The result shows 74% of these students have shown a remarkable improvement in their ability to communicate in English. The sessions are held in small groups such that the teacher can understand the needs of the children better and cater to them in an efficient manner.
- Under **Working towards improving Health** interventions 'Mid-day' meal programme was started by the bank for students as an incentive to attend school and have at least one nutritious meal a day. In FY2015-16, approximately 4,670 students have benefited from the mid-day meal across 14 partner schools.
- Under the **drinking water and sanitation improvement** project KEF intervened and improved sanitation infrastructure i.e. toilets, urinals, drainage and provided water for drinking and sanitation in eight partner schools which required critical infrastructural improvements. 33 toilets and 45 urinals were built or repaired, seven schools were provided with sufficient number of hand-washing points, eight schools were provided with sufficient potable drinking water. KEF also helped to improve their drainage system, so that cleanliness is maintained in the schools. This sanitation project has helped improve the hygiene practice of 5,916 students and 164 teachers in FY 2015-16.

The other CSR activities of **Kotak Mahindra Group** are:

- The Bank organised a **Blood Donation camp** from 16-20 November, 2015 to celebrate Kotak Group Day on 21 November. Camps were



organised across 10 cities – Mumbai, New Delhi, Bengaluru, Hyderabad, Pune, Surat, Chennai, Coimbatore, Ahmedabad, and Vadodara. Total **974 units of blood** were collected during the blood donation camp.

- The Bank sponsored 30 employees for Habitat for Humanity's 'Volunteer Build' under the programme **Building homes for needy** at a village near Karjat. Employees assisted the villagers with brick-laying and painting work.
- The Bank sponsored 100 employees to run the Powai Run 2016 under **Swachh Bharat Abhiyaan Initiative**.
- The **Mumbai Marathon 2016** in support of four NGOs – Cancer Patients Aid Association (CPAA), The Indian Council for Mental Health (ICMH), Society of Parents for Children with Autistic Disorders (SOPAN) and Kotak Education Foundation (KEF). Kotak runners raised pledges amounting to 28.78 lac and collectively with the Bank's contribution, the total funds raised amounts to 47.28 lac. KMBL has been acknowledged as the 2nd highest fundraising corporate in the corporate challenge category.

EMPLOYEE DRIVEN CSR PROGRAMMES

- Under **You Can Serve** programme old newspapers and magazines are collected from Kotak offices in Mumbai and handed over to DMT. The funds generated from sale of the waste papers are utilised by DMT to support child cancer patients in the form of 'Monthly Grains Support' (MGS). In FY2015-16 a total of 7,846 kg of newspaper and 5,206 kg cartons were collected that generated ₹ 1,06,374/- for cancer affected children and their families.
- KMBL celebrated **Daan Utsav (formerly known as 'Joy of Giving Week')** with four NGOs – Ahura Support, ADAPT, Under the Mango Tree and Dr. M L Dhawale Memorial Trust. The sales of their products amounting to ₹ 55,240/- contributed to these NGOs working in the field of supporting differently-abled, spastics, marginal farmers, providing healthcare to mother & child respectively.
- On the occasion of **International Women's Day**, KMBL supported Pehchan and Women's

India Trust, NGOs working in the field of women empowerment in slums through setting up a stall for their products. Sales for their products amounting to ₹ 23,000/- contributed to these NGOs.

- Under Payroll **Giving Programme** Kotak Mahindra Group supported The Akanksha Foundation, Cancer Patients Aid Association (CPAA), National Association for the Blind (NAB), Dignity Foundation, Make-A-Wish Foundation of India and Society of Parents of Children with Autistic Disorders (SOPAN). As on March 31, 2016, 1,668 employees were part of the payroll giving programme, and did their bit by contributing 66,95,304/-.
- In association with NGO Goonj – '**Giving Collection Drive**' was organised by the bank across five locations to extend support for those affected by the earthquake in Nepal and Bihar. Employees donated blankets, bed sheets, raincoats, buckets, sweaters, umbrellas, etc.

The bank has spent 0.79% of profit after tax on corporate social responsibility in FY 2015-2016 as compared to 0.61% in the previous financial year.

FINDINGS OF THE STUDY

The present research aimed at exploring the CSR practices in Indian banking sector. To attain the above objective, top 5 Indian banks were selected from Indian banking sector based on rating by Business Today 500 Top Indian Companies for the year 2015. (<http://bt500.businessstoday.in/>.) Later a detailed investigation of annual reports (available at official website of banks) of these banks was performed to present a detailed comprehensive view of the CSR initiatives and activities been undertaken at these banks.

Furthermore a comparative analysis was made across these banks on the basis of various parameters of CSR viz a viz ownership, formation of CSR committee, Publication of CSR report, Publication of Business Responsibility Report (BRR), major focus areas for CSR Contribution and total CSR amount spend in the FY 2015-2016.

The results bring to light certain interesting as well as striking observations about CSR practices of banks. Interestingly, ICICI Bank though a private banking player emerged as the only bank to have reached the mandatory percentage of amount to

be spent on CSR activities (2 percent of Average Net profits) which is a benchmark for other banks and other industries in Indian Corporate sector. Further it is observed that HDFC bank has increased its spending on CSR activities from 1.2% to 1.6% which is good one but there is need to increase to 2% by focusing on untouched areas of CSR like women empowerment, rural development, environment sustainability etc.

Strikingly, the largest public sector bank i.e. SBI BANK fails to meet the mandatory requirement of spending 2% of Average Net Profits on CSR activities. Moving in the same streak, AXIS Bank also fails to do so. To meet this requirement banks should focus on other focus areas like blood donation drive, payroll giving assistance programme, building homes for the needy and also take initiatives in Swachh Bharat Abhiyaan.

Results indicated that among all the banks studied Kotak Mahindra Bank is the bank that lags far behind others in meeting the CSR requirement, which is very important area of concern for the bank itself in this current scenario. It is found that bank has focused on some CSR areas but there is need to increase the amount of spending on the same. It is heartening to observe that all the five banks considered in the study published Business Responsibility Report.

CONCLUSION AND SCOPE OF FURTHER RESEARCH

Our research provides evidence that many top banking players in Indian banking industry have taken a number of initiatives to discharge social responsibilities. The current study and its results, provides good examples for other banks or other industries to engage in CSR practices for societal and community welfare. Financial

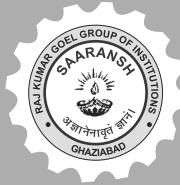
performance is not the only motivating force that lead to implementation of CSR practices among the banks besides these there are other factors that affect CSR practices like good reputation, attracting good talent, customer satisfaction etc. Further, though there are mandatory norms for the same, it is primarily a matter of determination for banks and corporate to spend on CSR initiatives for societal welfare. Indian banking and corporate are minting huge profits and have highly valuable assets at their disposal, it is their foremost duty to utilise a portion of it for the well being of the whole community and its stakeholders.

Banks and companies may start from small CSR practices, put resources on some easily achievable CSR practices initially, such as providing donations, scholarships, volunteering work, promoting education, skill development, sanitation, environment, and using less paper, and then expands to larger perspectives, such as changing production process, and investing in energy-saving projects. Apart from these, these corporate may also be involved in the development of women and underprivileged sections of the society with their programmes such as special financial support and awareness campaigns.

Our study primarily uses secondary data of banks (Annual reports) for analysis. In future, questionnaire or interviews can be conducted with banks or public to collect primary data pertaining to CSR initiatives of banks for analysis. There is scope for further research in the area of CSR by taking a bigger sample of banks. Research can also be conducted on CSR practices of other industries in the Indian corporate sector. A comparative study of CSR practices across various industries may be another possible research area.

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Table1. Focus Area Wise CSR Spend of State Bank of India for Financial Year 2015-2016

Sr. No.	Focus Area	Amt. (Rs. in Crore)
1	Healthcare	56.00
2	Education	19.50
3	Skill development	44.66
4	Sanitation	4.04
5	Disability	5.41
6	Environment	4.78
7	Sports	2.21
8	Culture	1.20
9	Natural calamities	2.16
10	Others	1.98
11	R & D Fund	1.98
Total		143.92

Source: SBI website <http://www.sbi.co.in/portal/web/corporate-governance/corporate-social-responsibility>

Table 2. Comparative Analysis of CSR Initiatives across the top 5 Indian Banks for the Financial Year 2015-2016

Name of Bank	Ownership	CSR Committee	CSR Report Publication	Business Responsibility Report Publication	Major CSR Areas	Other Areas/ Ongoing Projects	Amount spend on CSR Activities (FY 2015-16)
HDFC Bank	Non-govt. organisation	Yes	No	Yes	1. Sustainable livelihood 2. Sanitation 3. Skilling 4. community initiatives 5. Education	1. Blood donation drive	1.6% of average net profit for the last three financial years
SBI Bank	Government owned organisation	Yes	As a section annual report	Yes	1. Healthcare and sanitation 2. Eduaction 3. Skills and livelihood development. 4. Women empowerment and care for senior citizen. 5. Sustainability and environment. 6. Rural development 7. Others	1. Beti Padhao Kendras 2. Care for helpless old aged citizens 3. Digital Class 4. Drought proofing of villages 5. Mid-day meal 6. Health checkup of female inmates 7. Project Eye-care 8. Protect Himalayas 9. Hospital on train: Life Line express	1.2% of average net profit for the last three financial years
ICICI Bank	Non-govt. organisation	Yes	No	Yes	1. Eduaction 2. Healthcare 3. Skill development and sustainable livelihoods 4. Financial inclusion 5. Support employee engagement in CSR activity 6. Capacity building for CSR 7. Other areas	1. Blood Donation 2. Daan Utsav 3. Millennium Alliance	2% Approximately of average net profit for the last three financial years
AXIS Bank	Non-govt. organisation	Yes	No	Yes	1. Education 2. Vocational Education and Training 3. Livelihood Enhancement and Rural Development 4. Medical Relief and Trauma Care 5. Environmental Sustainability 6. Sanitation 7. Humanitarian Relief 8. Armed Forces Veterans 9. Capacity Building of Personnel and NGO Partners	–	1.68% of average net profit for the last three financial years
KOTAK MAHINDRA Bank	Non-govt. organisation	Yes	No	Yes	1. Promoting Education - Primary focus area 2. Enhancing vocational skills and livelihood projects 3. Promoting preventive healthcare and sanitation 4. Reducing inequalities faced by socially and economically backward groups 5. Environmental Sustainability 6. Relief and rehabilitation 7. Clean India	1. Blood donation camp 2. Building homes for the needy 3. Providing aid to cancer patients 4. Kotak Mahindra group payroll giving programme 5. Swachh Bharat Abhiyaan initiative 6. Financial literacy camp	0.79% of PAT of FY 2015-2016

Source: Annual Reports from Official Websites of these banks



Political Campaigning in the Virtual World: The New Facet of Indian Politics

Amit Kumar*
Prof. Somesh Dhamija**
Dr Aruna Dhamija***

ABSTRACT

Social media has taken the world by storm. There is hardly an aspect of our day-to-day life which is untouched by it. Politics is no exception to the same. This research talks about the comprehensive usage of social media as has been done by various political parties, although the end result of the same has been quite varied for most of them. There have been parties which have found much favour on the online platforms and then there are the others which have not been able to utilize or benefit from it to the same extent. Political parties, both at the centre and state levels have been utilizing the social networking to register their presence and enhance their popularity in the virtual world since internet became popular and accessible to masses. At the same time, there are leaders who have been at the helm of affairs with regard to using social media to connect with the online population with much success. The present work would discuss the various trends and patterns which have developed in the recent elections in the Indian context and how they played a crucial role in the overall scheme of things.

The research paper would explore the various patterns which have formed and trends which have taken shape during the recent elections in India and how they played a significant role in it. After going through this research paper, the readers would be in a position to comprehend the significance of social networking in terms of influencing the outcome of an election

Key Words: Lok Sabha Election, Narendra Modi, Rahul Gandhi, Social Media/Networking.

INTRODUCTION

In a democracy like India, the role, as played by social media, in a political exercise like election has been much highlighted, especially in the aftermath of the 2014 general election when the frontrunner Mr Modi, along with others like Mr Gandhi and Mr Kejriwal, used the platform for getting across to the target audience. The plethora of social media platforms such as facebook, twitter, youtube, whatsapp, instagram, etc. have played a momentous role in connecting the common man with the leaders and parties with whom they associate themselves.

The foundation for the usage of social media, especially facebook and twitter, was laid during the 2008 US Presidential Election when Barack Obama used both of them extensively to get connected with the online population. What made

it set precedence was the fact that no other politician till that time had used it at such a large scale and that too with much effect. Barack Obama asked the youth and elderly alike to connect with his online campaign which was a distinctive advantage which he had over his rival. When he became the first black President of USA, he acknowledged the role played by social media in his victory.

When one talks about the role of social media in Obama's reelection in 2012 the following observation makes a case in this regard- 'Millions of fans on Facebook and Twitter actually helped him to prove his mandate online as well as offline. And 80% of his \$639 million donations came via online channels. Nothing is impossible in this age of connected economy' (trak.in dated April 14, 2013). Although the impact of social media was not that telling as it was in 2008 (as even his

* Assistant Professor, Institute of Business Management, GLA University, Mathura, Uttar Pradesh, amit.kumar@gla.ac.in, +91-9568749565

** Head-Management (UG), Institute of Business Management, GLA University, Mathura, Uttar Pradesh, somesh.dhamija@gla.ac.in, +91-9412280122

*** Associate Professor, Institute of Business Management, GLA University, Mathura, Uttar Pradesh, aruna.dhamija@gla.ac.in, +91-8006644202

rival understood it well and went for it big time) still the same was there to be seen. The verdict was very much in his favour proving yet again that if the power of social media is harnessed effectively, it could act as a differentiator.

At the same time, one needs to understand that the USA is a most homogenous country whose population is aware and educated. Most of the citizens are familiar with social networking and have smart phones and laptops to engage in social exchanges. The reach, frequency and impact of social media is something with which the majority of the population is pretty familiar. Hence, the popularity and effectiveness of social media in the election was something which psephologists very much expected. On the other hand, when one talks about the vastness and diversity which surrounds the democracy named India, one couldn't help but imagine the plethora of factors which play a role in the selection of a political outfit or leader as a result of election. In this regard, it would be interesting to analyze the role played by social media in the overall success of the present central government as well as other instances when social media played a crucial part in the final verdict.

The reach of internet, on which social media is based, is not as much in India as it is in the USA (in terms of percentage of population using it), still it is an impressive number. Sample this, as observed by facebook, the last general election in India, saw a total of 227 million engagements on it, the highest-ever record for a political event. Though later in 2014 it was superseded by the Brazil election with 346 million comments said Facebook's director of institutional relations in Brazil, Bruno Magrani, it says a lot about the potential of social media in terms of engaging the common man about a political event like election.

The authors would like to point out that although it has been more than two years since the Lok Sabha election took place in 2014, the significance of it is still very much there on the virtue of its sheer magnitude. Just like the mammoth Census is taken as the benchmark for all population-related statistics in the intervening years between two such exercises even though it takes place every ten years, the benchmarks as set during the mammoth political exercise like the general election are too important to be not considered until the next time such a political exercise takes place (which is going to happen in 2019). No state-level election. and the statistics associated with

it, no matter how recent it is or how big the state is, could replace the pan-India reach and impact of the general election. It is a pretty common practice in the western democracies to quote facts or to analyze political events like election even after 2-3 years while making a point for the very reason, albeit with a different perspective, as has been mentioned above.

THE RELEVANCE OF SOCIAL MEDIA IN POLITICS

Those who support the usage of social media in the arena of politics have their own experience to back it up. Social networking, as a concept, has come to redefine the way elections are seen as a mundane political activity.

There are many reasons why those who vouch for the effectiveness of social media in politics do so. First, the reach of it is pretty wide. This is very much true for the residents of the developed nations. However, Indians are also catching up with the same. One aspect which needs to be considered is the fact that social media is supposed to be 'viral'. What it basically means is that the extent to which something would be shared on it couldn't be controlled as well as the readers could be much more than originally anticipated.

The second reason for which politicians as well as the common man find social media an attractive platform is the mostly impartial nature which it has. The real mood of the electorate can be gauged by their social activeness more than anything else. The scope of monetary influence is minimal as compared to the traditional campaigning outlets like rallies and road shows. The extent to which social media could be influenced is much less than other platforms for the reason that people are on social media by choice and not by the lure of money (well mostly). The claims made by political parties and leaders are up for instant scrutiny and comments on it as compared to other medium where the straightforwardness is not to such an extent.

Next, social media is undoubtedly one of the cheapest media to get connected with the electorate. It practically costs nothing to build a followers' base if the party or leader is popular among the netizens. The efforts which go into social media are mostly time-driven and not money-driven. This makes it all the more appealing



and exciting proposition to have. There have been instances when parties and leaders have been rumoured to have brought 'likes' but such episodes are more of an exception rather than the norm because the public is not so gullible that they can be taken for a ride easily.

Another perspective which adds brownie points to the whole social media usage is the fact that internet, and by extension, social media is a great leveler. Else how could one explain the stratospheric rise of a newbie like Aam Aadmi Party in the recent years on social media as compared to the well-established parties? It is not without reason that despite being political newcomers, the founders of Aam Aadmi Party utilized social media to the best possible extent and put up their cause on it. In fact, such was its prudent usage by the party that its main leader Mr Arvind Kejriwal became the second-most followed politician on various social media platforms, trailing only BJP's Mr Narendra Modi in the lead-up to the general election of 2014. He subsequently becoming the CM of Delhi is no coincidence either. The following generated by him and his party during the Lok Sabha election was leveraged in the following year election of Delhi. The party had no wherewithal to match those of the other national and state parties but what they did have was a youth-orientedness which was mostly based on social media.

To round it up, social media generates maximum interest in the youth segment of the society. This is pretty much the case for USA where, as per a report published by civicyouth, almost 21% of the voting eligible population is made up of the youth in the age bracket of 18-29. This segment is the most vocal and well connected one which voices its preferences with much vigour on the numerous social platforms on which they have a considerable presence. Another article published by Social Samosa dated October 31, 2013, in the lead-up to the general election in India, the findings of a research were highlighted wherein a reminder regarding voting was sent to the youth, along with the photo of one of their friends who had already voted. It resulted in uplifting of voting by almost 3,00,000 or 0.6%. This figure highlights the effectiveness of it.

THE 'CONNECTED' INDIAN

Recently, India surpassed USA to become the second-largest internet user base in the world,

trailing only China, having a subscriber base of 400+ million at the start of this year. This number further surged to 462+ million by June this year. Though one might say these numbers are not that impressive keeping in mind the colossal population of 1.32 billion of the country, still they are quite huge by any standard. The penetration level stands at 34.8% of the total population. In contrast, China has 721+ million online population, 52% of the total population of 1.38 billion. USA has 28.6+ million people who are 'logged in', almost 88.5% of the total population of 324+ million. When compared to the overall population in India, such a number might not look impressive at the first glance but needs to be kept in mind is the impact which social media generates well beyond its limits. (All numbers courtesy internetlivestats.com and its pages of India, China and USA internet users)

As per a survey which was conducted by Google and research agency TNS whose results were published in October 2013, for every 10 of the urban voters, almost 4 of them were online. This figure stood 37% of the urban population. This was just a tad bit short of the 42% of the surveyed population who were unsure about their preferred choice in the election. On the top of it, one should keep in mind that the two sets were not mutually exclusive and it would very much have been a possibility that of those unsure about their choice, they would have been swayed by the online propaganda as put up by the several parties.

As per a survey conducted by Google during the pre-poll phase, '**social media can have an impact on around 30% seats in Lok Sabha Election 2014**'. 160 were identified as High impact zones where the facebook users were almost 10% of the voters, 67 were identified as Medium impact zones where 5% of the voters were facebook users while rest were classified as Low impact zones. The study also showed that 75 of the 206 seats won by the Congress and 43 of the 144 seats where it finished second in the 2009 general election were in the high-impact constituencies. For the BJP, this was true for 44 of the 116 seats it won and 50 of the 110 seats where it came second. One-third of the seats the leading parties won earlier were affected depending on the preferences of social media users. As one of the observers commented prudently, "A well thought-out social media will not only be about retaining previously won seats, but also wresting new ones."

On basis of data collected from past year and equating it with current stats, it concluded that the high impact zones will be the major game changer in 2014 elections.

The Internet and Mobile Association of India (IAMAI) released a report during the same time frame as the above two Google surveys which highlighted the fact that if political parties went about increasing their spending on their social media campaign, it could have swung 3-4% of the votes in as many as 24 states which were home to sizeable netizen population. Further it claimed that social media marketing could very well play a momentous role. This was based on the fact that as less as 1% change in the votes polled could change the outcome.

On the other hand, there are critics who question the effectiveness of such social media platforms like facebook. Their point of argument is that it is not necessary that a registered facebook user is also a registered voter and even if they are, it doesn't necessarily mean that they would vote on the day election takes place. Their point does have some ground as it is much easier to like or comment or tweet than turning up at a polling station, standing in a queue for your turn to vote. (the general election of 2014 took place in April-May when heat wave is a common phenomenon in most regions of the country). However, their doubts were put to rest what with almost every constituency witnessing record turnouts thereby resulting a voter turnout percentage of almost 67%, the highest since the first general election took place in 1952. Thus, social networking was and is no fluke and every political party and leader needs to understand its significance and make it a part of their campaigning strategy.

Social Networking and Political Parties/ Leaders

The US Democrats inspired the Indian political parties to an extent during the last general election. In fact, the heavily individual-oriented campaign of Mr Modi, which was uncharacteristic of a party-oriented democracy, was said to have been inspired by the 2008 successful campaign of Mr Obama when he used the might of social media to get across his thoughts to the netizens. Mr Modi also developed his campaign around the core value of 'change', much like Obama, and successfully connected with the netizens of India. It is the social media which gave Mr Modi a much-

vaunted 'contemporary' look, something which his opponents failed to match.

Majority of the leaders have their official facebook pages where they invite suggestions from the voters. They keep their voters posted on various activities which concern them and update their status on a regular basis through their official page on facebook thus being better connected than any other means. They invite suggestions and advice from the people of their constituency. The use of twitter is well-known among the ministers in the present government, most noticeably Minister of External Affairs Mrs Sushma Swaraj and the Railways Minister Mr Suresh Prabhu.

