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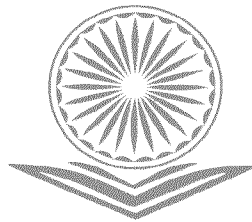
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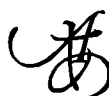
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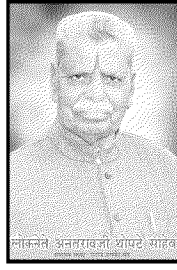


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## Message from Hon. Shri Anantrao Thopte



**“Education is the most powerful weapon which you can use to change the world.”**

Everybody have the right to education to success their life. It is also expressed time to time by various pioneers, thinkers, academicians, and philosophers. Education is for all rightly molds an individual, society and the Nation and develops some understanding about the deeper things in life, the complex human relations, and is able to think critically about various issues in life and take decisions being free from bias and prejudices, superstitions and blind beliefs.

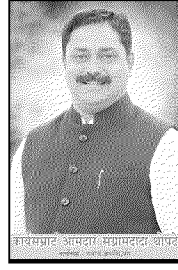
My best wishes for the success of the **"Kashvi-02" National Conference**.

I congratulate the entire team for their sincere efforts, smart work, coordination, for making this mega event a grand success.

**Hon. Shri Anantrao Thopte**

Founder-President, Rajgad Dnyanpeeth  
(Ex. Education Minister, Maharashtra State)

## **Message from Hon. Shri Sangramdada Thopte, MLA**



Aim for success, not perfection. Never give up your right to be wrong, because then you will lose the ability to learn new things and move forward with your life. Remember that fear always lurks behind perfectionism. Education is still important because it opens the mind and expands it.

Managers are made, not born. The rising expectations of managers from higher education evaluating the need for performance improvement in specific areas and provide training, coaching and counseling designed to increase managerial competencies by the business society and corporate world.

I congratulate the entire Teaching and Non- Teaching staff of Rajgad Institute of Management Research & Development, Dhankawadi, Pune for organizing National Conference and the various delegates who are presenting Research Papers and participating actively by sharing their knowledge and making this event a big success.

**Hon. Shri Sangramdada Thopte**

MLA

(Hon. Executive President, Rajgad Dnyanpeeth)

## **Message from Hon. Dr. (Mrs.) Bhagyashri Patil**



It is in fact a part of the function of education to help us escape, not from our own time, for we are bound by that, but from the intellectual and emotional limitations of our time.

The "Kashvi-02" National Conference on "Impact of GST on Small & Medium Enterprises" held on 21st and 22nd February, 2019 is highly relevant in this modern era where technology is changing fast and new aspects of management styles have to be reinvented.

Innovation in management and up-gradation of technology are the means to achieve success in times of economic development for the country.

I wish the entire team of Rajgad Institute of Management Research & Development, Dhankawadi, Pune, a grand success for the National Conference.

**Hon. Dr. (Mrs.) Bhagyashri Patil**  
(Hon. Secretary, Rajgad Dnyanpeeth)

## **Message from Hon. Prof. (Dr.) D. B. Bharati**



Rajgad Institute of Management Research & Development, Dhankawadi, Pune organizes "Kashvi 02" the 'National Conference "Impact of GST on Small & Medium Enterprises"' held on 21st and 22nd February, 2019 in association with Savitribai Phule Pune University.

This event is an excellent opportunity to provide a common platform for sharing knowledge amongst the Research Scholars, Corporate, Faculty Members, and Students for betterment of management and information Technology through Innovation in this modern era.

GST has mainly removed the Cascading effect on the sale of goods and services. Removal of cascading effect has impacted the cost of goods. Since the GST regime eliminates the tax on tax, the cost of goods decreases. GST is also mainly technologically driven. All activities like registration return filing, application for refund and response to notice needs to be done online on the GST Portal; this accelerates the processes. There is need to have a brainstorming regarding implementation of GST.

The national conference is organized to study the effects of GST on SMEs and to study its impact on Indian economy. I appreciate the efforts taken by entire teaching and non-teaching staff in organizing "Kashvi 02" and best wishes to them for future endeavors.

**Dr. D. B. Bharati**  
Director, RIMRD





'Kashvi' means 'bright glowing star. This national conference aims at braining together academicians, researchers, scholars, students and corporate for sharing and exploring the impact of GST on SMEs and Indian Economy.

After a rigorous review process, best papers were selected for publishing in the form of a book having ISSN No: 2277-5730 with Impact Factor 5.5 ([www.sjifactor.com](http://www.sjifactor.com)), which is peer reviewed referred & UGC listed journal No. 40776. All the papers in this book represent the innovativeness, creativity, efficiency of facing challenges and adopting opportunity to manage and solve the business problem.

According to the author's self-declaration they are fully responsible for any plagiarism case against their paper. Editors, Director, Rajgad Institute of Management Research & Development and their associates will not be responsible for the same.

We are grateful to authors of research papers for their response and sharing their knowledge to this event in Operations Management, Marketing, HRM, Finance management.

I express my sincere thanks towards all the patrons and advisory board for their best wishes for the conference and I congratulate all the people involved in the success of this conference.