As the campaigning was building up for election to elect the sixteenth Lok Sabha of the country, Mr Modi and Mr Gandhi were the two most looked-for political figures online. However with time, Rahul Gandhi started lagging and was never able to catch with Narendra Modi. AAP's Arvind Kejriwal was also popular among the netizens as he practiced guerilla social media marketing. As highlighted earlier, on the virtue of social media being a great leveler, Mr Kejriwal was able to register a substantial online presence which was not possible on the physical campaigning level. As per a report available on IndiaToday.in dated April 13, 2014, BJP's prime ministerial candidate Narendra Modi was the 'most-followed' Indian politician on Twitter by a wide margin of over 15 lakh followers. He was followed by Congress leader Shashi Tharoor. AAP leader Arvind Kejriwal came third. Rahul Gandhi was conspicuous by his absence.

On the last day of voting, The Facebook Election Tracker summed up the situation quite pertinently - Narendra Modi and BJP (in that order) topped the chart, while Congress was behind a party which was contesting its first general election, namely, Aam Aadmi Party. Such a scenario couldn't be imagined as far as physical world is concerned. The might and monetary wherewithal of the Grand Old Party of India, namely Congress (it turned 125 years old in 2015) are much higher than Aam Aadmi Party. Its ability to expend on election-related activities such as rallies, road shows, hosting followers is much better but all that doesn't matter in the virtual world.



2014 GENERAL ELECTION & SOCIAL MEDIA: UNPRECEDENTED IN REACH AND IMPACT

Hi tech propaganda

Never before in the history of Indian politics has the influence of technology been so pronounced with profound effect. The propaganda of tech-savvy parties and leaders appealed much better to the electorate than of those who didn't adapt to the changed paradigm of campaigning. e-Campaigning, the central idea of this research paper was at its peak during the last general election.

Almost every major political party had an IT cell in which highly educated, computer-experts and suave campaigners worked almost round-the-clock to ensure that the party and the leader made their presence felt as much in the virtual world as they did in the real world. The campaign managers allocated separate funds to the online exploits of the party and leader, not to be mixed with the funding on physical campaigning. All this was done keeping an eye on the tech-savvy electorate who took to the phenomenon of social networking in a big way.

It was for the first time that the middle class was substantial in its presence and it is this section of the society which uses social media like Facebook, Twitter and Youtube extensively. As per a report published in Times of India dated November 23, 2013; the Indian middle class (household income between Rs 20k-100k per month) stood at 160 million at that point of time and went up to 267 million by 2015. It was a paltry 25 million in 1996. Within a span of two decades, this section of society has grown more than any other in terms of percentage (more than ten times). Hence the new found interest of the political parties and leaders in this section of the society.

Be it India's very own personalized social media platform Vebbler's '*the Ungli Campaign*' Google's '*pledge to vote*' campaign, or Facebook's online political debates; they all were supposed to engage the youth voters, especially the first-time ones to come out and vote on the election day. MTS' election tracker was another initiative that came out with innovative platform to connect with the youth. **Over 23 million in the age group of 18-19 years, the first time voter as well as the core of the netizens (online population),** made

their choices with regard to electing the sixteenth Lok Sabha as well as the fifteenth Prime Minister of the Republic of India.

Facebook already had an impressive presence in India, with 100 million active users at that point of time. Similar was the story of twitter, the micro-blogging site. According to an article in Quartz "*On April 30—the day that 89 of India's 543 constituencies went to the polls—696,000 election-related tweets were sent. Since Jan. 1, the breakdown of tweets for the various national candidates/parties has been 34% for Narendra Modi or his Bharatiya Janata Party, 27% for Arvind Kejriwal or the Aam Admi Party, 4% for Rahul Gandhi or the Indian National Congress.*" These numbers were not insignificant by any means and no party or leader could have ignored them and if they did so, it was at their own peril (as was consequently found by Congress whose Vice-President, Rahul Gandhi had no official presence on Twitter prior to the general election).

e-Campaigning of Narendra Modi Outsmarted His Rivals

During his victory speech in Vadodara, the parliamentary constituency from where Modi won by a margin of over 5 lakh votes, he gave due credit to the role of social media in spreading the message of '*Ab ki baar Modi sarkaar*' far and wide and helping him to connect with the netizens.

Digital crowdsourcing played a crucial role in the content which went into the speeches of Narendra Modi. On the various platforms and myriad ways in which he was present on the social media, he asked for suggestions to be included in the speeches which he was supposed to deliver, a trend started after his initial pitch for the gathering in Pune's Fergusson College, an exercise which proved to be a highly engaging one for him as well as his supporters. This was akin to conducting prior research before launching a product to understand the psychology and aspirations of the target consumers.

Much prior to all the hoopla surrounding the general election of 2014, a Google+ Hangout was hosted in August 2012 by actor Ajay Devgn which highlighted the pull of Modi among the NRIs living specifically in the USA and Great Britain. Most of the NRIs connected with him through Google+ Hangout turning the event into a major success for its organizers. Till then, none of the parties or

leaders had thought about connecting with the NRIs to understand their expectations from the Indian government. During the launch of Business Line newspaper's Gujarat edition, Modi once again reiterated his commitment towards social media before the general election. He talked, at length, about the might of social networking and how it has the ability to bring the politician closer to the voter in ways no other medium can.

Modi, along with well-qualified, mostly young team of professionals, built a 360° full-fledged campaign aimed at the general election. The campaign was unlike anything which the Indian voters had seen till that time. The sheer scale of it was grand and it transcended across every possible medium which was out there to be tapped. It as much included mass media such as print, television, radio and OOH (Out of Home) as the new media such as online and social media, and events & on-ground activities, traditionally categorised as below-the-line (BTL). These included rallies and other appearances, consumer touch points at tea stalls, toys and masks, merchandise related to Narendra Modi.

Piyush Pandey, executive chairman and creative director, South Asia, at Ogilvy and Mather was the brain behind the massively successful and immensely recallable slogan *Ab ki baar Modi Sarkaar!* As much popular it was on the traditional media platforms, the same was promoted with much aplomb on the social media as well to give a reinforced and standardized look and feel across all the platforms on which it was promoted. Such was its effectiveness that Donald Trump, the Republican nominee in the US Presidential Election of 2016 used it to suit him by proclaiming, 'Abki Baar, Trump Sarkaar' in his video Diwali message to woo the four-million strong American-Indian community, which is predominantly Hindu, in USA! The memes, cartoons, animations which were made out of this popular slogan flooded the social media space with people coming out with their own versions of it. Even the critics of Modi tweaked it to suit their purpose or denounce Modi, in the process providing further credibility to it.

CONCLUSION

To conclude, the authors would like to highlight that the present work talked about the role played by modern technology as well as platforms like social media in the overall scheme of things of political parties and leaders. The paper highlighted how, with the passage of time, social media has come to feature prominently in political campaigning and how leaders like Barack Obama used it successfully to stay connected with their target audience.

The paper also talked about how the last general election saw extensive usage of social media, with Narendra Modi taking its usage to unprecedented levels as was evidenced from the various data to support it. Also, it was brought to the fore how he took a leaf out of Barack Obama's campaign in this regard and customized it to suit the Indian electorate. Further, it was also pointed out how his political rivals missed out on social media and were nowhere to be found near him.

As was highlighted in the initial paragraphs of this research paper, social media is an effective medium which, if used prudently, could change the fortunes of the party or leader, as was observed in the case of Modi. He himself acknowledged the momentous role played by it in his victory. Many veterans of politics missed the bus when it came to online campaigning but not Modi. In fact, he benefitted the most by using it smartly and to his own favour.

The usage of social media brought an altogether new dimension to the phenomenon of election in the last general election in India, a concept which every political party and leader have taken with much seriousness since then owing to its role in shaping the destiny of the contestants who used it to those who didn't. The last general election would be as much remembered for the historic mandate which it resulted in as it would be for the extensive usage of social media by Modi over and above anything else.



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The Influence of Consumer Socialization Agents on Attitude Towards Ads

Dr. Amardeep Kaur Ahluwalia*

Preeti Sanan**

ABSTRACT

The present study examines the influence of various socialization agents like parents, peers, mass media and school and demographic variables on adolescent's attitude towards ads. Questionnaires were used to collect data from the adolescents between the age 10 and 16 years studying in government and private schools. T-test, correlation and regression analysis were used as statistical techniques. It is seen that younger adolescents and adolescents belonging to lower economic segment have favorable attitude towards ads. TV ads and peers significantly influence the attitude towards ads. Advertisers should design their ads in such a way that the ads induce positive attitude about the ad and the product advertised. There are very few studies examining the influence of socialization agents on attitude towards ads, particularly from India perspective. Hence, this study fills this void.

Keywords: Consumer Socialization, Socialization agents, Adolescents, Attitude towards Ads

INTRODUCTION

Advertising is believed to be the most important social, economic and cultural institution in society – 'a communication activity through which social change is mediated' (Leiss *et al.*, 1986). In simple words, according to ASCI (Advertising Standards Council of India), an ad is defined as "any paid form of communication addressed to the public or a section of it, the purpose of which is to influence the opinions or behavior of those to whom it is addressed".

Adolescents represent enormous market potential. Advertisers are spending huge amount of money to reach them. Their attitude towards ads will determine whether they will buy a certain product or not. Hence, it is important for the marketers to understand the attitude of adolescents and how they acquire such attitude to have a competitive marketing plan. Previous research has mainly focused on the attitude of children towards ads and that too in foreign countries. Little research from Indian perspective has been conducted in terms of attitude of children and adolescents towards ads and influences of socialization agents. Because of these gaps in previous research, present study was undertaken to examine the influence of selected socialization agents and demographic and socio-economic variables on attitude towards ads.

The process of consumer socialization provides a perspective to have a deeper understanding of children and adolescents as consumers and their attitude towards ads. Ward (1974) defined consumer socialization "as the process by which young people acquire skills, knowledge, and attitudes relevant to their functioning as consumers in the marketplace". This is a unique theory to examine the consumer skills. In simple words, it can be said that this process describes the way in which an individual learns the behavior apt to his position in the society.

CONCEPTUAL FRAMEWORK

Consumer Socialization is based on cognitive development model and social learning model of human learning (Moschis & Churchill, 1978). The cognitive development focuses on socialization through development in the cognitive structure at different ages. The social learning theory emphasizes on social influences.

The three elements of social learning theory are: antecedent variables, socialization processes and outcomes (Moschis & Churchill, 1978). Antecedent Variables are divided into two categories: Social structural variable and age. The social structure is within which the interaction between the individual and socialization agent takes place. In this study social structural variable

* Asstt. Professor, GNDU, RC, Gurdaspur, Email id: amardeep.kaur77@gmail.com, Ph: 9878303300

** Corresponding author, Ph.D Student, GNDU, RC, Gurdaspur, Email id: preetisanan@yahoo.in, Phn : 9878309910



taken are: socio- economic status and gender.

The process of socialization is not limited to childhood, but occurs throughout the life of every person. In the present study, adolescents between the ages of 10 and 16 years have been studied. Adolescence is a crucial period in the life of an individual. This is the period when changes occur in the behaviour and personality of an individual. Piaget theory of cognitive development explains that as the child grows older, he understands and responds to the world around him due to biological maturation and environmental experiences. Socialization processes includes socialization agent and type of learning. A socialization agent is “any person or organization directly involved in socialization because of frequency of contact with the learner, primacy over the individual, and control over rewards and punishments given to the person” (Brim, 1966). In the present study the influence of parents, peers, TV, Internet and school as socialization agents is investigated. They help the young consumer in learning the consumer behavior and acquire “consumer skills” or “Outcomes” (Ward & Wackman, 1971; Moore & Stephens, 1975). The outcome variable investigated in the present study is attitude towards ads because it constitutes a principal activity related to consumer behavior.

Figure 1 shows the general conceptual model of consumer socialization. The purpose of the present study was to determine which socialization variables might directly influence the adolescent's attitude towards ads.

LITERATURE REVIEW

Previous research has been conducted on the topic of consumer socialization (Ward, 1974; Moschis & Churchill, 1978). The socialization agents like parents, peers, TV, Internet and school influence adolescent's consumer learning. A brief review with regard to these factors is presented here:

Family, Peers and Mass media are the main consumer socialization agents influencing consumer socialization of children and adolescents (Moschis and Churchill, 1978; Shim, 1996). Moore-Shay and Lutz (1988) conducted a survey to investigate intergenerational influences among mother-daughter dyads. Data was collected through questionnaires filled by forty-nine daughters and their mothers. They were

asked to specify their own preferences and beliefs as well as beliefs of other partner. It was found that daughters had more positive attitude towards the marketplace as compared to mothers. Daughters found advertising very interesting and informative while mothers were likely to question the value of advertising. Moore & Stephens (1975) conducted a study on 132 middle school and 180 high school adolescents in DeForest, Wisconsin. The study examined the influence of consumer socialization agents on attitude towards advertising. High school students provided significantly more negative attitude towards advertising than middle school respondents. Social utility was a significant predictor of advertising attitude among high school students.

Moore & Moschis (1978) investigated the influence of parents and peers as socialization agents and the effects of demographic variables on adolescent consumer learning. Sample size consisted of 784 students from sixth to twelfth grade. Regression analysis was used as statistical technique. Independent variables taken were family communication, peer communication, social class, race, gender and age. Two of the dependent variables were Puffery filtering and attitude towards marketplace. It was found that parents helped their children to learn to distinguish facts from exaggerations in commercials. Ward & Wackman (1971) examined the influence of family and mass media on adolescent's attitude towards television advertisements. For younger adolescents social utility reasons and time spent on watching Television were strong predictors of attitude towards advertising and for older adolescents these were vicarious consumption reasons, family communication and socio economic status.

Haller (1974) conducted an attitude survey whose objectives were two fold, firstly to find attitudes of college students towards advertising, and secondly to assess if these attitudes were significantly different from those of businessmen. The survey employed multi-stage sampling technique, the primary sampling units being five large metropolitan areas. A total of 100 students were selected and interviewed in each area at randomly selected campuses, generating a total sample of 500. Given the statistically significant differences among businessmen's and students' response, a question of bias was raised. It seemed that those responsible for advertising of campaign

approve them with respect only to their own value system and not of the desired market. The most notably weaker position of the businessman was in response to the statement, "Advertising is necessary", 90 per cent of the businessmen held it is necessary, whereas the students responding to the same held opinion directly opposite. Eighty per cent of students responded that advertising persuades people to buy thing they don't need. More than 75 per cent of the students believed ads present misleading/invalid claims; more than 80 per cent felt it insults their intelligence; and nearly 67 per cent found it irritating.

Goldberg and Gorn (1974) conducted a study on children's reaction to television advertising. Both the effects of a child's expectancy of receiving a toy and the number of TV ads he sees for the toy were examined in an experimental paradigm. In a 3 x 3 factorial design, 8 to 10 year old boys (N = 133) were presented with low, moderate or high expectancies of obtaining a toy, followed by 0, 1 or 3 exposures to a TV commercial for the toy. In summary, it was to see whether the attitudes and behavior of boys were affected by commercial exposure. Seeing a single ad for a valued toy produced more favorable reactions to the toy and increased motivated behavior to obtain it, but further exposure to the ad does not increase such effects. Another significant independent factor was their chance of getting what they see advertised on TV. The findings suggested that children valued a reward that was easier to obtain more than one that was moderately harder to obtain. When children approach the TV viewing situation with high expectancies, it results in more favorable attitudes towards the toy and greater efforts to obtain it.

Bever *et al.*, (1975) performed a study involving the attitudes of children towards advertising based on the cognitive development theory of Piaget. Interviews were conducted with 48 children between the ages of 5 and 12 years from a cross section of working and middle class families. The results indicated that the attitudes children have towards advertising become more negative with age and their anger towards misleading ads also increases. Even by the age of 10 years, children were undeniably cynical and suspicious of TV ads. About 75 per cent of the children in the 11 to 12 years age group felt that advertising is sometimes intended to "trick" the consumers, but over 65 per cent believed that they could discern deceptive

ads at least some of the time. Also of importance was the result that children's skill in acquiring impression of reality from advertising far exceeded their abilities to logically understand commercial messages. Given the inability to detect logical fallacies, children accepted the faulty reasoning without questioning their validity.

Bearden, Teel and Wright (1979) studied the effect of family socio-economic background on children's attitudes towards advertising. The study was completed on two samples drawn from separate elementary schools from grades four through six, (in a south-eastern community). In all, 76 children from medium to high income families and 62 children from low income families comprised the sample. Analysis across income groups revealed that aggregation of respondents without consideration of socio-economic differences may affect measurement of children's attitude towards T.V. commercial. The findings indicated that children from poorer families had less well-formed attitudes, in the sense that socio-economic factors affected communication skills and eventual quality and meaningfulness of responses. The results indicated that cognitive development is a function of interaction with the environment and that more rapid cognitive development is associated with more rapid social development.

Gorn and Goldberg (1980) suggested through their research work that even one exposure to a commercial produced favorable attitudes of children towards the product, though additional exposures were found to be necessary to influence the children to make more efforts to obtain the product.

Bush *et al.*, (1999) conducted a study to explore the factors influencing attitude towards advertising. The results revealed that parental communication, peers communication, mass media, gender and race were significantly related to attitude towards advertising.

Chan (2008) conducted a research study to examine how perceptions of television advertising and brands vary among urban and rural children in China and also to know the basis on which children determine whether commercials are true. About 16.7% of the respondents reported that they would rely on the advices of parents and teachers to determine whether commercials are true. In case of both rural and urban samples, older children were less likely to perceive advertising



truthful as compared to younger children. Among urban children, boys disliked television ads more than girls, but among rural respondents, there was no significant difference in the liking of television ads between boys and girls.

Dotson and Hyatt (2005) conducted a study on major influence factors in children's consumer socialization. One of their area of inquiry deals with relation between the amount of TV watched and the consumer socialization factors. Children who watch 4 or more hours of TV a day are more likely to believe advertising claims; to spend less time on school work; and to play less with friends than children who watch TV less often. Children who watch a lot of TV want more toys seen in ads and eat more advertised food than those who do not watch as much TV. It appeared from the results that as TV usage increases it becomes an overriding influence on children's consumer socialization. It was found that there was significant positive correlations between peer based and TV based influence. Also, as was predicted, there was a negative relationship, between amount of TV viewed and parental influence. Further, it appears that like girls are more influenced by interpersonal interactions, and boys are more influenced by non-personal communication, like TV advertising. This corresponds with the fact that boys watch more TV than girls. It is important to note that, looking at the valuables used to measured TV in this study, the greater impact of TV in boy's lives goes beyond the mere number of hours spent viewing it.

D'Alessio *et al.*, (2009) conducted a study on 300, 8-to-10 year old children to examine the influence of age, gender, family, TV ads exposure on children's attitude towards advertising. Opinion of the peers played an important role to evaluate ads. Eze & Lee (2012) conducted a study to examine young adults' attitude towards advertising. Influence of six independent variables namely consumer manipulation, product information, hedonic/pleasure, economic condition, social integration, and materialism on consumer's attitude towards ads was examined. Results indicated that consumer manipulation emerged negative, which is consistent with past findings.

OBJECTIVES OF STUDY

The existent literature reveals that research on this topic is lacking in India. Moreover, Internet and School as consumer socialization agents are

not explored much. These are very important socialization agents for adolescents. Hence, this study concentrates on the following objectives:

1. To make gender-wise, age-wise and economic-status wise comparison of attitude of adolescents towards ads.
2. To study the influence of parents, peers, TV, Internet, school, gender, age and economic status on adolescent's attitude towards ads.

HYPOTHESIS

To achieve these objectives, following hypotheses were formulated:

H₀1: There is no significant difference in the attitude towards ads among Gender

H₀2: There is no significant difference in the attitude towards ads among Younger and Older adolescents

H₀3: There is no significant difference in the attitude towards ads among adolescents belonging to upper and lower-economic class.

H₀4: Parents are not significantly related to attitude towards ads

H₀5: Parents are not significantly related to attitude towards ads

H₀6: Peers are not significantly related to attitude towards ads

H₀7: Frequency of TV viewing are not significantly related to attitude towards ads

H₀8: Motivation for watching TV ads are not significantly related to attitude towards ads

H₀9: Motivation for watching TV shows are not significantly related to attitude towards ads

H₀10: Frequency of using internet are not significantly related to attitude towards ads

H₀11: Motivation for using internet are not significantly related to attitude towards ads

H₀12: Consumer Socialization activities in schools are not significantly related to attitude towards ads

H₀13: Age are not significantly related to attitude towards ads

H₀14: Gender are not significantly related to attitude towards ads

H₀15: Economic status is not significantly related to attitude towards ads.

RESEARCH METHODOLOGY

A review of literature was undertaken to develop a sound conceptual framework for consumer socialization of adolescents. It was found that not much work has been done in the area of consumer socialization of late and especially from the Indian perspective. Hence, this present study is an attempt to examine consumer socialization from the Indian perspective. This study is mainly based on the research work conducted by George P. Moschis and Gilbert A. Churchill in the year 1978. Their study entitled “Consumer Socialization: A Theoretical and Empirical Analysis” conducted in the year 1978 has been taken as the base for the present study. A formal permission was sought from the authors to use their questionnaire as a base and to inculcate some changes according to the changed time-frame and the changed socio-cultural context from Indian point of view.

UNIVERSE OF THE STUDY

The universe of the study includes the adolescents selected from the different cities of Punjab. The adolescents have been selected from the government schools catering generally to lower socio-economic strata and private schools generally catering to middle and upper socio-economic strata; so as to distinguish between the two socio-economic segments. The study has been conducted in Punjab. Sample has been selected from four cities namely – Amritsar, Gurdaspur, Ludhiana and Jalandhar. These cities are from three geographical regions of Punjab i.e. Majha, Malwa and Doaba. These three regions have different socio-cultural backgrounds making them distinct from each other, thus making the sample truly representative of the region. Amritsar and Gurdaspur represent the Majha region, Ludhiana represents the Malwa region and Jalandhar represents the Doaba region.

SAMPLE AND SAMPLING DESIGN

A sample of 900 adolescents from the three regions i.e. Majha, Malwa and Doaba was planned to be selected. A sample of 300 adolescents was planned to be surveyed from each region. But some of the questionnaires had to be excluded because they were incomplete and there were some errors in the responses. So, the effective sample size got reduced to 798. Two more questionnaires were included to get a round figure

of 800. At the time of data collection it was kept in mind that all the three regions get equal representation in the sample. The sample was selected on the basis of convenience sampling. The schools have been selected again on the convenience basis.

CONSTRUCTION OF THE QUESTIONNAIRE AND DATA COLLECTION

The study entitled “Consumer Socialization: A theoretical and empirical Analysis” conducted by George P. Moschis and Gilbert A. Churchill in the year 1978 was taken as base for the present study. The questionnaire used by George P. Moschis and Gilbert A. Churchill (1978) was adapted with a few modifications. A formal permission was sought from the authors to use their questionnaire as base and to inculcate some changes according to the changed time frame and changed socio-cultural context from Indian point of view.

The self-administered questionnaires were used to collect information about frequency of interaction with parents and peers, consumer socialization activities in schools, frequency of viewing TV and using internet, Motivation for watching TV advertisements, TV shows and internet, consumer affairs knowledge, consumer activism, materialism, economic and social orientations for consumption, attitude towards ads, brands, prices, stores and salespeople and the personal characteristics of the respondents namely age, type of school (to know the socio-economic status) and gender. Before going for final data collection, the questionnaire was pre-tested on 50 adolescents for its reliability on a non-sampled population. Firstly, 50 questionnaires were framed in English language. The questionnaires were pre-tested on 25 adolescents going to government schools and 25 adolescents going to private schools. It was found that adolescents going to government schools were not able to read and understand the questionnaires well in English language used. So, for the adolescents going to government schools questionnaire was translated to Hindi language. They again faced the difficulty in understanding the typical Hindi words. Hence, finally a questionnaire was framed in which difficult Hindi words were retained in commonly used English language (like instead of using the word



'Vigyaapan' in Hindi, the term 'ads' was used) for their ease of understanding. A few important changes were inculcated after pre-testing. The reliability coefficients ranged from 0.803 to 0.911. The coefficients were found to be significant and hence the questionnaire was taken to be reliable for data collection. Many of the schools did not allow collecting the data. School authorities felt that this would disturb the regular classes of their school. They were requested to cooperate and data was collected from those schools where permission was granted. The self-administered questionnaires were filled by the students during their regular class periods. Each and every question was explained in detail to the students for their ease of understanding. It took about 30-40 minutes to get the questionnaires filled from one class.

Time Period of the Study – November 2015 to March 2016.

Data Analysis

T-test, Correlation and Regression analysis were used to analyze the data using Statistical software SPSS 20.

Student's t-test

Student's t-test was used to compare the two mean scores of a variable. In the present study it was applied to compare mean values between two age groups, gender groups and two socio-economic segments. The formula used is given hereunder:

$$t = \frac{\bar{X}_1 - \bar{X}_2}{SE(\bar{X}_1 - \bar{X}_2)}$$

$$SE(\bar{X}_1 - \bar{X}_2) = S\sqrt{1/n_1 + 1/n_2}$$

$$S = \sqrt{\frac{SD_1^2(n_1 - 1) + SD_2^2(n_2 - 1)}{n_1 + n_2 - 2}}$$

where ,

SE = standard error of mean difference

\bar{X}_1 = mean value in group-1

\bar{X}_2 = mean value in group-2

SD_1 = standard deviation in group-1

SD_2 = standard deviation in group-2

S = common standard deviation

n_1 = number of observations in group-1

n_2 = number of observations in group-2

Regression Analysis

In order to see the combined effect of several variables on various consumer skills, Stepwise regression analysis was done. It was done in algebraic form as under:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + b_5x_5 + b_6x_6 + b_7x_7 + b_8x_8 + b_9x_9 + b_{10}x_{10} + b_{11}x_{11} + b_{12}x_{12} + \mu$$

Where

a = a constant term

Y = Dependent variables, whose list is given hereunder:

Y = Attitude towards ads

x_1 = Age (in years)

x_2 = Gender (Boys = 1; otherwise 0)

x_3 = Socio-economic status (Lower socio-economic status = 1; otherwise 0)

x_4 = Communication with parents about consumption

x_5 = Communication with peers about consumption

x_6 = Consumer Socialization activities in schools

x_7 = Frequency of TV viewing

x_8 = Frequency of internet usage

x_9 = Motivation for watching TV shows

x_{10} = Motivation for watching TV ads

x_{11} = Motivation for using internet

μ = a random error term

Coefficient of Correlation (r-value)

To identify the relationship between dependents variables vs independent variables and within independent variables, Karl Pearson's Coefficient of Correlation was worked out by using the following formula:

$$r(X,Y) = \frac{\sum xy}{\sqrt{\sum(x^2)(y^2)}}$$

Where

x = (X-Mean of X)

y = (Y-Mean of Y)

Measures

Dependent Variable

Attitude towards Ads

It refers to 'Attitude towards ads is defined as a construct of affective and cognitive orientations concerning liking of and believing in advertising, interest in advertising in various media (Moschis & Churchill, 1979). The 5-point agree-disagree scale with eight items such as "Advertising is informative" was used.

Independent Variables

1. Parent Communication about Consumption

It refers to 'overt parents-adolescents interaction about goods and services' (Moschis and Churchill, 1978). Very often- never, 5- point scale is used with twelve items such as 'My parents and I talk about buying things'.

2. Peer communication about consumption

It refers to 'overt peer- adolescent interaction about goods and services' (Moschis and Churchill, 1978). Very often- never, 5- point scale is used with six statements such as 'My friends and I talk about buying things'.

3. Mass Media

In the current study, influence of TV and Internet was examined. TV Shows and advertisements both have been taken. To study the influence of TV and Internet, frequency and Motivation for using both mediums were used to measure mass media construct. This measure has been suggested by previous researchers.

• **TV Viewing:** This was measured using the following scales:

Frequency of Television Viewing

It refers to 'Frequency of viewing specific program categories by adolescents'. The responses were measured using 5-point everyday-never scale and summed to analyze frequency. Nine categories such as 'Reality shows', 'News', 'Sports' etc. were included.

Motivation for Watching TV Shows

It refers to 'motivation to watch TV shows as a means of gathering information about products having an impact on consumer decision making as well as information about lifestyles and behaviour associated with consumer products' (Moschis & Moore, 1982). The scale from 0- to 7-

point is used representing positive responses to TV show viewing for reasons such as 'To find out how good a product is'.

Motivation for Watching TV Ads

It refers to 'motivation to watch TV ads as a means of gathering information for consumer decision making as well as information about lifestyles and behaviour associated with consumer products' (Moschis & Moore, 1982). Scale from 0 –to 7- point has been used representing positive responses to TV ads viewing for reasons such as 'To find out how good a product is'.

• **Internet Usage:** This was measured using the following scales:

Frequency of Internet Viewing

It refers to 'Frequency of using internet for specific activities by adolescents'. The responses were measured using 5-point everyday-never scale and summed to analyze frequency. Nine categories such as 'Social Networking', 'Shopping online', 'Watching Movies' etc. were included.

Motivation for using Internet

It refers to 'motivation to watch Internet as a means of gathering information for consumer decision making as well as information about lifestyles and behaviour associated with consumer products'. Scale from 0- to 7- point has been used representing positive responses to Internet viewing for reasons such as 'To find out how good a product is'.

4. School

The tool used to measure the influence of school:

• **Consumer socialization activities in School**

It refers to 'Activities in schools related to consumer socialization'. Very often- never 5-point scale has been used with five items such as 'My School arrange shopping trips'.

5. Demographic Variables

The impact of gender, age and economic status is examined. Adolescents from the age of 10 years to 16 years are taken. To study adolescents from different economic backgrounds, two types of schools are taken i.e. Government and Private schools. The Table I below shows the demographic profile of the respondents. It can be seen from the table that in the sample of 800 adolescents, 42 per cent (338) of the adolescents were below the age of 14 years, 53 per cent (426) were males



and 52 per cent (417) were from lower economic background. Take in Table I

RESULTS AND DISCUSSION

Age, Gender and Economic-status wise differences on attitude towards ads

Part a: Overall mean scores and age-wise analysis of adolescent's responses to various statements

Table 2. shows mean scores of all the respondents and separately of younger and older respondents, for each statement. It also shows t-values and its significance for each statement. A higher mean score shows greater agreement with the statement than a lower mean score except for the statements S5 and S8 that were reversely coded. The overall mean scores range from as high as 3.76 on the statements, S1 (Most of the TV ads are fun to watch), to as low as 3.46 on the statement, S6 (Most internet ads are interesting to see).

Results indicate that out of eight statements, majority of the adolescents agree to six statements to quite an extent. The mean scores of these six statements range from 3.76 to 3.53. The adolescents have shown agreement for the statements: S1 (Most of the TV ads are fun to watch), S3 (Advertising is informative), S4 (Advertisements help people to buy the best product for them), S2 (When I see or hear advertisement, I often want to buy it), and S7 (Most advertisements tell the truth), and disagreement for the statement S8 (I don't pay much attention to advertising (reverse)). These statements indicate that young consumers feel that ads are enjoyable, truthful and informative. Advertised products create a desire to own them.

For the remaining two statements the mean scores range from 3.49 to 3.46. These statements are: S5 (Advertisements persuade us to buy the products that we don't really need and S6 (Most internet ads are interesting to see). Young consumers have shown a neutral response to these statements. So the crux is that overall children have favorable attitude towards ads. They find them interesting and they may buy products because of them. Table 2 here

Table 2. shows the mean scores of respondents belonging to two different age groups for each statement. It also shows t-values and its significance for each statement. A higher mean score shows greater agreement with the statement

except for statement S5 and S8 that were reversely coded. Age-wise analysis in Table portrays that the differences in the mean scores of younger and older adolescents are statistically significant for all the statements. It is seen that younger adolescents have shown high level of agreement towards the statements: S1 'Most of the tv ads are fun to watch', S2 'When I see or hear advertisement, I often want to buy it', S3 'Advertising is informative', S4 'Advertisements help people to buy the best product for them', S6 'Most internet ads are interesting to see' and S7 'Most advertisements tell the truth' and have shown more disagreement towards the statements: S5 'Advertisements persuade us to buy the products that we don't really need' and S8 'I don't pay much attention to advertising'. Hence, it may be concluded that younger adolescents hold more positive attitude towards ads as compared to older adolescents. This is also indicated by the significant difference in the overall mean scores of the adolescents belonging to different age groups (t-value 10.42, $p < 0.01$). Hence, hypothesis $H_{0,1}$ (ii) is rejected.

Part b: Economic status-wise analysis of adolescent's responses to various statements

Table 3. shows the mean scores of respondents belonging to two different socio-economic segments; for each statement. It also shows t-values and its significance for each statement. The differences in the mean scores among the two socio-economic groups have been found significant for all the statements. It is seen that young consumers belonging to lower economic segment have shown high level of agreement towards the statements: S1 'Most of the tv ads are fun to watch', S2 'When I see or hear advertisement, I often want to buy it', S3 'Advertising is informative', S4 'Advertisements help people to buy the best product for them', S6 'Most internet ads are interesting to see' and S7 'Most advertisements tell the truth' and have shown more disagreement towards the statements: S5 'Advertisements persuade us to buy the products that we don't really need' and S8 'I don't pay much attention to advertising'. Hence, it may be concluded that young consumers belonging to lower economic segment hold more positive attitude towards ads as compared to their upper class counterparts. This is also indicated by the significant difference in the overall mean scores of the adolescents belonging to different

economic backgrounds (t-value 6.69, $p < 0.01$). Hence, hypothesis H₀ 1 (iii) is rejected. Table 3 here

Part c: Gender-wise analysis of adolescent's responses to various statements

Table 4. shows the mean scores of male and female respondents for each statement. It also shows t-values and its significance for each statement. The differences in the mean scores of males and females have been found significant for one out of eight statements i.e. S7 (Most advertisements tell the truth). In case of this statement, level of agreement is significantly higher among girls than boys, as indicated by t-value (2.13), statistically significant at 5 per cent level. Overall there is no significant difference in the attitude of girls and boys towards ads. Table 4 here

Correlates and determinants of Attitude towards Ads

The second concern of the study was to examine the influence of various socialization agents and demographic variables on attitude towards ads. To achieve this objective, correlation and regression analysis have been used.

Relationship of various variables of consumer socialization with Attitude towards Ads

Correlation coefficients of attitude towards ads with consumer socialization variables are computed. The correlation coefficients are presented in the Table 5. Table 5 here

Table 5. indicates the positive significant correlation between attitude towards ads and interaction with parents ($r = .11, p < 0.01$), peers ($r = .07, p < 0.05$), consumer socialization activities in schools ($r = .07, p < 0.05$), Motivation for watching TV ads ($r = 0.08, p < 0.05$) and frequency of viewing TV ($r = 0.15, p < 0.01$). Attitude towards ads shows a significant negative correlation with age ($r = -0.36, p < 0.01$). It indicates that younger adolescents have more likely to hold favourable attitude towards ads. The data indicates that young consumers belonging to lower economic class have more favorable attitude towards ads than their upper class counterparts ($r = 0.22, p < 0.01$).

Determinants of Attitude towards Ads

The determinants of attitude towards ads are found using stepwise regression.

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + b_5x_5 + b_6x_6 + b_7x_7 +$$

$$b_8x_8 + b_9x_9 + b_{10}x_{10} + b_{11}x_{11} + \mu$$

Where

a = a constant term

Y = Dependent variables, Y= Attitude towards ads

x₁ = Age (in years)

x₂ = Gender (Male = 1; otherwise 0)

x₃ = Economic Status (Lower economic status = 1; otherwise 0)

x₄ = Interaction with parents

x₅ = Interaction with peers

x₆ = Consumer Socialization activities in school

x₇ = Frequency of TV viewing

x₈ = Frequency of Using Internet

x₉ = Motivation for watching TV shows

x₁₀ = Motivation for watching TV ads

x₁₁ = Motivation for using internet

μ = a random error term

Determinants of Attitude towards Ads

The results shown in Table 6. reveal that five factors have emerged as contributing significantly to the dependent variable attitude towards ads. These variables together correlate with the dependent variable (R= 0.45), explaining almost 20 per cent of the variation. The results show that interaction with peers, Motivation for watching TV ads, frequency of watching TV are significant predictors of attitude towards ads. An inverse relation of age with attitude towards ads indicates that younger adolescents are likely to hold more positive attitude towards ads. The positive relation of economic status with the attitude towards ads indicates that young consumers belonging to lower economic status are more likely to have favourable attitude towards ads than those belonging to upper economic status.

The regression results show that interaction with peers is one of the significant predictor of attitude towards ads among adolescents. This indicates adolescents communicating more frequently with their peers are likely to hold more positive attitude towards ads.

The results also show that TV as mass media has been found to be important socialization agent promoting favorable attitude towards ads. It is noted that not only the frequency but also the uses



the young consumer makes of television positively influence the attitude towards ads. More the adolescents make use of TV ads to gather information relevant for consumer decision making and more frequently they watch TV, more positive attitude towards ads they develop. Hence, H_0 2 (ii), (iii), (iv), (ix) and (xi) are rejected. Table 6 here

CONCLUSION

The purpose of this study was to study the adolescent's attitude towards ads.

Out of eight statements, the mean scores of six statements range from 3.76 to 3.53. These statements are: 'Most of the TV ads are fun to watch', 'Advertising is informative', 'Advertisements help people to buy the best product for them', 'When I see or hear advertisement, I often want to buy it', 'Most advertisements tell the truth', and 'I don't pay much attention to advertising (reverse)'. These statements indicate that majority of the adolescents feel that ads are enjoyable, truthful and informative. Advertisements create a desire to own them. Adolescents watch advertisements with attention.

For the remaining two statements the mean scores range from 3.49 to 3.46. These statements are: 'Advertisements persuade us to buy the products that we don't really need (reverse)' and 'Most internet ads are interesting to see'. These statements indicate that adolescents find ads as interesting and they do not think that ads persuade them to buy those products that they don't really need. So, the crux is that overall adolescents have favorable attitude towards ads. They find them interesting and they may buy products because of them. Younger adolescents hold more positive attitude towards ads as compared to older adolescents. Younger adolescents find ads as a product guide; informative, truthful and interesting. On the other hand, older adolescents don't pay much attention to ads and think that ads make them buy even those things that are not required. Adolescents belonging to lower socio-economic segment hold more positive attitude towards ads as compared to the adolescents belonging to upper socio-economic class. Adolescents belonging to lower economic segment find ads as enjoyable, informative, interesting, and truthful and they may buy advertised products. They do not think that ads are mere persuasive efforts to

sell products and fetch customers. Girls have shown higher level of agreement with the statement 'Most advertisements tell the truth'. Overall no significant difference is seen in the mean scores of boys and girls. Both have shown favorable attitude towards ads.

Younger adolescents hold more positive attitude towards ads as compared to older adolescents.

Younger adolescents find ads as a product guide; informative, truthful and interesting. On the other hand, older adolescents don't pay much attention to ads and think that ads make them buy even those things that are not required.

Adolescents belonging to lower economic segment hold more positive attitude towards ads as compared to their upper class counterparts. Adolescents belonging to lower economic segment find ads as enjoyable, informative, interesting, and truthful and they may buy advertised products. They do not think that ads are mere persuasive efforts to sell products and fetch customers. Girls have shown a higher level of agreement in case of the statement 'Most advertisements tell the truth'.

Television and Peers as socialization agents are the significant predictor of adolescents' attitude towards ads. More interactive adolescents are with peers, more favourable attitude they have towards ads. It is a common observation that adolescents discuss ads, products etc. commonly among themselves. Perhaps, they develop positive attitude towards ads. More frequently they watch TV more favourable attitude they develop. Adolescents using TV ads for getting information related to consumer decision making may find ads useful and true and make positive cognitive evaluation of ads.

IMPLICATIONS

Marketers should try that young consumers have positive perception about their ads. Previous research proves that consumer experiences during childhood will have an effect on cognition and behavior in later life (Ward, 1974). Motivation for watching TV ads have been found to be the most significant predictor of attitude towards ads. Advertisers should design their ads in such a way that the ads induce positive attitude about the ad and hence, their advertised product. Ads should generate positive emotions. The feelings generated by the ads will influence consumer's

attitude towards the advertised product. Ads that evoke more pleasant feelings may enhance positive attitude towards ads and hence may increase the possibility of purchasing the advertised product (Burke & Edell, 1989; Fishbein & Middlestadt, 1995). Advertisers should increase the frequency of their advertisements. Repetition may generate awareness and hence it may enhance the possibility of purchasing the product.

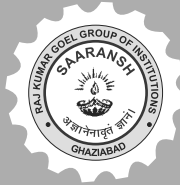
In future, research may be conducted in other states to make inter-state comparison. Adolescents belonging to different culture may be taken. Attitude towards other market stimuli like prices, stores, etc. may be studied. In future, studies can be conducted by taking a single socialization agent at one time. This will help to analyze the influence of consumer socialization agents in detail. Role of school as a socialization agent can be studied in more detail. Some other socialization agents like siblings can also be studied in future.

LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

This study is limited to the state of Punjab in India.

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APPENDIX

AI Attitude towards Ads

S.No. Statements

- S1 Most of the tv ads are fun to watch
- S2 When I see or hear advertisement, I often want to buy it
- S3 Advertising is informative
- S4 Advertisements help people to buy the best product for them
- S5 Advertisements persuade us to buy the products that we don't really need (REVERSE)
- S6 Most internet ads are interesting to see
- S7 Most advertisements tell the truth
- S8 I don't pay much attention to advertising (reverse)

All-Interaction with parents and peers.

1. My parents tell me what things I should or shouldn't buy.
2. I ask my friends for advice about buying things.
3. My parents want to know what I do with my money.
4. I help my parents buy things for the family.
5. My friends and I talk about buying things.
6. My parents complain when they don't like something I bought for myself.
7. My parents ask me what I think about things they buy for themselves.
8. My friends and I talk about things we see or hear advertisement.
9. My parents and I talk about things we see or hear advertisement.
10. I ask my parents for advice about buying things.
11. My parents tell me why they buy some things for themselves.
12. My friends ask me for advice about buying things.
13. I go shopping with my parents.
14. My friends tell me what things I should or shouldn't buy.
15. My parents and I talk about buying things.
16. My parents tell me I should decide about things I should or shouldn't buy.
17. I go shopping with my friends.

All-III- Consumer Socialization activities in schools

1. My School arranges shopping trips
2. Companies visit our school to distribute free samples of their product

- 3. My school conducts seminars on consumer awareness
- 4. Companies distribute pamphlets in our schools
- 5. Companies arrange different contests in our school

AIV –Motivation for watching TV Shows, TV ads and Internet.

TV shows TV ads Internet

- 1. To learn what things to buy make good impressions on others
- 2. To find out where I can buy some things I want
- 3. To find out how good a product is
- 4. To learn about the ‘in’ things to buy (things that are in trend)
- 5. To tell others something they don’t already know about new Ideas or products
- 6. To find out what kind of products to buy to become/ feel like those people I wish I were
- 7. To help me decide what things to buy

AV-Frequency of Using Internet

- 1 Social networking
- 2 Sports
- 3 News
- 4 Advertisements
- 5 Movies
- 6 Listen songs
- 7 Shop online

8 TV shows

9 Play games

AVI-Frequency of Viewing TV

- 1 Sports
- 2 News
- 3 Cartoon
- 4 Movies
- 5 Comedy Shows
- 6 Crime reporting shows
- 7 Reality Shows
- 8 Teleshopping
- 9 Educational channel (Discovery)

Demographic

Age:

Gender: School (Government/Private) Please Tick

Table 1. Demographic Profile

Demographics Number of Respondents		
Age	Below 14 yrs	14 yrs & above
	338 (42)	462 (58)
Gender	Male	Female
	426 (53)	374 (47)
Economic Status	Lower economic class adolescents	Middle/Upper economic class adolescents
	417 (52)	383 (48)

The figures in parentheses represent percentages

Table 2. Overall Mean Values and Age-wise analysis of adolescent’s attitude towards ads

S.No.	Statements	Overall Means	Below 14 years	Above 14 years	t-value
S1	Most of the tv ads are fun to watch	3.76(1.01)	4.07(0.90)	3.53(1.03)	7.81**
S2	When I see or hear advertisement, I often want to buy it	3.57(1.19)	3.98(1.05)	3.27(1.20)	8.94**
S3	Advertising is informative	3.69(1.14)	4.10(.98)	3.40(1.16)	9.20**
S4	Advertisements help people to buy the best product for them	3.58(1.17)	3.94(1.08)	3.30(1.16)	7.90**
S5	Advertisements persuade us to buy the products that we don’t really need	3.49(1.20)	3.89(1.11)	3.20(1.19)	8.30**
S6	Most internet ads are interesting to see	3.46(1.15)	3.87(1.06)	3.16(1.11)	9.10**
S7	Most advertisements tell the truth	3.53(1.07)	3.92(1.00)	3.24(1.03)	9.31**
S8	I don’t pay much attention to advertising	3.55(1.03)	3.92(0.94)	3.27(1.00)	9.26**
	Overall Mean	3.53(0.93)	3.91(0.87)	3.26(0.88)	10.42**

*significant at 5 percent; **significant at 1 percent level of significance



Table 3. Economic-status wise analysis of adolescent's attitude towards ads

S.No.	Statements	Lower economic status	Upper economic status	t-value
S1	Most of the TV ads are fun to watch	3.95(1.16)	3.55(0.78)	5.80**
S2	When I see or hear advertisement, I often want to buy it	3.78(1.34)	3.34(0.96)	5.35**
S3	Advertising is informative	3.87(1.28)	3.50(0.93)	4.67**
S4	Advertisements help people to buy the best product for them	3.78(1.32)	3.36(0.94)	5.22**
S5	Advertisements persuade us to buy the products that we don't really need	3.71(1.34)	3.25(0.97)	5.53**
S6	Most internet ads are interesting to see	3.69(1.31)	3.21(0.87)	6.17**
S7	Most advertisements tell the truth	3.74(1.25)	3.30(0.77)	6.01**
S8	I don't pay much attention to advertising	3.77(1.21)	3.30(0.70)	6.80**
Overall Mean		3.73(1.16)	3.31(0.49)	6.69**

*significant at 5 percent; **significant at 1 percent level of significance

Table 4. Gender-wise analysis of adolescent's attitude towards ads

S.No.	Statements	Male	Female	t-value
S1	Most of the tv ads are fun to watch	3.74(0.87)	3.78(1.15)	0.57
S2	When I see or hear new product advertised, I often want to buy it	3.51(1.06)	3.63(1.32)	1.36
S3	Advertising is informative	3.69(1.00)	3.70(1.28)	0.22
S4	Advertisements help people to buy the best product for them	3.53(1.07)	3.63(1.27)	1.19
S5	Advertisements persuade us to buy the products that we don't really need	3.47(1.08)	3.51(1.33)	0.50
S6	Most ads are interesting to see	3.41(1.03)	3.52(1.26)	1.37
S7	Most advertisements tell the truth	3.45(0.94)	3.62(1.20)	2.13*
S8	I don't pay much attention to advertising	3.52(0.88)	3.57(1.17)	0.62
Overall Mean		3.52(0.75)	3.54(1.10)	0.33

*significant at 5 percent; **significant at 1 percent level of significance

Table 5. Correlation coefficients between consumer socialization variables and attitude towards ads

Correlation	Attitude towards ads
Interaction with Parents	.11**
Interaction with Peers	.07*
Consumer Socialization activities in Schools	.07*
Motivation for watching TV Ads	0.08*
Motivation for using Internet	-0.01
Motivation for watching TV Shows	.05
Frequency of Using Internet	-0.04
Frequency of Viewing TV	0.15**
Age	-0.36**
Gender	-0.01
Economic Status	0.22**

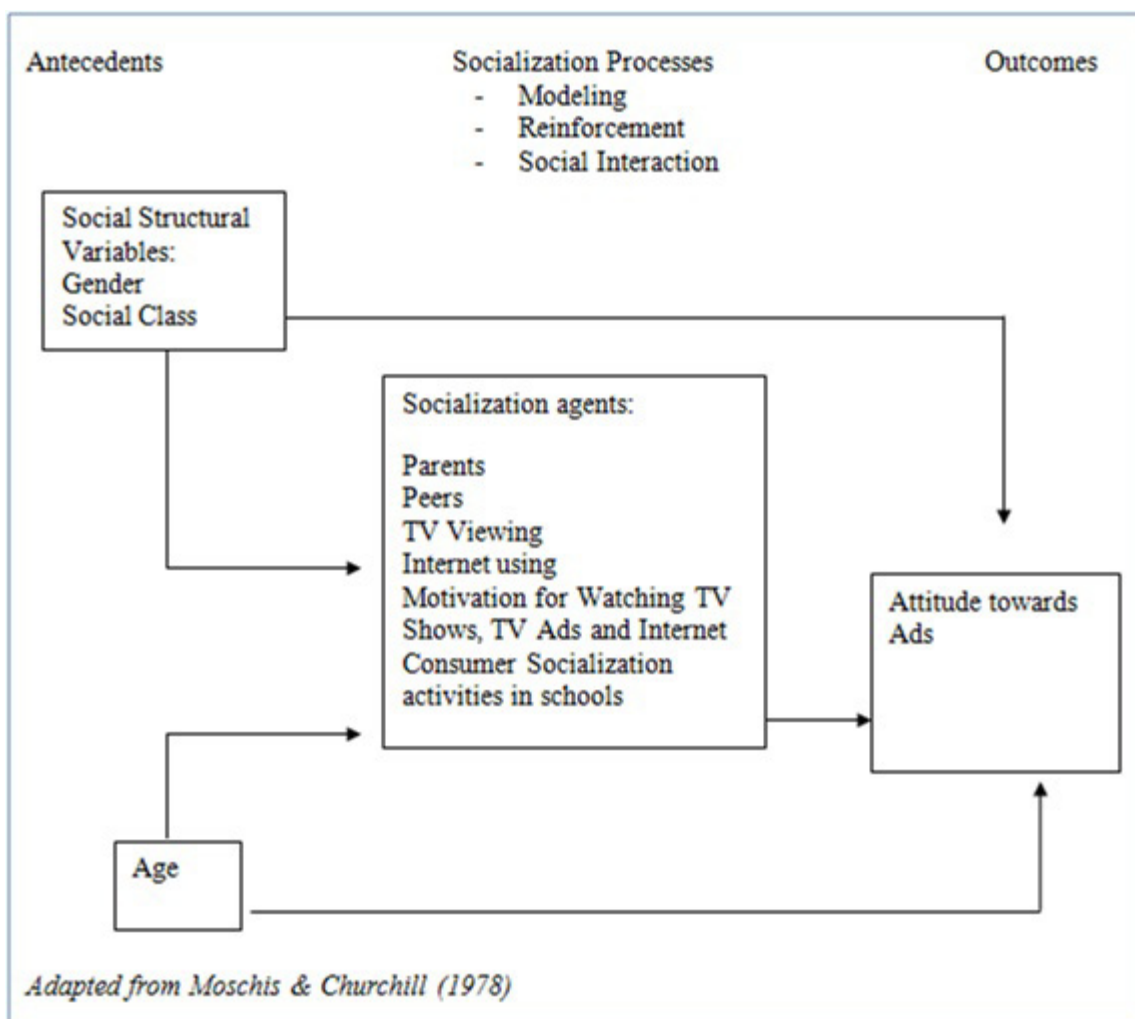
*significant at 5 percent; **significant at 1 percent level of significance

Table 6. Determinants of Attitude towards ads

Independent Variable	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t- value
(Constant)	4.992	.286		17.457**
Peers	.085	.037	.076	2.340*
Motivation for watching TV Ads	.040	.018	.072	2.246*
Frequency of TV Viewing	.101	.038	.087	2.673**
Age	-.163	.015	-.347	-10.733**
School	.387	.060	.207	6.462**

R = 0.45; R Square = 0.198; Adjusted R Square = 0.193; F = 39.171**, *significant at 5 percent; **significant at 1 percent level of significance

Figure 1 : Conceptual Model of Consumer Socialization





Understanding the Implication of Social Media on Consumer Buying Behavior with Emphasis on Social Commerce Variables

Dr. Sanjeev Bansal*
Dr. Garima Malik**
Dr. Amit Pandey***

ABSTRACT

In present scenario social media space is becoming competitive. It presents a platform for implementation of attractive marketing strategies for various organizations that transform the traditional mediators and connects companies straight with its consumers. The increasing popularity of social media has pushed companies to employ social media as a platform for online marketing. As per the results of CNNIC Online Shopping report, 2014 several factors of social media triggers consumer purchase decisions. This study aims to find out the major factors of social media that impacts on consumer buying behavior. For the mentioned objective, the information has been collected through a questionnaire survey done on 200 respondents. The research concludes by providing recommendations to marketers such that they reap the benefits of the growing social networking space.

Keywords: *Social Media, Social networking, consumer buying behavior, media marketing, Consumer Feedback, Sales Promotion, Interaction With Consumers*

1. INTRODUCTION

Recently the online environment is being used in a new perspective. The growing online stores have converted the online users into consumers. The most important role the social media plays is changing the way of communication between consumers and marketers (Hennig-Thurau et al., 2004). Internet and virtual communities have changed the way the consumers, societies and businesses access the widespread information through better social networking capabilities and improved communication agendas (Kucuk and Krishnamurthy, 2007). Social networks can be defined as websites which link millions of users across the world who have similar interests, views and hobbies. Blogs, Youtube, Facebook are the few examples of social media platforms that are popular across all the consumer groups (Sin, et al., 2012).

The unique elements of social media and its growing popularity have revolutionized many marketing concepts such as advertising and sales promotion (Hanna, Rohn and Crittenden, 2011).

Formerly started as a means to connect people globally, Social networking has now become a

essential business tool not only for social needs but also for commercial use and it can be rightly said that it has taken the entire globe with a storm (Boyd & Ellison, 2007).

About 2/3rd of Indians online spend time on dissimilar social networking sites like Facebook, Twitter, YouTube, Pinterest etc. Even the inclination of sending personal emails seems to have become obsolete as compared to social media. But why is this media fetching so popular in India? Interaction, live chat, status updates, image- as well as video-sharing are few of the major aspects that play a role in the popularity of social media.

On the other hand, customer's responses, communication and brand awareness is why the companies are using social media in India and across the globe. Thereby, numerous roles played by social media beyond its core role of mere communicating material are leading to its popularity. By December 2012, the numeral of social media users in urban India had reached 62 million. A sudden accessibility of smartphones and mobile Internet has led to a spurt in the use of social media.

All the business activities in India rely on social

* Dean Faculty of Management Studies and Director, Amity Business School

** Asstt. Professor, Amity Business School, Amity University

*** Asstt. Professor, Amity Business School, Amity University

- Dr. Sanjeev Bansal
- Dr. Garima Malik
- Dr. Amit Pandey

media to understand their consumer base, for brand responsiveness and interaction. Indian citizens use social media to build virtual communities, groups and to interact and chat. So, there is no doubt that Information and Technology, in particular rapidly swelling social media plays an important role in shaping the mind of customers towards certain products and brands. Each day, about 100 million Indians are engaged in social media, more than the population of Germany. Social media penetration seems to be a continuing trend.

Social media management (sometimes referred to by its abbreviation, SMM) connects service providers, companies, and companies with a broad audience of influencers and consumers. Using social media management, companies can advance traffic, followers, and brand awareness—and that's just the tip of the iceberg.

1.1 The rise of Internet and its tryst with Social media

Two decades have passed since Tim Berners-Lee considered the World Wide Web. Initially designed for the physics community, Berners-Lee likely never imagined that his project would later developed known as the “information superhighway” and that the Internet would end up interconnecting millions of computers worldwide, given that vast quantities of information to individuals. Berners-Lee likely never imagined that the Internet would be available to every household and that it would simplify communications throughout the world. In the last few years, the Internet has evolved into a “social web,” connecting like-minded characters with communities that allow them to express themselves and involve in lengthy debates at any time of the day. Ask.com, Lycos, Metacrawler, Altavista, Google, Microsoft Live, Yahoo!, and other search engines were formed with the intention to organize the world's information. A new discipline known as *search engine optimization* (SEO) became orthodox among marketers who wanted to comprehend the nuances of how a search engine would rank results for various search slogans. The goal of a search engine optimizer was to have the pages of his client's website seem on the first page of search engine results. For example, if a client specialized in the sale of “blue fish” and an individual was using a search engine to find a “blue fish,” a search engine optimizer would want his

client's site to show up first in the results. Individuals are continually searching for information, and search engine optimizers help organize content on a web page so that their customers' website rank higher than the competition's. Search engine optimization typically involves the investigation of elements on a particular web page and enhances them, using available search engine algorithmic knowledge for sharp visibility in the search engine results.

Search engine optimization is part of a superior picture, *search engine marketing*, which encompasses a variety of other tactics for sensitive awareness in the search engines. Before social media marketing made its expedition into the marketing arena, search engine marketing integrated these major components:

Search engine optimization, which intensive on on-page factors, including title tags, metatags, keyword research and other techniques.

- *Link building*, an offsite promotional approach to build quality links from other websites to improve rankings.
- *Pay-per-click*, a model that acceptable individuals to bid on clicks and to pay for high rankings. In this prototypical, search engine users saw “sponsored” listings alongside regular “organic” results.

Communities exist in different shapes and sizes through the Internet, and people are talking among themselves. It's the job of social media marketers to power these communities properly in order to effectively communicate with the community participants about applicable product and service offerings. Social media marketing also involves listening to the societies and establishing relationships with them as a representative of your company.

In essence, social media management is about listening to the community and answering in kind, but for many social media marketers, it also refers to revising content or finding a particularly useful piece of content and promoting it within the vast societal sphere of the Internet.

1.2 Rise of Social Media Marketing as a tool for promotion:

With the emergence of online marketing tools used by organizations these days such as social media campaigns, sales emails along with blogs and



forums for consumer feedback and complaint redressals, it can be said that the entire marketing process has taken a 360 degree turn and the organizations now mainly focus on social networking because of its accessibility to their consumers and also the amount of financing required is pocket friendly (Chui and Manyika, 2012).

With the consumers being more cautious while accessing information, it has become necessary for the marketers to provide consumers with only that information that is needed by them (Zyman, 1999). Moreover, it is observed that most of the social technologies on the internet are untapped as of now. Efforts should be made to maximize the use of these technologies to the best of their utilization (Chui and Manyika, 2012).

A number of companies began exploiting social media networks as a way to inexpensively communicate directly with their customers. Facebook, in exact, allowed for businesses to target ads according to a number of very specific demographic characteristics. As businesses converted more active a number of free and subscription based web applications were developed to help teams plan marketing efforts, track their crusades, measure effectiveness, and engage customers across numerous networks. Marketing agencies began to develop departments dedicated to social media in order to serve the growing petition for a social presence in marketing. As the field grew, it became important for businesses to be more energetic and dedicate entire teams to social media marketing, establishing the part of a Social Media Manager. This was initially restricted to marketing.

2. LITERATURE REVIEW

Social networks are defined to be websites which link lots of users from all over the world with same interests, views and hobbies. Blogs, YouTube, MySpace, Facebook are examples of social media that are popular among all level of consumers. (Sin, et al., 2012) Users are using several online formats to communicate, (e.g., blogs, podcasts, social networks, bulletin boards, and wikis) to share their feedback for particular brand or set of products. (Kozinets, 2002) Social Media provided the larger accepted platform to world customers for sharing their views and opinions for the products and services. (Hanna, Rohn and

Crittenden, 2011) Social media has also influenced consumer behavior from information acquisition to post purchase behavior such as dissatisfaction statements or behaviors about a product or a company. (Mangold and Faulds, 2009) In the last few years can be noticed a great influence of the companies on online networks. Social media websites provide an opportunity for businesses to engage and interact with potential consumers, encourage an increased sense of intimacy with consumers, and build all important relationships with potential consumers. (Mersey, et al., 2010) Organizations need to differentiate by the company or brand image through which to communicate distinctive advantages and positioning of the product. Many marketers believe that the organizations should aggressively promote only one advantage in the market concerned (Moise, 2011) and social networks in the online environment allows them to appear more attractive to consumers. The much higher level of efficiency of social media compared to other traditional communication channels prompted industry leaders to state that companies must participate in Facebook, Twitter, Myspace, and others, in order to succeed in online environments (Kaplan and Haenlein, 2010). Thus, more managing others' strategy or follow others' directions (Williams and Williams, 2008).

Through empirical studies it is found that when it comes to social influence in information systems, people influence others' purchase behavior with whom they are connected through various social networking medium. Many researchers have focused on how peer group behavior influences the level of acceptance and adoption of a product or service (Aral, Muchnik, & Sundararajan, 2009).

Hoand Wu (1999) in his research stated that the consumers mostly post reviews in instances when they are highly satisfied with a product or service. It was also observed that uniqueness of consumers effects other peoples' buying decision when it comes to providing reviews and feedback regarding a product or service.

After the review of literature through various published sources, Online Customer Feedback, Attractive Online Sales Promotion, Personal Online Interaction with consumers and Social Media Presence of an Organization/Brand were identified as independent variables. Further study was conducted to understand their impact on

Consumer Purchase Behavior which was taken as the dependent variable.

3. RESEARCH METHODOLOGY

3.1 Research Objective

- To establish the relationship between Online Customer Feedback, Attractive Online Sales Promotion, Personal Online Interaction with consumers and Social Media Presence of an Organization/Brand with Consumer Purchase Behavior.

This study of social media marketing is an exploratory research. For the determination of present study, a related sample of population was selected on basis of convenience sampling. A total of 200 respondents were interviewed to gain insights into their footprints on various social media sites which can be effectively used by companies so as to increase their popularity. Primary and secondary both data were used for analyzing the results of the study.

3.2 Conceptual Framework

The following conceptual framework establishes the relationship between the mentioned variables (Online Customer Feedback, Attractive Online Sales Promotion, Personal Online Interaction with consumers and Social Media Presence of an Organization/Brand) and Consumer Purchase Behavior.

4. RESEARCH ANALYSIS

The characteristics of the respondents have been shown below. All the respondents browse regularly through social networking sites and are experienced online shoppers. The characteristics of the respondents are below in the table:

To establish the relationship between Online Customer Feedback, Attractive Online Sales Promotion, Personal Online Interaction with consumers and Social Media Presence of an Organization/Brand with Consumer Purchase Behavior a hypothesis test was done in order to find out the degree of impact of each of the above mentioned variable on consumer buying behavior. Subsequently, correlation test was done to find out the relationship amongst the variables. Regression analysis was used to find out the degree of these relationships. The following

hypothesis was considered:

H0: There is no significant relationship between the above mentioned variables and Consumer buying behavior.

H1a: Customer Feedback (CF) has a positive significant impact on Consumer buying Behavior.

H1b: Sales Promotion has a positive significant impact on Consumer buying Behavior.

H1c: Personal Interaction has a positive significant impact on Consumer Buying Behavior.

H1d: Social Media Presence has a positive significant impact on Consumer buying Behavior

4.1 Correlation

Correlation is used as a statistical technique to analyze the strength (magnitude) and direction of the relationship between two quantitative variables. A positive (or direct) correlation refers to an association between two variables where their values change (increasing or decreasing) in the same direction. We have used multiple correlations to study the relationship between 4 variables. This is done through taking the averages of the following variables:

avCF: average of Customer Feedback

avSP: average of Sales Promotion

avl: average of personal Interaction

avSMP: average of Social Media Presence

The results as given, are calculated through Karl Pearson's coefficient of correlation. The correlation coefficient, r , takes values between -1 and +1. From the table, we may infer:-

- a. Low or positive value of r , such that the relationship is not strong ($r < 0.5$)
- b. A strong and high positive value of r , to indicate cause and effect relationship between the variables ($r > 0.51$)

Since most of the r values were greater than 0.51, indicating significant correlation, hence, we apply regression analysis to test our hypothesis.

5. DISCUSSION AND CONCLUSIONS

It has been found that Facebook, LinkedIn and Twitter are amongst the most popular social media platforms which maximum customer logins. It was found that a large proportion of respondents have



been actively using various social networking groups, around 4 times a day on an average. This indicates the growing popularity of social media among consumer groups. Facebook is the most popular social networking platform which can be used by marketers to effectively promote and market their organization.

It can be concluded that most respondents who buy online fall into the young consumer group, between 18-34 years and are females. It is a common phenomenon that women are more active than their male counterparts for online shopping, the given respondent profiling showcases the similar fact such that majority of the respondents are females. Through Hypothesis testing using Correlation and Regression, it can be concluded that Customer Feedback, Sales Promotion and Social Media Presence have a positive impact on Consumer Buying Behavior. Overall, the variables under study have 71% impact on consumer buying behaviour. Social Media is being used as a platform for marketing by corporations impact and influence consumer buying decisions in the virtual/online environment. Considering the potential power of social media platforms, companies can aggressively use these mediums to promote its products/services given the exposure to humongous data and reach of these online platforms. The customers are greatly affected by the online reviews and service feedback or ratings on social media. The customers have a tendency of information seeking and it forms an important part of customer's pre-purchase behaviour. Customers may get influenced by the positive or negative feedback shared by users and their purchase behaviour may get affected accordingly. The marketers need to understand the importance of social media sites as a medium of consumer feedback forums, being a word of mouth channel for consumers and use these accordingly. The feature of social media of being an attractive tool for sales promotion provides for a platform to companies for involving and engaging customers on a big level by sharing product information along with promoting the company's offer through various informative contents, trending words/phrases, contests and picture to garner popularity and create buzz for the products. Social media presence acts as an inexpensive channel for corporations to reach out to widespread consumers. The fact that social media websites can help companies to get closer

to customers by tracking their hobbies, their social behaviour, interests and provide product solutions most suited to needs and also customize the offering by mapping customer psychology and behaviour.

Recent development in internet and network technologies plus the growth of social media sites have fostered the inter-connectivity of consumers. Consumers have social interactions through social media such as online forums, communities, ratings, reviews and recommendations. Such platforms have given rise to a new stream in e-commerce, called social commerce, which helps consumers to generate content and influence others through public sharing of personal experiences. These interactions provide different implications for both businesses and consumers. Both are involved in the co-creation of value for each other. Consumers are becoming content generators through social media. They actively share information and experiences with other consumers and have easy access to one another's information. And this creates a chain of participants in influencing consumer buying behaviour. This is a value that can be useful for e-commerce adoption and social commerce intention. The marketing implication of this research is integrating technology acceptance with building trust for social media to develop and encourage adoption of social commerce.

6. IMPLICATIONS AND RECOMMENDATIONS

While setting a social media plan in motion, social media platform identification, resource allocation, and a push for aggressive but flexible benchmarks are important.

Social media is increasingly a platform consumers use to express their loyalty to their favorite brands and products, and many seek to reap benefits from brands for helping promote their products. Among those who share their brand experiences through social media, majority of consumers expect to receive discounts in return. When researching products, social media users are likely to trust the recommendations of their friends and family most. Hence, social media should be used as a platform to build and subsequently, protect a brand image. It's important to constantly monitor what's being said about a brand and position it to be talked about in the focused way that companies may

want. A yogurt maker, for example, might strive not only to be known as healthy, but as the best yogurt for digestive health. Then all social media interactions need to be focused on that message of its digestive benefits. Every customer has become a reviewer - companies need to treat them like one. If there are three or more negative reviews of a product, 70% of people won't buy it. Some of the best product innovations will be suggested by customers who are loyal and have had good past experience. Soliciting feedback and listening to customers can spur new ideas, which may not have been considered otherwise. Marketing managers need to structure and manage organization to be recommendable from the ground up. Customers aren't a company's only constituency. Today, employees, suppliers, vendors, and investors can all see what's being

said about a company online, which influences their decision to do business with that corporation. For instance, gaming companies such as EA Sports and Activision depend on talented developers and programmers. The best social media practices arise organically from a community and its leadership. This means the practices are consistent with the mission, purpose, personality, and culture of the community. Content has become the king. It may seem like all the "glitter" in popular culture is coming from social media these days. However, without good content, there is not much to share via social media. It still matters what the message and character of conversations are. Marketers need to look for good content to curate. Creating good content and then sharing it appropriately is need of the moment.

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Table 1: Respondents' Profile

Service Encounter	n	Percentage
Gender		
Male	98	49%
Female	102	51%
Age		
18-24 years	45	22.50%
25-34 years	62	31%
35-49 years	56	28%
50 and above	37	18.50%
Occupation		
Student	60	30%
Service	43	21.50%
Self-Employed	97	48.50%
Frequency Of Internet Used		
Daily	55	27.50%
3-6 days per week	102	51%
once a week or less	43	21.50%

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.419 ^a	.715	.149	1.19278

a. Predictors: (Constant), Customer Feedback_Avg, Sales Promotion_Avg, Interaction_Avg, Social Media Presence_Avg

Table 4: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	48.114	3	9.623	6.764	.000 ^b
	Residual	226.214	159	1.423		
	Total	274.327	164			

a. Dependent Variable: consumer_buying_behavior

b. Predictors: (Constant), Customer Feedback_Avg, Sales Promotion_Avg, personal Interaction_Avg, Social Media Presence_Avg

4.2 Regression

Table 5: Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	1.531	.322		4.751	.000
	CF_Avg	.011	.134	.009	.082	.005
	SP_Avg	.101	.153	.077	.663	.023
	I_Avg	.144	.143	.109	1.006	.316
	SMP_Avg	.108	.178	.085	.609	.009

a. Dependent Variable: consumer_buying_behavior

Table 2: Correlation M

		avCF	avSP	avl	avSMP
avCF	Pearson Correlation	1	.724**	.693**	.606**
	Sig. (2-tailed)		.000	.000	.000
	N	200	200	200	200
avSP	Pearson Correlation	.724**	1	.506**	.580**
	Sig. (2-tailed)	.000		.000	.000
	N	200	200	200	200
avl	Pearson Correlation	.693**	.506**	1	.707**
	Sig. (2-tailed)	.000	.000		.000
	N	200	200	200	200
avSM	Pearson Correlation	.606**	.580**	.707**	1
P	Sig. (2-tailed)	.000	.000	.000	
	N	200	200	200	200

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

b. Predictors: (Constant), CF_Avg, Sales Promotion_Avg, I_Avg, SMP_Avg

For the purpose of regression, Consumer buying Behavior was chosen as a dependent variable and the rest of the four elements, namely, Customer Feedback, Sales Promotion, personal Interaction, Social Media Presence were chosen as the independent variables.

The results of regression suggest that the four variables taken under study have around 71.5% impact on Brand Image.

From the results of regression, we will accept the alternate hypothesis, H1a, H1b, H1d.

The Sig. values from the regression table indicates,

- A positive impact of Customer Feedback on Consumer Buying Behavior.
- A positive impact of Sales Promotion on Consumer Buying Behavior.
- A positive impact of Social Media Presence on Consumer Buying Behavior.

- Dr. Sanjeev Bansal
- Dr. Garima Malik
- Dr. Amit Pandey

2.4B Global Internet Users in 2012* – 8% Y/Y Growth*, Driven by Emerging Markets

Rank	Country	2008-2012 Internet User Adds (MMs)	2012 Internet Users (MMs)	Y/Y Growth	Population Penetration
1	China	282	538	10%	40%
2	India	88	137	26	11
3	Indonesia	39	55	58	23
4	Iran	35	42	205	55
5	Russia	33	70	6	49
6	Nigeria	31	48	15	30
7	Philippines	28	34	32	35
8	Brazil	27	88	6	45
9	Mexico	19	42	9	37
10	USA	18	244	3	78
11	Argentina	17	28	57	68
12	Egypt	17	30	11	38
13	Colombia	14	25	39	54
14	Turkey	13	35	17	47
15	Vietnam	12	31	7	35
Top 15 World		673	1,447	15%	34%
		902	2,406	8%	34%

KPCB Note: *Data as of 6/12. 2.4B global internet users and 8% Y/Y growth rate based on the latest available data. Source: United Nations / International Telecommunications Union, internetworldstats.com. 5

Fig 1: Increase in internet users in India and all around the world



Fig 3: Conceptual Framework



Fig. 2. Social Media Marketing And Its Components



Violation of Psychological Contracts Destroys Relationship – Are There Any Chances of Repair?

Dr. Vidhi Agrawal*

ABSTRACT

When any employee joins any organization he entered into a psychological contract. This contract includes visible and invisible components. Visible components can be named as transactional contracts which includes monetary rewards including salary, perks, allowances etc. While invisible components includes relational aspects which are not easily monetizable. These aspects are more abstract in nature and the emphasis mainly here is on the respect and recognition. Balanced Psychological contracts meets the expectations of employees and employer but lack of balance creates dire situations for both the employee and the organization. Schein (1980). The present research tries to explore the cause and effects of violation of psychological contracts and their impact on the relationship of employer and employees. The research further specifies the ways with which the delicate balance of psychological contract can be maintained and tries to explore the path with which psychological contracts can be utilized practically to increase performances of business organizations. This study is based on the extensive review of literature available on the topic. The study concludes that a wrong handling of employee unspoken expectations in the organization can hamper the performance of the employees and can destroy individual relationship with the management and peers which eventually may have impact on organizational performance alternatively good management of psychological contracts act as a booster for the sound relationships and makes the employees happy, supportive and committed.

Key Words: Psychological Contracts, Transactional & Relational Aspects, Employer-Employee Relationship.

INTRODUCTION

The advent of the new technologies, intensified competition and up surging customer expectations have made the environment unstable in the organizations. To survive organizations need to change, restructure its orientation. Downsizing, mergers and acquisitions are normal practices. These practices have created the atmosphere of Job insecurity among the employees. Most of the organizations believes in the flexible workforce system. Traditional patterns of recruitment, selection and training have been changed as now the employers looks for particular skills in the employees and that too for a very short period. Employees are also aware of this hard fact that their good performance is not a guarantee of job security. This results into the mental agony as the employees take it as the violation of the psychological contracts. Expectation of the employees are destroyed and they mistrust the organization. Gradually organizational commitment loose it's relevance as the employees are more oriented towards career building.

In legal contracts, expectations are properly

defined but psychological contracts emphasize and are based on unspoken expectations. (Levinson, 1966). Most of the managers are the technical experts but are unable to understand the people. To maintain conducive environment in the organization managers are responsible to revamp their decisions in context of the employee expectations. There must be clear cut communication on the psychological contracts at the time of recruitment of employees Robinson and Morrison (2000). Continuous interaction with the employees on the work related issues like training, career development, workload also contributes in clarifying the expectations of the employees. Herriot and Pemberton (1997) and Stiles *et al* (1997)

WHAT ARE PSYCHOLOGICAL CONTRACTS?

As per the academic literature available on psychological contracts, they are defined as the set of implicit and explicit promises of the two parties involved in the legal contract Rousseau & Tijoriwala (1998). The relationship between

* Assistant Professor, Ajay Kumar Garg Institute of Management (AKGIM), Ghaziabad.

employer and employee can be observed with the use of Psychological Contracts. Levinson, Price, Munden (1962).

Psychological contracts includes mutual expectations of the parties for which even they are not aware but still it derives their relationship to each other. (Levinson) Psychological contracts are the combination of emotional and practical aspects of benefits that employers and employees expect from each other. Argyris (1960), Schein (1978), Rousseau (1990).

According to Levinson, each employee is different and thus have separate set of belief in relation to the psychological contracts.

Although Psychological contracts are promissory in nature but they are different from expectations and obligations as all expectations and obligations are not contractual by nature. Robinson & Rousseau (1994), Rousseau and Tijoriwala (1998), Robinson (1996)

Psychological contracts are the combination of emotional and practical aspects of benefits that employers and employees expect from each other. Argyris (1960), Schein (1978), Rousseau (1990).

When any individual perceives that there is a reciprocal obligation between him and another party it gives rise to psychological contracts. Rousseau (1989; 1990). Psychological contracts are so powerful that they can inadvertently impact the response of the employees. McLean Parks & Schmedemann (1994)

Psychological contracts includes both transactional and relational approach as the transactional elements of any contract gives birth to relational expectations. Thus, Psychological contracts are the combination of emotional and practical aspects of benefits that employers and employees expect from each other. Argyris (1960), Schein (1978), Rousseau (1990). Although psychological contracts seems to be less formal but underlies the relationship of employee with his/her work in the organization. Rubin, Kolb, McIntyre, & Farris (1969; Schein (1980). There is a strong connection between balanced psychological contracts and stable business environment but the advent of the new technologies, intensified competition and up surging customer expectations are advocating the instability in the environment which resulted in the changed patterns of psychological contracts which in turn taken as

violation of the psychological contracts by the employees and negatively impacts the productive environment.

TRANSACTIONAL AND RELATIONAL ASPECTS OF PSYCHOLOGICAL CONTRACTS

Psychological contracts includes both transactional and relational approach as the transactional elements of any contract gives birth to relational expectations. Employees behavior at work are the repercussions of these contracts. McLean Parks and Kidder (1994). Thus, it is significant to go for an in depth analysis of both of these contracts.

Transactional contracts are narrow in scope and includes finite time periods and specific performance terms Robinson, Kraatz & Rousseau (1994). Under Transactional contracts, relationship between employer and organization is well defined. Braekkan, K.F., & Tunheim, K. A. (2013) and employees do not expect long term relationship with their organization and take their employment as transaction. Rousseau and Wade Benzoni (1995). Transactional contracts focuses more on monetizable, short term and tangible aspects Stiles, Philip; Gratton, Lynda; Truss, Catherine; Hope-Hailey, Veronica; McGovern, Patrick (1997)

While relational contracts focus on socio-emotional resources along with economic resources and are purely based on good faith and fairness. (Rousseau, 1990-1995). These contracts are based on job security, trust and loyalty (Rousseau and Wade Benzoni, 1995) and includes considerable investment by employer and employee in terms of career development, training etc. Rousseau and Wade-Benzoni (1994)

O. Leary-Kelly and Schenk (2000) pointed out that Relational and Transactional aspects of the psychological contract can be described with the use of four dimensions Focus, time frame, inclusion and stability. These dimensions were further extended to six with the inclusion of tangibility and scope Sels, Janssens and Van den Brande (2004).

Employee HR benefits and practices are the precursors to identify the transactional relational balance of any psychological contract. Guzzo and Noonan (1994). Practices that are well defined and



explicit by nature constitutes the transactional part of a contract while practices that are not spelled in the agreement Guzzo and Noonan(1994) but contributes in maintaining the socio-emotional relationships among the parties contributes to the relational aspects of the contract.

Rousseau and Parks (1993) pointed out that the nature of psychological contract is dependent on some variables like duration of employer-employee relationship and status of the employment. For example if the employee job is of a temporary nature, he will be more interested in the transactional aspects of a contract as compared to the permanent employee. Organizational loyalty and commitment of the employees are highly dependent on these two aspects.

VIOLATION OF PSYCHOLOGICAL CONTRACTS

Violation of Psychological contracts can be described in three forms. First situation is an accidental situation, where in employer tried to meet the expectation but failed .Second is a situation where both of the parties tries to meet their contractual obligation but unable to fulfill their promises. Third is a situation where employer willfully block the promises done earlier and this is called as breach of Psychological contract.

Third Situation is mainly the situation considered as significant as far as violation of Psychological contracts are concerned. Coyle-Shapiro et al.(2004)

CAUSE AND EFFECTS OF VIOLATION OF PSYCHOLOGICAL CONTRACTS

In the present turbulent business environment it is a challenge for every organization to make its operations flexible and effective with limited resources available. It results in the changed approach of the management. Management is now using more flexible approach towards employment practices which results in less stable employment relationships between employer and employees. e.g. De Cuyper et al., (2009) Kuvaas and Dysvik, (2009); Shore et al., (2012) Sverke and Hellgren (2002). Such practices directly impacts the economic and social well being of the employees and have an adverse impact on the

performances of the employees. (Eilam-Shamir and Erez Yaakobi, 2014). Workers feel more in secured not only for their current job but also for their future in general (e.g. Gowing et al., 1998; Sverke et al., 2002). Job insecurity and Uncertainty reduces the level of Job Satisfaction of employees resulted in decreased organizational commitments and thus becomes the cause of negative outcomes such as poor organization performance. (Davy et al., 1997; De Cuyper and De Witte, 2006; King, 2000).

When Psychological contracts are violated ,they can be better understood (Rousseau (1989). Contemporary organizations are decreasing the employee benefits to reduce labour costs, employees take these practices as the violation of Psychological contract. Lucero, M. A., & Allen, R.E. (1994).

Sometimes it is difficult to ascertain that whether the employer intentionally have not fulfilled his promise or because of certain unexpected reasons he was unable to fulfill what he promised to his employees. (Robinson and Morrison, 2000). Employer tries to respect his obligations in terms of the promises he has done with the employees but external uncontrollable event such as market changes,competitive and economic pressures makes it difficult for him to fulfil his prior promises. (Parzefall and Coyle-Shapiro, 2011)When the party to a psychological contract is unable to meet its honour it can be taken as the broken contract.

Employee Attitude towards his job role is directly associated with their assessment of the Psychological contracts. According to (Guzzo et al., 1994; Rousseau, 1989; Schein, 1980). Employee are more committed towards their job if they favorably assess the psychological contracts and vice versa. Practices like absenteeism and turnover are directly influenced by the employees attitude towards the organization. (e.g., Mathieu & Zajac, 1990; Mowday, Porter, & Steers, 1982) In case of loss of status quo employees react more unfavorably as compare to the loss of any future gain (Kahneman and Tversky (1982) In case of breach of psychological contracts employees lost their trust on the organization(Robinson,1996) which further results in decreased job satisfaction (Tekleab and Taylor, 2003) and psychological well being of the employees (Conway and Briner, 2002). Employees fell less obligated towards the

organization (Coyle-Shapiro and Kessler, 2002, Robinson, Kraatz & Rousseau, 1994)

Conway and Briner (2002) Breach of psychological contracts not only destroys an employment relationship (Robinson, Kraatz, & Rousseau, 1994) but it also has a serious adverse economic impact on an organization. When the people are distressed they are less focused for productivity and quality. Intensity of negative reactions to the breach is dependent on the importance of the promises done by the employer. Kickul, Lester and Finkl (2002) argued that employee reactions to breach can further be moderated if procedural and interactional justice utilized. There is a direct impact of breach on the employees trust and affective commitment to the organizations. (Dulac, Coyle-Shapiro, Henderson and Wayne (2006).

When psychological contracts are broken, it raises the question to employees whether they should continue with the current job and sometimes such violations of psychological contracts results in rapid decisions of quitting that organization. (Paillé and Dufour, 2013). (Turnley and Feldman, 1999). pointed out that if an employee gets an opportunity to serve other organizations, they take exit from the current job as the best option in response to the violations of psychological contracts.

Violation of psychological contracts negatively affects the following important behavioural aspects of an employee.

Negative impact on Trust—Trust refers to the: willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party (Mayer *et al.*, 1995, p. 712).

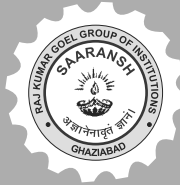
The root of the trust is purely dependent on the contention that parties under contract will fulfill their mutual obligations with utmost sincerity. (Robinson, 1996) but to face stiff competition in the business world, most of organizations are prepared to implement new technology at any cost. These organizations are ready to even compromise on their past promises and honours. and thus distorts Open and honest communication among the employer and the employee. Discrepancies in the communication negatively impacts satisfaction of employees and as a result they want to leave the organization.

Trust as a source is utilized by the entities to maintain equilibrium in relationships (Blau, 1964). Whenever employer is not able to honor its past promises and obligations it negatively impacts the equilibrium and gradually becomes the reason of mistrust. (Paillé, 2015). Results of past research has also proved that there is significant positive correlation between violation of psychological contracts and mistrust. Zhao *et al.* (2007).

Commitment: Commitment is a reflection of an employee psychological attachment towards his employment. Porter *et al.* (1974). When an employee strictly goes with the objectives and values of the organization he can be treated as a committed employee. (Mowday *et al.*, 1979). Committed employees believe in punctuality, low absenteeism and have less desire to leave the organization. (Paillé, 2015). Committed employees work hard and try to do best in terms of job performance. They always try to put in an extra effort in their job assignments. (Hoffman *et al.*, 2007). Committed employees are far away from the non-productive behavior such as indiscipline, non-ethical behavior, misconduct. (Furnham and Taylor, 2011). Thus, a biggest challenge for an employer is to maintain high level of employee commitment towards the organization. (Paillé, 2015). Employer failure to meet the promised and expected promises and obligations results in employees disaffection to the organization. (Furnham and Taylor, 2004). As the violation of expectations becomes the major source of mental agony to the employees, they try to come out from this imbalance and restore the loss by reducing their commitment to the organization. Suazo, 2009.

Job Satisfaction: There is a strong connection between employee evaluation of work environment and job satisfaction. (Bowling *et al.*, 2006; Judge *et al.*, 2000; Weiss, 2002). If the employee is satisfied with his job, he has the positive outlook for work environment. In this case employee shows their gratitude towards the organization and his satisfaction will drive him to do the best. But if the employees negatively evaluate the organization environment it has direct and negative impact on his performance. Thus it can be said that employees state of mind for job satisfaction is completely derived from the evaluation process. Paillé (2015)

Organizational citizenship behavior: According to the results of the research done by Zhao *et al.*



(2007), In case employer fails to meet their obligations and promises it decreases employees satisfaction towards their job. Research of Zhao *et al.* (2007) also states that there is a strong connection in between Organizational citizenship behavior and psychological contract violation. Employees are less enthusiastic and don't engage themselves in Organizational citizenship behavior when they perceive an unfavourable state or negative relationship with the employer. Zhao *et al.* (2007) defined OCB as a discrete behavior of the employees that go beyond the job requirements.

HOW TO MAINTAIN DELICATE BALANCE OF PSYCHOLOGICAL CONTRACTS

Breach of the psychological contracts creates mental agony to employees and if the problem persist it can be a serious issue for any organization. To survive, organizations need healthy PC. (Agrawal 2014 Working Paper IIM) According to Michael Wellin (2016) psychological contracts can act as a real booster to increase performances in the organizations. Managers can practically apply psychological contracts for the enhancement and success of the business organizations.

By effectively maintaining the antecedents of both the employer and employee expectations, a gap in the performance can be transformed. Following practices can be useful in maintaining delicate balance of Psychological Contracts.

1. Psychological Empowerment as a best success recipe

As to heal a severe wound, antiseptic cream is used, psychological empowerment can be utilized to ail or cure a severe wound caused through psychological contract violation. A feeling of self control on his/her work life by an employee can be treated as psychological empowerment Spreitzer (1995). In other words when organization practice to remove the practices that makes the workers powerless and tried to reconnect and reorient the employees by creating an environment which generates feeling of self efficacy among the employees can be considered as psychological empowerment. Conger and Kanungo (1988). To have the best organizational outcomes, managers can utilize psychological empowerment as

psychologically empowered employees are more self controlled and more engaged in work. (Quinn & Spreitzer, 1997).

2. Leadership development/succession planning

For grooming the talent, organization can opt for long term career planning. Rao, (2016)

This practice act as a booster for both of the sides in the contract. Employees show a deep sense of commitment and are loyal to their organizations. Kimes, (2009).

3. Me To be replaced by We

Contemporary organizations have realized that to compete and survive they have to replace the philosophy of me from We. Friendlier workplace practices are the need of an hour. It is the responsibility of the HRM personnels to reshape the new psychological contracts by re inventing the strategies that can strengthen the work culture and employee commitments towards the organization.

4. Role of HR Manager

To compete in the current Global village of business, it is must for every organization to restore, reenergize, rebuild or reboot its relationship with the employees. Repairing the relationship is the only ointment that reduces the ill effects of violation of Psychological contracts.

HR manager plays a key role when it comes on the dissatisfaction of employees with the company. HRM practices act as the pearls in the woven thread that repairs the relationships. And Most of the Indian companies are using concrete practices to repair the broken relationships of employer and employees due to psychological contract violation.

By effectively listening to the problems and requirements of the aggrieved employees, HRM personnels can address the burning issues that arose due to the violation of psychological contracts. Most of the Indian organizations are currently using the strategies that supports succession and career planning.

Examples from Corporate World.

To attract and retain talent, Mc Thai has made transparent strategies for employees growth and development. Company with the use of it's 3-1-Q PLAN (3 year strategic outlook – 1 year target –

quarterly execution), reviews the performances of its employees. Target of each employee is tied and connected with annual performance bonus scheme and a variable pay program. (Hewitt 2016)

To develop and strengthen the list of strong future leaders Tata Communications Ltd. Launched a talent development program. 30 candidates were selected for this program after following a stringent selection procedure. Program was based on 70:20:10 learning model. To execute the plan, an advanced competency development training program was organized in Frankfurt, Germany. Candidates with the support of their Group coach created their IDPs. (identified areas of development). Success Criteria has been pre identified and defined to the candidates. At present the program is in process and the participants are going through the phase of first job rotation. Hewitt, (2016), p. 35.

Aditya Birla Group with the concept of corporate cell Som, (2010), p. 557 has emerged as a best company acc. to the results of ranking. Hewitt, (2010). The company has the optimistic approach on developing their leaders. For it's best 100 leaders, company invests a huge amount of money in succession planning.

LG electronics has also set an example in nurturing the talent as they provide an opportunity to it's top 500 leaders to learn, grow and develop themselves.

Wipro contribution in succession planning can not be ignored, as the company practices to develop it's project managers by investing handsome amount in the behavioral and technical training of it's employees. Rao (2016).

Canon India believes in the Philosophy of Old is Gold. As it provides ample no. of opportunities to it's high performing existing employees to nurture and Grow. Rao (2016) .

Bajaj Finance Ltd. firmly believes in building high performance culture. Success of any company is derived through employee engagement and as such Company management tries to nurture their employees with the use of auto-promotion policies. This policy covers Junior to middle management levels. Objective of the policy is to define set of performance metrics . Policies like this reduces the probability of confusion among employees and gives a strong roadmap of success to them. Hewitt, (2016) p. 41

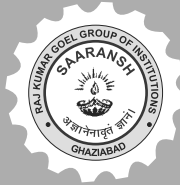
Ford India has created a platform where you can learn and earn. Company has developed the succession planning programs named as People Development (PDC) Committee PDC and Individual Development Program (IDP) Hewitt, (2010).

According to Ramesh (2016) to become an employer of choice, organizations must create the environment full of ample number of learning opportunities, high performance orientation, and opportunities for career advancement. At DHFL, HR policies and practices are based on HEP culture. HEP represents Happy, Engaged and Productive workforce. To foster a meritocratic culture, DHFL firmly believes in employee engagement and leadership development programmes. Employee Stock Option Scheme, Performance management System, WOW program for womens, COE (Centre of Excellence), IDP(Individual Development Plans), PIP (Performance improvement plans are some of the initiatives used by the organizations like DHFL to build a strong psychological connection with the employees. (Source, Human Capital, Vol. 19, No.10, March 2016)

Starwood Hotels & Resorts believes in formulating and following transparent policies of competency Mapping. Company with the use of its program starwood careers has defined career tracks in three forms that starts from the entry level stage and covers mid management and the executive level. The program enriched the morale of the employees at top and mid level as top 80% of senior management and 90% of middle management openings were filled internally Hewitt, (2016), p. 22.

In Indian aviation Industry, Indigo is a name that one can recognize as a best place to work . The company has been adjudged an Aon Best Employer Hewitt, (2016), p. 28 Company believes in flexible working systems and as such has provided a platform to pilots in which they have 8 flying patterns and associated work contracts. (Hewitt, 2016 p. 28) Pilots are free to plan and choose their jobs. Such types of practices not only raise the standards of HR policies but also retain talent and act as a best antiseptic to heal and repair the wounds if any, that arose through violation of psychological contracts.

India's largest FMCG company HUL has open the doors of innovations and invention for its



employees as the company has planned to develop its mid level employees by providing them opportunities to develop entrepreneurial mindset. Company is going to execute this plan by sending its staff to start ups for the period of three months to two years. (Malviya and D basu, 2016) This initiative of company is fruitful for both the management and the employees. As with entrepreneurial mindset, managers would be able to make strategies even in the phase of economic downturn and environmental pressures and would be able to work even with the scarce resources. While employees will get ample number of opportunities to learn and grow in their career. They can be more innovative and can work on their own strategies. This approach of management can act as a tool to repair the broken relationships of employer and employees at HUL. (Malviya and D basu, 2016)

(Source: Economic Times, 28th November, 2016)

CONCLUSION

In the present business era, traditional psychological contracts have lost their relevance as employer-employee relationship are changing, thus it is vital for both the parties (employer and employee) to come up with some specific solutions to the problem. Quick analysis must be done by the managers on the changing demands of the business environment and emerging expectations of the employees. Acc. to Goddard, 1984;

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Rousseau, 1989; Sims, 1990; 1991; 1992)

If the employee and employer expectations are compatible, it results in more productivity, great satisfaction and reduced turnover. Psychological Contract research contributes in identifying the employee relationships with their employer and after effects of this relationship on the performance and work behavior of the employees (Robinson, Kraatz & Rousseau, 1994, Shore & Tetrick, 1994, Turnley & Feldman, 2000)

Attitude of the employee is basically influenced by the psychological contracts. Lee & Liu, (2009), Raja Johns & Ntalianis, (2004). An in depth analysis of the literature available on the topic has clarified the conjecture that damaged psychological contracts are responsible for lower morale of the employees Burch et al. (2015) which results in lower productivity in an organization. To repair this damage it is the high time for the company's management specifically the HR managers to work on practices that refines and rejuvenate employees which in turn will result in high commitment and maximum contribution of the employees Chambel and Sobral, (2011); De Cuyper and De Witte, (2011). With the effective use of practices like Psychological empowerment, variable pay systems, Succession planning and applications of team involvement practices, most of the companies are trying to heal the wound emerged through violation of Psychological contracts.

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Change in Current Scenario of Socio Economic Status

(A case study of Muslim women in Faridabad city, India)

Dr. Farhat Mohsin*

ABSTRACT

Education is the fundamental and most imperative factor which determines the social structure and the future of country. A society is recognized by its people. A society which has largest number of educated people is a society with vigilance and awakening conscious. Education is the wheel which keeps the society rolling and evolving. After independence women's education made considerable progress in India. The girls' schools and colleges are increasing in numbers day by day and getting financial assistance by both the central and state government. Though the education graph of Muslim school going girls is increased but in remote areas of India, Muslims families are still hesitant to send their girls going for primary education. Nowadays parents of Muslim girls are coming forward to educate their daughters equally as sons. Villagers are sending their girls for primary education and in towns many of them are getting enrolled for higher education. It is still very disheartening that this change is very slow in Muslim families not only in remote areas but in few parts of urban areas also. Previous several studies witnessed that the due to lack of good quality schools and poor hostel facilities for girls, lack of appropriate number of teachers, conservative approach are responsible variables for Muslim's poor involvement in education. On the other hand various researches proved that Muslim women has a strong desire and zeal for education, but obstacles like low access to schools in the vicinity, poverty, financial constraints and discrimination faced at school are major constraints in continuing their education. There is little research done in this regards. This paper points out the challenges and issues involved in education of Muslim girls and suggestions to overcome from them.

Key Words: Pardah, Socio- economic conditions, empowerment, employability

INTRODUCTION

Education is the key of development for any society. Muslim women today are different from yesterday in every facets of life. They have come out from their shell called 'Pardah' and are doing pretty well in every type of responsibilities. Development of girls in Muslim religion is basically related with socio-cultural and economics heterogeneity in India. Therefore, Muslim women's participation religion and region wise in education is of prime important. In current scenario women are indeed moving forward with the passage of time breaking barriers to various spheres of life. However, the pace of moving varies from region to region. Education is an important variable as well as facilitator of development of Muslim women. Several research studies were conducted previously to find out the status of women. There is strong relationship between status of women and cultural levels of society. To know the current demographics of Indian women belonging to Muslim community, it is essential to study their

different roles and functions which women are performing in micro and macro social environment. It is necessary identify such factors as how they face the problems and situation that are concerned with their roles at family and how they adjust and compromise themselves to those role situations. The females not only belonging to Muslim community but the other minority groups also don't have much rights in decision making at family level.

Muslims women who are residing in villages are still struggling to get an equal right of education. They are still illiterate because of their poor financial conditions, lack of schools and colleges, more drop-outs, dominated behavior of Muslim men at home, lack of resources in the available schools and lack of interest in education, lack of honest leadership in the community. Keeping all mentioned problems related with poor literacy level of females belonging to remote areas of villages, it can be concluded that Muslim women at the prevailing circumstances should demand for special facilities for them to get education. The

* Assistant Professor at FMS, Manav Rachna International University, Faridabad, Hariyana, farhat.mohsin@gmail.com, 9871144250

several researches have proven that education is the major determinant of any society's growth and success. Education is an important mean by which any society can be changed. The mindset of community should get changed for the betterment of every social strata of a community.

This research study aimed to evaluate the present status of education and empowerment of females representing Muslim community in a small village "Mohna" of Ballabgarh District. As far as primary and secondary education is concerned, there are two Government Schools and three private schools up to senior secondary level but the village does not have any degree college. Hence, it can be said that the education at primary level seems satisfactory but education at degree level in Mohna has caused a lot of problems at various levels. The main problem is that the Muslim girls are forced to marry at an early age after completing their primary education as people are afraid of sending their wards to nearby town Ballabgarh for security reasons. Even if the girls don't get married after completing their senior secondary education, generally they sit idle at their home. Few more schools and colleges are required in the village on immediate basis to cater the need of villagers. Addition of two three more schools will be a great help in Mohna and nearby villages. This will be an asset in dealing with the social problems like early marriage and girl's education of the entire region.

AREA OF STUDY

The current research attempt to assess the current scenario of Muslim women literacy rate in a small village "Mohna" of Ballabgarh District. The study is mainly based on primary sources of data. The research findings show that education at every level is the major driver of women strong position than the religion. It reveals the fact very clearly that Muslim woman's status in family and her decision making power has an association with the degree of education she achieved.

Mohna is situated in the Faridabad city of Haryana and has a population of 25,000. There are five villages surrounding Mohna. Ballabgarh is the nearby town from the village that is approximately 27 KM from Mohna.

REVIEW OF LITERATURE

To formulate the research problem scientifically,

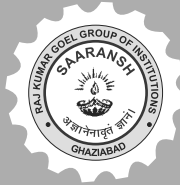
and to point out the need of undertaking this study, it is essential to present a brief review of researches conducted in this field. Although the review involved many studies but only those studies which have a direct and important bearing on the current research have been reported here. According to Reddi & Sinha, (2004), India is a global leader in the knowledge economy; it is also home to more than half the world's poor and illiterate people, most of whom are women. The sex ratio improved slightly over the period of time. The earlier researches have proved that no society will progress satisfactorily unless women, who constitute almost half of their population, are given equal opportunities.

Floyd, (2005), opines that an empowerment means increasing the spiritual, political, social, educational, gender, or economic strength of individuals and communities to deliver an authority or permission. While defining the relevance of women Yazbeck, (1998), explained that by instituting rights of property ownership, inheritance, education and divorce, he gave women certain basic safeguards. Set in such historical context the Prophet can be seen as a figure who testified on behalf of women's rights.

Many researches reveal that the main job of police in several Muslim countries is to stop Muslim women from business or financial activities, while several other countries like Kuwait, Lebanon, Jordan, Syria and Egypt, the veil is not compulsory.

On focusing the liberalization and freedom of women Kassam, (2010), defines that in Tunisia, Pardah system has been banned by the secular government and stress on the importance on local Tunisian dress as a symbol of national unity. According to Khan, (2007), it is very painful that the conditions of women in many Arabian countries usually, women are misconducting here with depriving their basic rights as well. The most suffered country regarding women's deprivation is Afghanistan which has rank of 141 out of 145 according to Human Development Report 2011. According to Gender Inequality Index, Pakistan has 115th ranked out of 145. 23.5 percent have gotten secondary education and 21.7 percent are the part of labor force (Weiss). India has 129th ranked out of 145 in Gender Inequality Index (Parida, 2009).

While defining the miserably condition of Indian female Upadhyay stressed on the several crimes



against women in India like acid throwing, sexual harassment, child marriages, female infanticides and sex selective abortion, and several other domestic violence, but on other hand India is also known for a huge list of skilled female human resource in all the fields like education, arts and entertainment, sports, politics and literature.

According to Esfandiari, (1997), after independence women have been acquired an open opportunity regarding participation in educational, political, economic and social activities along with following Islamic norms and values. Honarbin, (2013), opined that Today, Iranian women participated in the sports and athletics and win several awards. They are just avoided from those kinds of sports activities which become a source of unveiling.

Malhotra et. al. (2003) made a pioneer study of measuring and analyzing women empowerment. Here six commonly used dimensions, viz. economic, socio-cultural, familial-interpersonal, legal, political and psychological including their potential operationalization in the household, community and broader arenas has been put forth. Parveen et. al. (2004), in their research findings quantitatively measure rural women empowerment of Bangladesh at household level. Education, training and exposure to information media have the potential to increase women's empowerment to a large extent. Khan et. al. (2008), studied the women's empowerment in Faisalabad district of Pakistan based upon socio-cultural context of study area. The study suggests revolutionary changes in female education that will support gender awareness and self esteem among women.

A study conducted by Chaudhry et. al. (2009), shows diverse result of women empowerment in three different regions, viz. urban, rural and tribal areas of Southern Punjab (Pakistan). Besides education, access to media, socio-cultural norms of the community, job of women and household participation rate, a variable about the knowledge of an Islamic Concept of women empowerment has an effect upon women empowerment index constructed in the study.

Varghese (2011), has conducted a study in Oman on the empowerment of women by focusing on the independent variables. It shows that women in Oman are better in household decision making and economic decision making than social

empowerment.

According to Ahmad, (2007), there are considerable evidence exist, a process of marginalization of minority communities exists in almost all societies and there is nothing to warrant that the same is not true of Muslims in India to a greater or a lesser degree.

Women empowerment in many Muslim countries were studied from different angles like Chamberlayne (1968) has studied the family system of Muslims and appreciated the unity among the Muslim culture with slight variations according to regional attributes. Badawi (1971) in his essay has presented the detailed description about how Islam has brought revolution in the life of women by comparing their status before Islam. He throws light on different aspects of Islamic empowerment. Bugaje (1997), has answered to all the questions about the low status of Muslim women and proved from Quran and Sunnah that Islam ensures highest level of women empowerment. Fargues (2005) has done many researches on Muslim women empowerment especially in Arabian countries. The important variables of his research are, women fertility rate, challenges Arabian women are facing at workplace and the eligible age of marriage.

LITERACY RATE AND EDUCATION LEVEL OF MUSLIM WOMAN IN INDIA

According to Khurshid (2008), Education is a very important component of any society's growth and it plays a major role in changing the conventional mindset. Educational status of a country cannot be judged from its literacy rate, though it is a main indicator for making a distinction between literate and non-literate. An educated man is not defining on the basis of his/her educational attainment but only on the basis of knowledge of reading or writing any of the language. The PM High Level Committee "External evaluations indicate that many so-called literates did not have the ability to apply their reading and writing skills to real-life situations, and often a substantial proportion reverted to illiteracy within 4-5 years after leaving school". This aspect is not considered by the Census definition.

It is important to analyze educational attainment of population. Educational attainment refers to

acquiring education in a systematic way through formal and informal education. Here the paper deals with the below mentioned levels like below primary, Primary, Middle, Metric, Higher secondary and Graduate.

Literacy rate are low among the Muslims in the state and it is worse in those areas where Muslims constitute half or more population of the city. The study also reflects that current status of this minority community is much less as compare to the state average. The study found that as the education level increases the percentage of Muslims educational attainment decreases sharply.

OBJECTIVE OF THE STUDY

The present study was carried out with following objectives.

1. To investigate whether the issue of PARDAH acts as an obstacle in Muslim woman education and employability in society.
2. To study the percentage and level of Muslim's woman education in a family.
3. To measure attitudinal change among Muslim women with reference to their education, employment and place in the family.
4. To find out whether Muslim women have realized the importance of their empowerment through education.
5. To find out the degree of empowerment a Muslim woman gets in term to decision making relating to marriage, education of themselves and their children.
6. To make recommendations based on this study for the betterment of Muslim women.

RESEARCH METHODOLOGY

Keeping the above in mind, it was decided to conduct a sample survey of Muslim women in a small village "Mohna" of Ballabgarh District, Hariyana. The researchers have used both primary and secondary data for the study. In order to collect primary data, self-administered questionnaire was used. The researcher has selected a target group of females in Muslim areas of Mohna village in Ballabgarh. In view of the limited time and resources available, few areas and less number of samples were considered to

be ideal and logical for the research. The sample population of 50 Muslim female was taken from the mentioned village using convenience sampling method. However questionnaire was administered diligently to avoid any possible bias. MCQ and Interview schedule method of primary data collection was used in a form of structured questionnaire.

The questions were based on the three variables mentioned above. Quantitative data can not of course measure crucial dimensions of equality such as human dignity, self-respect, and social and emotional. Different drivers for which questions from respondents were asked relates to socio-cultural, economic and demographic such as education, role in decisions and family size. The statistical tools were used by the researchers to get valuable information from the data. Researchers have entered the data in IBM SPSS 19 for analysis.

Demographic Profile of the Sample Respondents

Sl. No.	Demographic Variables	No. of respondents (n-50)	Percentage
1	Age 15-20	07	14%
	21-25	20	40%
	26-30	15	30%
	30&above	8	16%
2	Status		
	Single	12	24%
	Married	36	72%
	Widow	02	04%
3	Education		
	Illiterate	37	74%
	Below 8 th standard	06	12%
	Higher secondary	04	8%
	Graduate	03	6%
4	Occupation Student	07	14%
	House Wife's	37	74%
	Daily Wager	06	12%

FINDINGS OF STUDY

The research findings show a poor literacy level among Muslim women. Out of total household surveyed about majority of them are illiterate they can't even read write their name. A careful and critical perusal of the findings and the indicators of change and empowerment adopted for the current research lead us to conclude that the followings:-



1. The demographic survey shows that Socio-economic conditions of Muslim women are still poor in but changing fast.
2. Due to better educational background of the parents and other family members, awareness is emerging among Muslim. They have started recognizing the need of education. Muslim families now have accepted that for the betterment of their generation, their girls should be educated enough to take care of their families. The mindset of Muslims families are changing and encouraging, but with reference to empowerment we can say that they are in transitory stage.
3. Muslim women are becoming confident and empowered as they have understood that education is the only tool of change and development. In current scenario Muslim women are aspiring for education and seeking freedom to decide in the matters of education, demanding equal rights, freedom to choose career, and economic independence with the aim of raising their status and achieving empowerment.
4. With reference to employment very slow change was seen among Muslim families. Muslim women want to come out from their shell and work because they have realized that through financial independence only they can achieve economic freedom and empowerment. While achieving these aims they are not getting much support from their parents.
5. Muslim women have understood that Islam does not stop them from working outside home and that the practice of *Purdah* is not a hindrance in their empowerment though they have understood that they can also achieve empowerment with it.
6. Regarding freedom to choice their life partner, Muslim women still are not free enough. Their parent decide suitable match for them at early stages. They want to claim back the right of their consent in marriage which is guaranteed by Islam but denied to them in practice.
7. In case of status in the family they are far from being meek and submissive and do not want to reconcile to their fate and male domination. They want total freedom in case of routine household affairs. They want to have their say and equal participation in decision making in important family matters like education, employment and marriage of their children.
8. The findings reveal that most of the Muslim women are housewife besides working as agricultural laborers in their own fields. A Muslim woman is confine to indoor activities. Their opinions and suggestions are not taken into consideration even for some serious families matter. A woman being a mother and a housewife is also expected to look after the domestic works that includes also the cattle feeding etc.
9. However, their progress in the direction of achieving equal status and empowerment in the family is slow and therefore, it can be said that in this regard they are in an infancy stage it is good to see that several encouraging changes are taking place in the attitude and status of Muslim women. They want to achieve good education, be employed and have better status in family. However the fact remains that the rate of change is slow due to various constraints and problems faced by them which hinder them from achieving empowerment. The prominent factors are illiteracy, economic backwardness, ignorance about various schemes of financial assistance and upliftment meant for women and weaker sections of the community.
10. Participating in decision making and politics is very essential factor to facilitate democracy in the country. But the condition of remote areas is not satisfactory so far and females belonging to these areas are still fighting for their participation in decision making organizations. The women in Muslim are bound to live within the walls of the house, they can't think beyond the boundary walls. Muslim women are not participating freely in all families and social matters are illiteracy, low family income, large family size and child care etc.

CONCLUSION

No doubt, number of societal changes are witnessed but Muslim women are still struggling for their rights in India because of their economic conditions, no availability of schools, more drop-outs, less likely to survive educationally, lack of resources in the available schools and lack of interest in education, lack of honest leadership in

the community. The research findings reveal that with the influence of considerably better educational background of the parents and other family members, awareness is emerging among Muslim women about the importance of higher education in different fields.

Change in attitude and mentality is good and encouraging, but with reference to empowerment we can say that they are in transitory stage. The basic objectives of this study were to look into the details of the problems of Muslim girls facing in

village Mohna and to find out the ways to make it an ideal village. It is in this context, it is suggested that the above mentioned problems should be brought to the notice of the local government and important steps should be taken to ensure that the issues are heard and solved respectively. While taking these into account the above discussion on education, it can be concluded that Muslim women at the prevailing circumstances should demand for special facilities for them to get education.

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Evaluating Linkage between Financial Literacy and Financial Product Choices: A Survey among Retail Investors in Delhi

Dr. Swati Narula*

ABSTRACT

The main thrust of this study is to examine the impact of financial literacy on preference for financial products and services. Financial literacy is the ability to understand finance and to make informed and effective decisions. The financially literate investor is able to navigate the contemporary complex financial markets with ease. Here, an attempt has been made to assess the financial literacy of selected 100 retail investors in Delhi. In addition, their preference for various financial products on the basis of their financial literacy has been explored. Statistical techniques such as Chi-square and mean rank analysis indicated that most of the investors had a medium level of knowledge and skills in financial literacy. It was found that financial literacy and demand for financial products and services were related because investors of different level of financial literacy preferred different financial products and source of information for their investment decisions.

Key Words: Financial Literacy, Financial Products and Services, Risk-Return Profile, Chi-square, Mean-Rank Analysis

INTRODUCTION

Financial Literacy has elicited much interest in the recent past in both developed and developing countries of the world. The financial environment in the world has undergone a tremendous change shifting much of the responsibility on the individuals to manage their finances and plan future well-being. The OECD defines financial literacy as –"A combination of awareness, knowledge, skill, attitude and behaviour necessary to make sound financial decisions and ultimately achieve individual financial well-being."

Financial literacy facilitates the decision making processes such as payment of bills on time, proper debt management which improve the credit worthiness of potential borrowers to support livelihoods, economic growth, sound financial systems, and poverty reduction. It also provides greater control of one's financial future, more effective use of financial products and services, and reduced vulnerability to overzealous retailers or fraudulent schemes (Wachira and Kihui, 2012).

Problem Statement: Traditionally, the investment decision making process has been confined to household heads most of whom are men. The question of interest here is whether these investment decisions are influenced by financial literacy and other factors which in turn determine

the access to financial products and services.

This paper proceeds as follows. The following section provides an overview of past and recent studies in this area. The subsequent section describes the methodology of the study detailing the levels of financial literacy in the selected sample. The next section describes the results and findings and finally the conclusion.

LITERATURE REVIEW

Hilgert, Hogarth and Beverly (2003) reported a very strong and significant link between knowledge and behavior across the range of personal finance activities.

Courchane and Zorn (2005) in their study provided a model with links from financial knowledge to financial behaviors to credit outcomes and concluded that behavior which is influenced by knowledge had a direct positive relationship with credit outcomes.

Habschick Marco, Seidl Britta, Evers Jan (2007) presented an overview of financial literacy schemes in the 27 EU Member States and revealed that the distribution of financial literacy schemes varies greatly throughout the EU.

Seidl Britta, Evers Jan (2011) investigated how financial literacy education affects the behavior,

* Assistant Professor, Vivekananda Institute of Professional Studies, GGSIPU, Delhi

financial decisions, and use of financial products by rural households in India. The findings clearly indicated that there was a severe lack of understanding of formal financial products related information.

Kumar K. Senthil (2012) analyzed the influence of the financial literacy level on individual investment decisions. The study was also done on the information sources or channels through which the individuals decide their investment on a particular investment product. Findings showed except the gender, there was a relationship between the socio-economic factors and the level of financial literacy possessed by the respondents.

Sieki Jacqueline, Wagoki Juma and Kalio Aquilars (2013) assessed the effects of the financial literacy education on performance of small and micro enterprises in Njoro District. It was found that the credit management skills obtained through the financial literacy programme enhanced performance through acquisition of credit financing, and management of loan portfolios to ensure that loan liability was minimized and interest expenses minimized. Budgeting skills showed significant roles in growing sales, profits and ensuring smooth running of the business.

OBJECTIVES OF THE STUDY

This study seeks to establish the level of financial literacy among investors in Delhi and its impact on access to financial products and services.

- i) To determine the level of financial literacy among retail investors in Delhi.
- ii) To examine the impact of educational qualification on the financial literacy level.
- iii) To find out the preference for different financial products among respondents.
- iv) To determine the source of information preferred by respondents with access to credit services.

HYPOTHESIS

H_{01} : There is no association between educational qualification and financial literacy level.

H_{02} : Investors are indifferent towards financial products in Medium Term (i.e. period 1 month to 1 year).

H_{03} : There is no significant difference between

sources of information preferred by the investors.

RESEARCH METHODOLOGY

The study is descriptive in nature. Both primary and secondary data collection methods were employed to conduct the research work.

Research Design : Descriptive

Population/ Universe: Individuals Residing in Delhi

Sample Size : 100

Sampling Technique : Convenience

Project Approach : Survey Method

Instrument Used : Structured Questionnaire

Data Type : Primary and Secondary

Statistical Tools Employed : Chi – Square test and Mean Rank Analysis

ANALYSIS AND RESULTS

As can be seen from Figure 1, majority of the respondents i.e.71% were in the interval of 45-60 (medium level of financial literacy) followed by 18% in low financial literacy and 11% in high financial literacy level.

Hypothesis

H_{01} : There is no association between educational qualification and financial literacy level.

From Table 1, it is evident that the majority of respondents whose education level was secondary school had medium financial literacy level. Only in case of M.Phil/PhD, majority had high financial literacy.

Table 2 indicates that the calculated χ^2 , for 8 degrees of freedom was 23.382. The significance value (0.003) was less than the usual threshold value of 0.05 implying the null hypothesis could be rejected.

H_{02} : Investors are indifferent towards financial products in Medium Term (i.e. period 1 month to 1 year).

The Table 3 indicates that low financial literacy level and moderate financial literacy level investors preferred Gold as a best means of investment with mean rank of 2.00 and 2.68 respectively whereas the investors with high financial literacy level preferred to invest in Fixed Deposits in the medium term with the mean rank value of 2.55.



H₀₃: There is no significant difference between sources of information preferred by the investors. From the Table 4 above, it can be seen that investors of different financial literacy looked for different source of information.

CONCLUSION

Financial Literacy among the respondents has been found to influence their preference for various

financial products. An association between educational qualification and financial literacy level has also been reported indicating that those who are more qualified possess more financial knowledge as well. Investors of different financial literacy level prefer different source of information for decision making. Thus, it can be concluded that government should support financial literacy programs and schemes as it will help investors in improving their financial literacy.

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Table 1

F.L	Sec. School	Senior Sec.	UG	PG	M.Phil/PhD.	Total
Low	1	3	4	7	3	18
Med	3	3	24	38	3	71
High	0	0	1	5	5	11
Total	4	6	29	50	11	100

Table 2: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23.382 ^a	8	.003
Likelihood Ratio	19.559	8	.012
Linear-by-Linear Association	5.157	1	.023
N of Valid Cases	100		

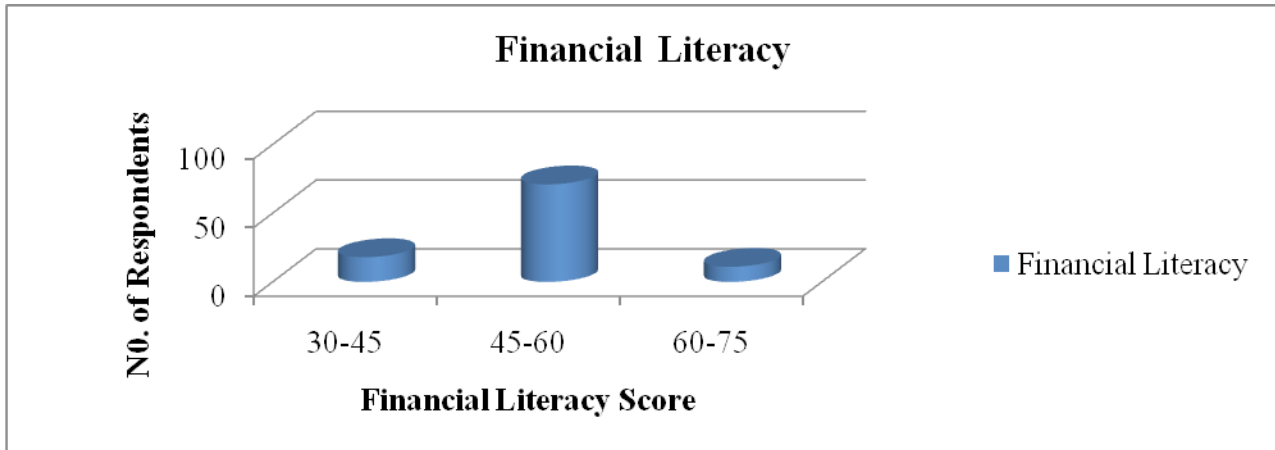
Table 3

Factors	Mean Rank of low financial literacy level	Mean Rank of Medium financial literacy level	Mean Rank of High financial literacy level
Savings Account	5.89	4.90	4.55
Mutual Funds	4.50	4.51	2.64
Shares	4.44	4.76	4.09
Gold	2.00	2.68	5.45
Property	2.28	3.18	4.45
Post Office Deposits	4.67	4.45	4.27
Fixed Deposits	4.22	3.52	2.55

Table 4

Factors	Mean Rank of low financial literacy level	Mean Rank of Medium financial literacy level	Mean Rank of High financial literacy level
Newspaper	4.17	4.03	4.55
T.V	4.50	3.99	5.18
Internet	2.50	3.55	4.64
Broker/ Agent	3.89	3.07	3.45
Friends	3.72	4.15	3.82
Own Experience	4.78	4.35	1.91
Partner	4.44	4.86	4.45

Figure 1: Financial Literacy Level of Respondents





Marketing Practices in Agro-based Units & Its Implication Over Consumer Behavior: A Case Study of Varanasi

Anuj Gupta*

ABSTRACT

Consumer satisfaction era is faced in marketing all over the world. It is not easy to predict the social & economic need of any person, as it is highly affected by psychological need. India as an agrarian economy faces huge problem in existence & expansion of the agro-based units. The problem is not new in India; it has been found that from our independence we are struggling in this path. The processing of agricultural product has become a chaos in the economy. Standardized quality, appropriate price, distribution strategies, promotion, finance, health security, government policies, managerial inefficiencies, etc. are found a big cause for the same. In this paper the researcher has targeted 100 consumers of agricultural processed products dwelling in Varanasi. The consumers targeted are representing both rural & urban area 42% of respondents were of rural sector & 58% were of urban area. All the respondents are approached using survey method of primary data collection including questionnaire & schedule method. It has been found that the consumers are more conscious about their health & quality products. Role of education & various awareness programs may be an important fact. Only 4% of respondents are fully satisfied from the overall marketing practices of such units. While 84% says these are average & rest are not satisfied. Hence, need has arisen to improve the 4 Ps of marketing deeply. The inculcation of this study would increase the overall performance of these units.

Keywords: psychological need, struggling, schedule, 4Ps, inculcation

INTRODUCTION

Presence of marketing in various sectors is highly identifiable. It is not such that one couldn't trace the path of marketing practices. The transparency of marketing is seen from the very stage of planning for production & is on-going & never ending too. The processing of agricultural product has become a chaos in the economy. Quality, price, distribution, promotion, finance, health, government policies, managerial inefficiencies, etc. are found a big cause for the same.

In agro-based units, marketing practices are being followed with the changing need of hour. Previously, it was not adopted at larger pace, but nowadays it is highly used, even in non-durable goods also. If we take an example of bread manufacturing unit; the product is non-durable that sustain up to 2-3 days only. These products are so manage & marketed from the very starting point to the end consumers, that the wastage becomes negligible.

Revolutionary steps in the marketing of such products are still to be tested. Kiosk marketing has boosted these non-durable goods as a boon.

It has contributed towards employment generation & consumer satisfaction. The positive essence of consumer behavior is highly useful for every marketer as well as entrepreneur. Positive consumer behavior enhances the market as well as market share, vice-versa. It is upon the marketer, who could analyze the consumer behavior & change the same, parallel to their products. A good marketer could also fail in analyzing the consumer behavior due to various uncertain & sophisticated factors. But, if success of positive interpretation of consumer's consuming pattern is once achieved; it harvest huge market & its share.

In the present paper, the impact of marketing practices followed by agro-based units upon the consumers of Varanasi district is analyzed. It will help in knowing whether the marketing practices prevailing is up to the mark of consumer's demand & expectation or not. The consumer behavior of people of Varanasi is targeted in the present study.

OBJECTIVE OF STUDY

The chief objective of this research paper is:

* Research Scholar, Faculty of Commerce, B.H.U., E-mail – anujwhbhu@gmail.com

1. To examine the marketing practices followed in the agro-based units in Varanasi market.
2. To examine the consuming pattern of consumers living in Varanasi towards such good.
3. To find out the measures to overcome the problems faced by agro-based units.

LITERATURE REVIEW

Various books, e-journals, newspapers, thesis, etc. is used to make this paper. This helped in enhancing the knowledge about the topic & related study already done. Some of them are as follows:

In his book, P. Kotler, the base of marketing management is explained thoroughly, with the context of South Asia. Elements of marketing are elaborated in detail, which has helped in understanding the topic. Schiffman, in his book has explained various forms of consumer behavior & has helped in knowing something extra about the consumer behavior. The relevance of consumer behavior to the business has been explained in the book.

R.P. Kachru in his research paper had explained the status, growth & prospects of agro-processing industries in India. The study was highly backed by secondary data & gains massive popularity. B.A. Iqbal, in his study the performance & prospects of the agro-based industries was covered. It has given various suggestions to improve the condition of these units in India.

P. Gite, in her research thesis, detailed information about the marketing practices of agro-processing industries, their problems, prospects & other related things were mentioned. The data was taken for 15 years & information was processed thereby. A. Singh, in her thesis had used the primary as well as secondary data. Primary data was used in bulk which was collected from the various sources especially 99 SSIs present in Varanasi. The thesis was submitted in 2010 hence data collected up to that year interprets the condition of SSIs.

B. Banerjee, in his thesis the problems of industrial sickness faced by the industries in Varanasi was focused. The study was highly backed by primary data. The study gives reason behind the industrial sickness; among them

marketing was one. A. Upadhyaya's thesis has given a base for studying the concept of industries engaged in agro-processing activities. This has helped in knowing the ways to carry on the paper.

RESEARCH METHODOLOGY

The study is highly based upon the primary data, as the consumer consumption pattern is highly dynamic. The study is concentrated upon the agro-consumers of Varanasi. In total 100 agro-consumers are approached & data are taken from them.

Secondary data was received from MSME-DI & DIC, various research works already done by the researchers & other published data. The data collected is properly categorized & classified with the help of various tables, line-graphs, pie-charts, etc. The data will be collected by schedule method by the researcher. Various statistical tools like mean, percentage, etc. are used as per need.

Status of Agro-based units in Varanasi

The table-1 & figure-1 shows status of agro-based units located in Varanasi district up to 2013-14. It also shows the investment & employment given by these units. It is seen that the units accounts for only 3.37% of total industrial units present in Varanasi. While only 2.41% of employment is generated by these units with investment of nearly 3.2% of the total investment.

Information gathered from the respondents

It is said that the collection of primary data is a tedious job, but what we get from these data are true, latest & fresh. The data is collected via schedule method by the researcher. Following are the status of the data:

Number of respondents = 100

Age limit = 20 to 26

Agricultural consumers = 100(all)

As per figure 2, out of 100 respondents, 42% were belonging to rural area while 58% were from urban area. Hence views of both types of consumers are received.

In the table 3, various responses are recorded from the agricultural consumers. It is found that such consumers are fonder of branded (74) & advertised (66) agricultural products. Quality consciousness (74) is more important than its



availability. This is due to more awareness & easy transportation facilities. Both price & quality of product is considered (82) while purchasing these products. They also consult with others (50) while purchasing these goods.

In the table 4 and figure 3, the satisfaction level of consumers is shown. It is found that 84% of consumers are not fully satisfied from the marketing practices followed by agro-based units in Varanasi market. Hence, an alarming stage is there to improve the present status of the units.

In the table 5 & figure 4, it is shown that from various promotional tools advertisement (56) is preferred more by these consumers. Publicity (22) is also favored by these consumers to some extent.

In the table 6 & figure 5, it is shown that the people are not fully satisfied (68) from the agro-processed products produced at local level. Only 32% of respondents are satisfied from the products produced by the agro-based units locally. Hence, remedial measures are necessary for improvement.

FINDINGS & SUGGESTIONS

Following are the findings & suggestions which the researcher has found in the study:

1. Poor product quality

It has been found that the product quality of the agro-processed products is very poor. The consumers are facing problems when they are using such products, generally, produced locally.

There must be a quality control committee in every such unit, so that the quality of the product is uniformly produced & sold.

2. Inappropriate price setting scheme

It has been found that the pricing schemes of these units are not up to mark. They keep on changing the schedule of the pricing. It differs from area to area. Even the manner of pricing is also not fair, they are discriminative in nature.

Hence, the price set up must be set following the non-discriminative policy & revision of the same must also be done timely.

3. Distributional policies

The distributional policies followed by the units are somehow imbalanced. Emphasis is more upon the urban customers rather than the rural one. The

remote areas face with poor distribution policies.

Hence, distribution channels must be shortened & appropriate dimension of rural & urban areas must be made. Officials & products must be assigned accordingly.

4. Promotional policies

The promotional policies relating to advertisement, sales promotion, salesmanship & publicity are not guided appropriately for the rural areas. Certain policies are framed which are complicated & misleading, that further deals with cheating & frauds.

Hence, the promotional panels must be established for setting appropriate promotional policies & pilot testing must be done for each promotional strategies.

5. Financial problem

The major problem found in the research is lack of financial soundness of the agro-based units located locally. These units are traditionally financed & lacks adequate amount of finance too.

Hence, the institutional bodies for financial assistance must ensure quick loan disbursement to these units, so that they may flourish easily.

6. Technology up gradation

The technique of production & distribution followed by these industrial units are old & obsolete. They use those machines which were used in various developed nations many years ago.

Hence, the use of advanced technology & the up gradation of the remaining one is necessary for the all point of views.

7. Health issues

The consumers are more conscious about their health related issues. These units must be free from adulteration & other hazardous health related issues. Hence the consumers are not attracted due to these facts.

Due to this, a controlling measure must be the establishment of health & laboratory test department, which check health & nutrition value of the product must be maintained.

8. Government support

It is found that the agro-based units are not

properly supported by the government in their working. The financial, technological, managerial, legal, etc. support is not received from the government to these units.

Consumers are of view that the government must ensure that the schemes of development formulated for the same must reach the units timely. Easier contact with the government officials must be made for other related aspects.

9. Online marketing

It is found that the customers are of opinion that the option for online marketing must be enacted in the area of agro-based products too. 44% of consumers were of the same view.

The support of online marketing must be done timely, by using the concept of e-marketing in the business. Technical assistance must be given to these units so that they may flourish around the internet.

10. Ethical application of business policies

It is being found that the application of ethical application is very necessary in the day to day activity of these units.

Hence, a code of conduct is very necessary for the purpose of proper ethical activities in the production activities.

LIMITATION OF STUDY

The products which are related to agro-based units & consumed by people of Varanasi, only those products are considered & their marketing impact on consumers is centralized. The present study is a unique one & was not done in the past which would be fruitful for all. The data is collected in August 2016 hence recent data is available.

But there may be certain areas which are not covered in the study. It is mainly due to individual researcher's constraint & resource limitation. The

study is highly depending upon the responses of the consumers & other secondary data which is received.

CONCLUSION

The study is concentrated only on the impact of marketing practices followed by agro-based units upon consumer consumption. The people of Varanasi only are taken as sample & their pattern is analyzed. Agricultural consumers here refer to the consumers who consume agro-processed good such as confectionaries, flour, & other such goods. Agro-based units refer to the units engaged in processing the agricultural output for the consumers & produces agro-processed goods.

In the present study, the main objective was to analyze the impact of marketing practices followed by agro-based units on the consumer consumption. This was further divided into certain segments such as practices followed by the industrial units, consumption pattern of consumers, reason for such consumption & remedial measures. It has been found that nearly 96 % of the Varanasi consumers are not fully satisfied from the marketing practices of such products. The reason is chiefly for product quality, pricing, distributional & promotional strategies. The focus of consumers is more on advertising (52), then publicity (26) while only 10% are relying direct selling due to huge cases of frauds & quality subordination.

Need had aroused to implement latest technology as well as thoughts in marketing practices. Government initiative in enhancing this sector is negligible & entrepreneurs are not satisfied with it at all. Availability of basic facilities like electricity, transportation, water supply, workshops, training areas, have led the problems to new peak. Policy makers & entrepreneurs must inculcate the findings have been made so that the expansion of this sector in the area may enhance.

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Table 1- Recent status of registered agro-based units in Varanasi¹³

Code No. of Nic	Nature of Industry	Number of Units Registered	Invested Amount (Crore Rs.)	Employed Persons
20	Agro based units	237(3.37)#	22.30(3.2)	906(2.41)
-	Others	6796(96.63)	675.28(96.8)	36621(97.59)
	Total	7033(100)	697.58(100)	37527(100)

Source: MSME-DI

#Amounts in brackets shows % of total Data up to 2013-14

Figure 1: Status of agro-based units in comparison to total registered units.

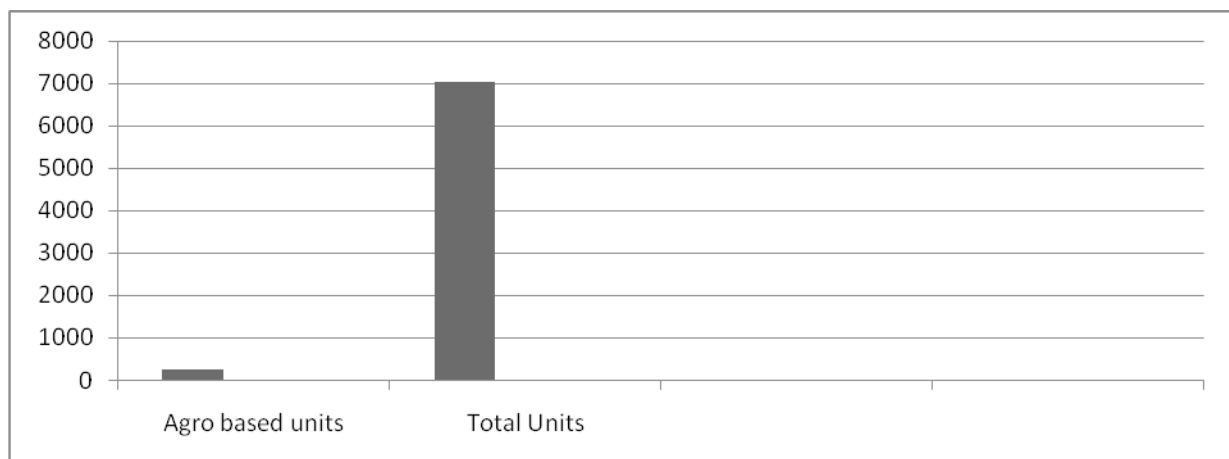


Table 2 - Status of living areas

Respondents	Rural	Urban
Agricultural consumers	42#	58

n=100

Numbers are showing percentage

Source : Primary Data

Figure 2- Status of living areas

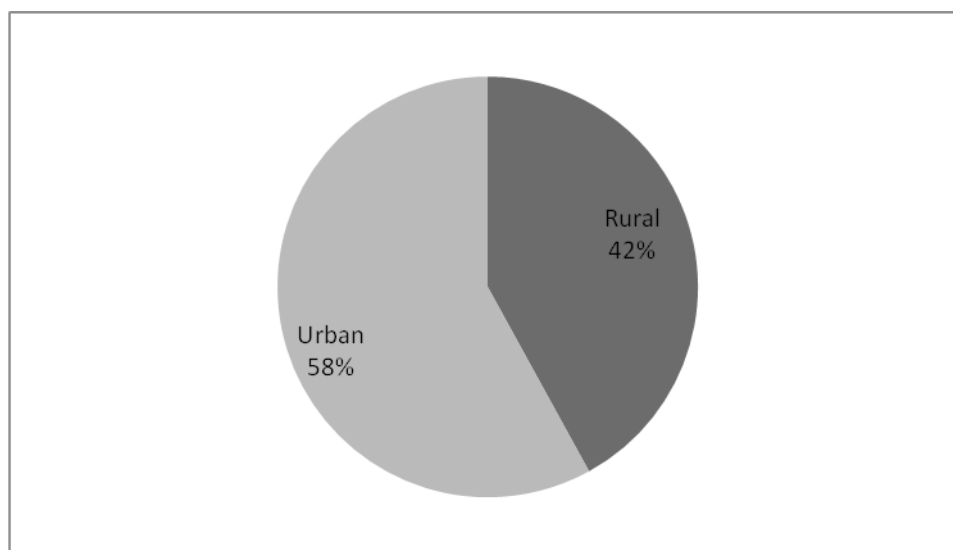


Table 3 - Pattern of Agricultural Consumers' consumption

n=100

Categories	Yes	No
1. Prefer branded agricultural products	74 [#]	26
2. Purchase product by consulting others	50	50
3. Price & product both are considered while purchasing	82	18
4. Quality of product is preferred over its availability	74	26
5. Prefer advertised product	66	34

Source: Primary Data

Note: Multiple responses possible.

Numbers are showing percentage

Table 4 – Status of consumer satisfaction from marketing practices n=100

Satisfaction level	Percentage of respondents
1. Fully satisfied	4
2. Average	84
3. Not satisfied	12

Source: Primary Data

Figure 3 - Satisfaction status from marketing practices

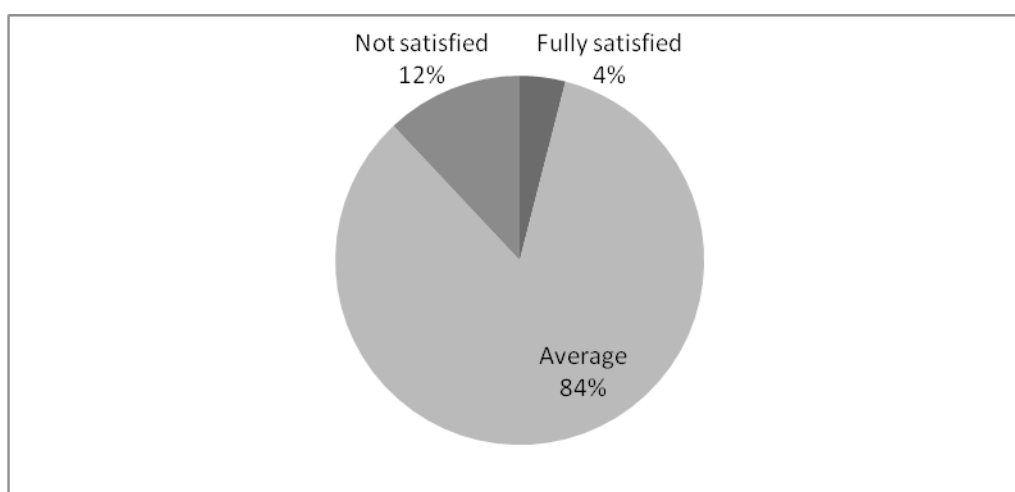


Table 5 - Promotional tools preference

n=100

Promotional tools	Percentage of respondents
1. Advertisement	52
2. Sales promotion	12
3. Direct selling	10
4. Publicity	26

Source: Primary Data

Figure 4 - Promotional tools preferred

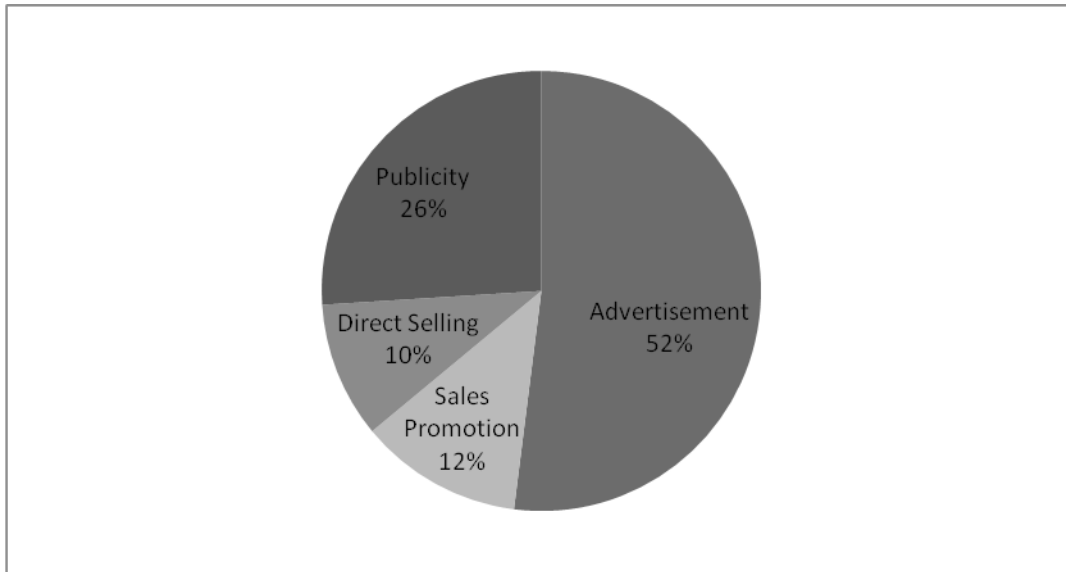


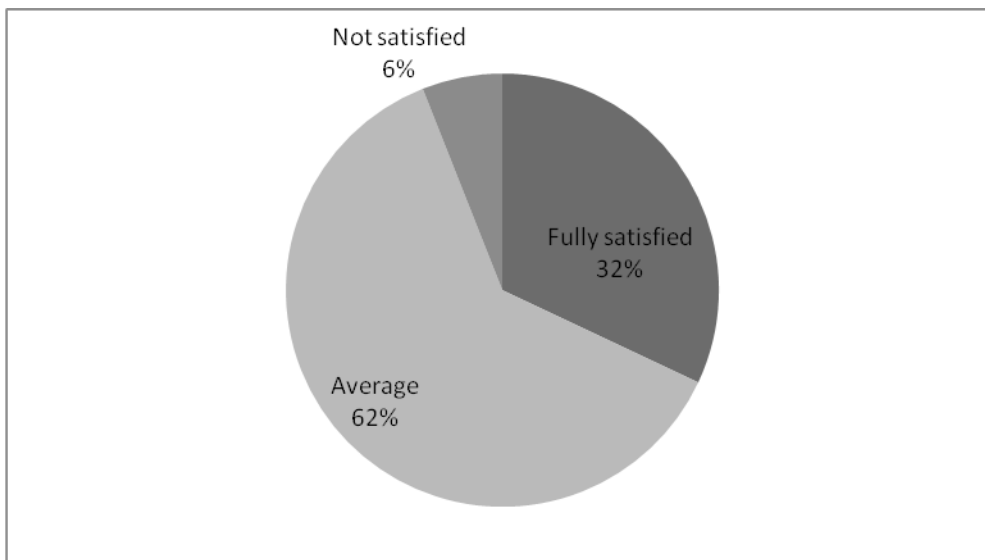
Table 6- Status of consumer satisfaction from agro-based products produced locally

n=100

Satisfaction status	Percentage of Respondents
1. Fully satisfied	32
2. Average	62
3. Not satisfied	06

Source: Primary Data

Figure 5 - Satisfaction Status from local agro-products



Project Management Methodology and Project Success

S. Murali Krishna*
Dr. CH. Venkataiah**

ABSTRACT

Projects are the back bones of a country. Various kinds of projects are executed around the world in almost all countries. Projects varies from civil construction projects, manufacturing projects, software development projects and so on ...Billions of dollars are spent in the execution of projects and as per statistical reports majority of the projects are not successful. As per the literature on project success factors there is no pre-defined set of factors or data points that constitute project success criteria. It is also noticed; the success factors depend on the kind of projects and the geographic location of implementation. But ultimately project manager for the project is responsible to make a project successful. The project manager's knowledge on various management methodologies and skills to execute the project in a suitable project management methodology play an important role in project success .

I would like to consider a project towards identifying a suitable project management methodology to execute and make the project successful.

BACKGROUND OF THE PROJECT

Development of Billing and Reporting feature for a major insurance provider in North America, to provide various home and automobile insurance products to consumers through various credit unions in all the states in United States of American as well as in Canada.

This feature will enable the potential insurance buyer to know various home and vehicle related insurance products that are available to them depending upon various data elements, for a house related insurance products age of the house, location of the house, owner house hold income etc... are required and for a vehicle related insurance, related information like year make, model, mileage, state registered etc... are required.

Once the related information is provided by a potential insurance buyer, all the relevant applicable insurance products along with the cost of individual products per month information to be presented so, the buyer can choose all or the interested products. And this product can be purchased through the credit union they are associated with on-line. If the members are having trouble accessing these products on internet, the

members can call the credit union help desk, the loan professional would collect the required information over the phone and provide the potential insurance buyer all the related information, the same information he would have obtained on-line.

Apart from software development, government rules and regulations are to be taken into consideration because, the state government legislator control the product types and its respective pricing in a state, which means implementation would require tailoring the insurance products to each state. The system requires updating to be in compliance with any modification made by the state legislature, which is anticipated as; laws are periodically modified to better serve the citizens of the state.

It also involves interface to external systems like DMV (Department Of Motor Vehicles) to gather vehicle history information and VIN (Vehicle Identification Number) information. In the same way to gather home related information, have to interface with HUD (US Department of Housing and Urban Development)system.

The purpose of this Billing and reporting feature is supposed to work on both web and mobile, the

* Research Scholar in GITAM School of International Business, GITAM University, Gandhinagar Campus, Rushikonda, Visakhapatnam, Andhra Pradesh, (India). E-mail: mksoms@gmail.com

** Professor, GITAM School of International Business, GITAM University, Gandhinagar Campus, Rushikonda, Visakhapatnam, Andhra Pradesh, (India) , E-mail: venkatchitti@gmail.com



team and the organization are working on this this kind of development effort for the first time. The team includes a project manager, a business analyst, four on-shore (in America) developers, two off-shore developers (in Calcutta), one on-shore (in America) quality assurance engineer and two off-shore (in Chennai) quality assurance engineers.

It is the responsibility of the project manager to make the project successful, taking into consideration the current project environment. Mainly the scope is not well defined, distributed teams, interaction with external systems, the team is new and have not worked with each other in the past.

PROJECT MANAGEMENT METHODOLOGIES

Project management and its concepts have been evolving since long time. The most widely used project management methodologies are Water fall management methodology and Agile project management methodology.

1. Waterfall methodology

If the project scope is well defined, the ideal and effective project management methodology to execute the project will be waterfall methodology. Based on the technical and non-technical requirements of the project, the kind and type of resource required to implement the project are identified, depending on the size of the implementation team, individuals and team sare assigned with well-defined slice of work and schedule (BW Boehm (1988). Following are the main stages in waterfall methodology

1.1. Feasibility - During feasibility study state, a study is performed to see if the idea/ project solve the problem/ provide the services it is intended for within a certain time frame, within a certain budget, the value it produces, more important analysis the technology/ Resources available to implement the project.

1.2. Planning - Project planning is an essential component in project management. Once the scope (Work) is identified it is periodically decomposed into more granular sizes of work through progressive elaboration. The duration to complete each piece of work is identified, the resources to work on each piece of work are

identified, and the order in which each piece of work isto be executed. Also identify the features and the order in which they will be released. Identify when to interact with outside project team members (if they have any involvement). Various software tools like MS Project, Primavera tools can be used for planning purposes (DovDvira, TzviRazb and Aaron J. Shenharc , 2003).

1.3. Design - In this phase the 'how' aspect to build the software and how it will operate on the defined hardware, software, infrastructure and usability. Mainly to Come up with a drawing incorporating all the requirements, to ensure the requirements of the project to clearly document the processes, inputs and outputs, to articulate the assumptions, and constrains can be accomplished. This mainly includes physical design related to databases, programs, processes and distributed systems. The output of this stage is a systems design specifications document (SDS). The SDS is developed by all the technical members who actually do the work, and is approved by all the stakeholders.

1.4. Build - During this state, the aim is to build the product/ project as per the requirements, not all the requirements can be built in one go but the components and deliverables will be built as decided in the planning phase. It not only involves code development, it also includes infrastructure development, and the team along with the project manager will identify and look into risk. Build involves the following steps

- a) **Start Development** - This is owned by the development team, to develop all the tasks identified during planning.
- b) **Proof of concept** - For any aspects of development, if the project team has any concerns towards development of a feature or a section of a project/ product, the team develops a proof of concept to avoid risks, clarify requirements, and the project team to be on the same page.
- c) **Build the components** - The development team will build the components and release it out to the quality assurance team to test in the order defined.
- d) **Testing tools and test** -The testing tools to be used for testing various aspects of development is identified by the project team and the unit test is done by the developers.

e) Building - To build a component, all the developed code towards value added functionality is ideally not released to production in one go, it is released in stages, this is a combined effort of the development team.

f) Close development phase - Once the code is released to production, the team will support the post production aspects as agreed upon in the SLA (Service Level Agreement) for a defined amount of time (any where from weeks to a month) and transitioned it over to support staff.

1.5. Test Phase - During this phase, the QA (Quality Assurance) resources validate what was developed by the development teams per the test cases; the developed code has to pass all the test cases before going on to the next phase. Testing mainly consists of the following four stages...

a) Unit testing - The goal of this testing to validate if the functionality is performing as per the requirements. This process ensures the feature, the program, or a process is performing as determined in the requirements and the design. Performing this step is ideal before moving on to next stages of testing.

b) Integration testing - In this state, all the interfaces between various components of a feature, program are tested to ensure the communication between the components are happening as designed, various components are exchanging data and processing them as per design.

c) System Testing - In this state a releasable feature/ system is tested end-to-end to find out any functional defects, data manipulation defects, process defects and mainly interface defects. Various testing methods like automation testing techniques can be utilized since systems testing to be performed manually would be time consuming especially when ever systems test is to be performed after a bug is fixed.

d) Acceptance Testing - It is also known as UAT (User Acceptance Testing), this is performed by the end users who would ultimately be using the functionality. The releasable functionality makes it to UAT after QA confirms the Systems Testing is passed. A decent amount of time might have elapsed since the inception of the

project to UAT state so, generally UAT process is helped by the QA team members. Only after UAT is performed successfully, the code is released to production.

1.6. Production - After the UAT is performed successfully, the functionality/ project is ready to be released to production, to make it available to the intended end users for use. This type of activity is generally performed during off business hours or when the business usage is lowest (weekends in particular). A release plan is prepared to make sure all the components are released in the appropriate order. Most importantly a roll back plan is in place, to make sure to go to the previous state of application if the new application is not working as designed in production. Post production testing is done as part of the process, once the post production testing is successful; the new feature is released out for use.

1.7. Support - This is also known as post production support (PPS). Once the functionality is released to production, there is high possibility that major functionality is working as desired by the end users but minor glitches would arise, that might vary from minor bugs, to performance issues to minor enhancements. As soon as it is released the development team will support the team for the first four weeks to support the stabilization of the functionality in production. Once it is stable, it is handed over to the first level support (Help Desk) and at this point the development team would become the second level support. The bugs and any other kind of issues are addressed by the support team and development team members as per the SLA (Service Level Agreement). Any minor enhancements would be treated as new functionality development and would be treated as a new project development.

2. Agile methodology

Agile project management methodology is an alternative to traditional waterfall methodology, in this approach the development happens in increments and each increment is a mini-waterfall by itself (M Huo, J Verner and L Zhu 2004). There are mainly two kinds of agile methodologies and they are the following (Carvalho and Rabechini, 2011):

2.1. SCRUM Methodology - SCRUM is the most widely used AGILE frame work. It is an iterative incremental approach towards product



development by the development team, in this approach unlike waterfall, planning for the entire project is not done upfront. A part of the scope is taken and released periodically known as iteration (sprint). The iterations (Sprint) are generally any ware from one week to six weeks and the ideal team sizes are between three to nine people. A fraction of the usable product or functionality is released at the end of each sprint, which means design, build, development, testing, user acceptance, release and support activities happen in each sprint. In this environment, there is no project manager but a scrum master, the primary responsibility of the scrum master is to ensure the team is following scrum principles. Following ceremonies are followed in SCRUM Methodology...

- 1) **Daily Stand-up** - This is when the whole team meets daily, for each team member to mention what he/ she has performed in the last 24 hours, what he/ she plans to do in the next 24 and any impediments the member has. Each member reports to the team. Daily stand-up is time boxed at 15 minutes.
- 2) **Sprint Planning** - This is the first ceremony in the sprint, where the goals for the sprint are identified, the user stories (scope) for the goals are assigned to the sprint and the team-plans/ decides how the goals can be accomplished in the sprint.
- 3) **Product Backlog refinement** - In this ceremony future scope is discussed and is documented as user stories.
- 4) **Sprint Review** - This happens at the end of the sprint, to review teams accomplishments in the sprint to the stakeholders.
- 5) **Sprint Retrospective** - During this ceremony the development team will review what went well in the sprint, what did not go wrong, what should we continue doing and the corrective actions to be taken. The purpose of this ceremony is to continuously improve the efficiency of the team.

2.2. KANBAN- It is another flavor of agile project management methodology, which is widely used in managing operation aspect of software products. In this approach there are no predefined ceremonies like in SCRUM, the team decides when to meet and the work is captured in user stories and arranged in the order of priority for

the team member to work on, whenever team members are available to take up work.

PROJECT SUCCESS FACTORS

The team has decided to measure the following project elements periodically to gauge the project performance; the data will be captured every time when a slice of work is presented to the end users for review. The input will be provided by all the project team members on a scale of 1 to 10 and an average will be taken (1 being the lowest and 10 being highest) (Roger Atkinson 1999).

- 1) **Customer satisfaction** - It is to measure how satisfied the stakeholders are with the project deliverables developed by the team since the previous deliverables. Higher the number on the scale better is the project success.
- 2) **Changes to the demo** - It is to measure the amount of changes proposed by the stakeholders to the deliverables. Lower the number on the scale better is the project success.
- 3) **Team member satisfaction** - It is to measure team members satisfaction working towards the deliverables during this period. Higher the number on the scale better is the project success.
- 4) **Identified unknown risks during development** - It is to measure the occurrence of unknown risks during this part of development. Lower the number on the scale better is the project success.
- 5) **Team's clarity of scope during development** - It is to measure how clear the development team is on the scope for this deliverables. Higher the number on the scale better is the project success.
- 6) **Refactoring of code** - It is to measure the frequency at which the chunks of work performed had to be altered. Lower the number on the scale better is the project success (B George and L Williams 2004).
- 7) **Bugs identified in the QA (Quality Assurance) process** - It is to measure the number of bugs reported during the QA process. Lower the number on the scale better is the project success (A MacCormack, CF Kemerer and M Cusumano 2003).

- 8) User intuitiveness** - It is to measure how easy it is for the end user to use the feature. Higher the number on the scale, better is the project success.
- 9) Importance of the demoed feature-** It is to measure how important is it relatively of all the remaining scope. Higher the number on the scale better is the project success.
- 10) Communication Efficiency** - It is to measure the effectiveness of communication with in the development team and with the stakeholders. Higher the number on the scale better is the project success.
- 11) Scheduled Delivery** - It is to measure, if the team is able to deliver all the deliverables as planned. Higher the number on the scale better is the project success.

PROJECT METHODOLOGY

The organization has been implementing software projects in waterfall methodology for a long time and the team has taken the following into account

- 1) The scope “Billing and Reporting” is the implementation of the current version of the manual process (Snail Mail) so; the scope should be well defined.
- 2) The organization has well defined processes to manage project in waterfall methodology.
- 3) Majority of the projects in the organization have been successfully implemented in waterfall methodology.
- 4) In waterfall the customer would know the exact time when the project would be delivered.
- 5) It is less expensive to develop the project in Waterfall than in other methodologies.
- 6) More time will be available for the development time to perform work (coding) than in meetings compared to agile methodology.

That is why the team decided to develop in waterfall methodology.

PROJECT SUCCESS FACTORS MEASUREMENT

Once the project was initiated, as decided by the project team success factors were measured during demo of developed feature and it is presented in table 1. (Angela Clarke (1999).

Based on the results, the team decided the numbers were not satisfactory and the overall improvement in the success factors would be possible by...

- a) Lowering the changes to demo
- b) Lowering unknown risk during development
- c) Improving team’s clarity of scope
- d) Improving the importance of delivered features
- e) Improving the communication between the team members and stake holders

And the decision was made by the project team to take necessary corrective action to improve project success factors as; they are not as not in par with standards maintained by other project teams.

PROJECT MANAGEMENT CORRECTIVE ACTIONS

Of the various corrective actions discussed by the project team to improve project success factors, one of the top most actions item taken by the project manager is to explore the pros and cons of other project management methodologies. The comparison was done between Waterfall and SCRUM methodology, and the findings are documented below... (P Clements 2002).

ADVANTAGES OF WATERFALL

- 1) When the project stakeholders have clear picture of scope.
- 2) The customer will not change the scope of the implementation

DISADVANTAGES OF WATERFALL

- 1) Once a piece of development is completed, the team cannot step back to make any changes.
- 2) The scope/ requirements should be very well defined; the project success is dependent on the clarity of requirements.
- 3) If the requirements are to be altered, it has to go through various processes like CCB (Change Control Process) to modify the initial requirements and it time consuming process.
- 4) The quality of the developed code is tested after the development is completed, it is very expensive to make corrections to the bugs that



were developed early on in the development process.

- 5) Implementation of the customers evolving requirements is not possible.

ADVANTAGES OF AGILE METHODOLOGY

- 1) The change in scope by the end users can be incorporated even though it is not captured as part of the initial requirements.
- 2) New features can be added since, agile can accommodate change.
- 3) Customer involvement in the project is comparatively high and would provide continuous feedback through sprint reviews.
- 4) Bugs are caught early and can be corrected early on in the project.
- 5) Project functionality can be released at the end of each sprint.

DISADVANTAGES OF AGILE METHODOLOGY

- 1) If the product owners (end user) are not committed, the project would not be successful.
- 2) A project plan for the whole project is not defined up front, the exact time of delivery is unknown.
- 3) 20-30% of the time by the project team is

committed to ceremonies.

Based on the above comparison between the project management methodologies, the project team decided to implement the project in agile methodology anticipating the improvement in project success factors.

After the switch over to agile from waterfall way of managing the project, the data has been collected on success factors from the project team and is shown in table-2.

The above data shows the project success factors have improved substantially compared to earlier.

CONCLUSION

Agile way of managing a project is more appropriate when the scope is expected to change, when the involvement of customer on the project team is necessary, when the communication with in the development team and with the stakeholders is not to be limited, continuous testing is required, periodical releases adds value to the customer compared to release of the whole project at the end, when the project priorities are subjected to change periodically.

By data collected above on success factors for a project on both waterfall way and agile way of project management. The data shows this particular project is more successful in agile way of implementing the project. And hence project management methodology plays a major role in project success.

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Table 1: Project Success factors measurement

S.No	Success Factors	Demo - 1	Demo - 2	Demo - 3
1	Customer satisfaction	6	4	5
2	Changes to the demo	7	8	8
3	Team member satisfaction	5	4	5
4	Identified unknown risks during development	6	8	7
5	Team's clarity of scope during development	5	4	4
6	Refactoring of code	8	7	8
7	Bugs identified in the QA (Quality Assurance) process	8	7	8
8	User intuitiveness	4	5	4
9	Importance of the demoed feature	5	4	5
10	Communication Efficiency	4	5	4
11	Scheduled Delivery	5	6	5

Table-2: Success Factors from the Project Team

S.No	Success Factors	Sprint - 1	Sprint - 2	Sprint - 3
1	Customer satisfaction	8	7	8
2	Changes to the demo	4	3	3
3	Team member satisfaction	7	8	7
4	Identified unknown risks during development	3	3	2
5	Team's clarity of scope during development	8	7	7
6	Refactoring of code	3	2	4
7	Bugs identified in the QA (Quality Assurance) process	2	3	1
8	User intuitiveness	9	9	8
9	Importance of the demoed feature	9	8	8
10	Communication Efficiency	9	9	9
11	Scheduled Delivery	8	9	9

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