We appreciate Ajanta Publication Pvt. Ltd. and its production division who worked hard and devotion to ensure that the book is made available in time to the delegates in the Inaugural function and appreciation to the organization team also.

**Rohan P. Dahivale**

HOD, RIMRD

Conference Convener, Kashvi-02



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# **1. A Study of Relationship between Brand Equity and Industrial Buying Behaviour**

**Rohan Dahivale**

Assistant Professor, (Student), Rajgad Institute of Management Research & Development, Pune.

**Niranjan D. Kulkarni**

(Student), Rajgad Institute of Management Research & Development, Pune.

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## **Abstract**

The present study was conducted to investigate the relationship between brand equity and consumer behaviour. In the model proposed in this study, the relationship between brand equity and the dimensions of consumer behaviour including the willingness to pay for extra cost, brand preference and purchase intention is investigated. The research method is a descriptive correlation.

Inferential statistics and factor analysis between used to analyse the data. In the marketing literature, the lack of empirical research that seeks to explore the relationship between brand equity and consumer behaviour is tangible. This research focuses on those reactions that provide more sales and the ability to grow. According to the results, it seems that there is a relationship between brand equity and consumer behaviour including paying extra cost, brand preference and purchase intention.

**Keywords:** Brand Equity, Organization Buying Behaviour, Purchase Intentions

## **Introduction**

This study will help the marketers identify the dimensions of Consumer Based Brand Equity which are affected by Sales Promotions and specifically what type of Sales Promotions, whether Price Promotion or Premium Promotion is suitable for a given market.

To survive in the market, a firm has to be constantly innovating and understand the latest consumer needs and tastes. It will be extremely useful in exploiting marketing opportunities and in meeting the challenges that the Indian market offers. It is important for the marketers to understand the buyer behavior, the study of consumer behavior for any product is of vital importance to marketers in shaping the fortunes of their organizations.

It is useful in developing ways for the more efficient utilization of resources of marketing. It also helps in solving marketing management problems in more effective manner.

For effective market segmentation and target marketing, it is essential to have an understanding of consumers and their behavior.

### **Objectives of the Study**

1. To understand the Buying behavior of the Customers.
2. To know how to maintain the business relations with customers.
3. To get the full knowledge of Branding and Marketing techniques.
4. To understand the percentage of competition in the pump market.

### **Statement of the research Problem**

The number of pumping solution providers are rapidly increasing. There is cut throat competition among the service providers to retain the existing customers and gaining the new ones.

To understand the study of relationship between brand equity and industrial buying behaviour with respect to the organisation. To know how this organization takes effort to build their Brand in the Market. To achieve the customer satisfaction there is need to study behaviour of customers. The area study includes Advertisement, Brand Association, Brand Loyalty, Product quality and the after sales service of this organization.

### **Literature Review**

In the business world today, one of the main concerns of marketing managers is searching for ways to increase sales and profitability products. Successful brands try to establish a sense of trust because creating strong ties to the customer is one of the main bases of trade (Jing et al., 2015). One of the most common strategies to achieve this goal is to understand the relationship between consumer behaviour and brand and brand equity, because the brand equity is often an indication of its quality which affects the choice of consumers].

In recent studies, the importance of emotional relationship between the customer and the brand has been approved (Gianfranco Walsh et al., 2015) , and these studies strongly emphasize that the brand equity is not only achieved by the goods and services, but also by interactions between buyers and sellers (Ballantyne, Varey,2006; Grönroos,2011; Payne et al., 2008; Jing et al., 2015).

It seems that brand equity from the perspective of consumer is an appropriate starts to assess product equity which contains a lot of interrelated dimensions such as brand awareness, brand quality, brand association and brand loyalty (Jing et al., 2015). This relationship includes mutual exchanges between the brand and consumers by a duplicate set of actions that has many advantages for both sides (Huang, Kandampully,2012).The goal of any brand is to attract and

retain customers to ensure the success of the brand and the product (Zavattaro et al., 2015 and it is observed that consumers are looking for brands that have specific features (Garsvaite, Caruana, 2014; Londoño et al., 2016).

### **Data Analysis & Data Interpretation**

Q 1) Type of customer?

Particular s	OEM	DEALER	TOTAL
RESPONSE	13	37	50
PERCENTAGE	26%	74%	100%

#### **Interpretation**

From the above chart and the research, Researchers found that out of total no of customers, 25% are OEM & 75% are Dealers. Majority of OEM customers is more than the Dealers.

Q 2) What is the duration of channel partnership with this organization?

Particular s	Response	Percentage
Less than 1 Year	4	8%
ii) 1 to 3 Years	14	28%
More than 3 Years	32	64%
TOTAL	50	100%

#### **Interpretation**

64% of the customer are having More than 3 years of channel partnership with this organization.

Q 3) Type of business?

Particular s	Trading	Manufacturing	total
Response	44	6	50

#### **Interpretation**

Out of the total no of customers, 88% of the businesses are in trading line.

Q 4) Do you see our advertisement on Television?

Particular s	S.D.1	D2	N3	A4	S.A.5	TOTAL
Response	0	13	22	9	0	44

**Interpretation**

From the above chart and the research, Researchers found that 50% of the customers have seen the advertisement on television.

Q 5) Do you feel that our advertisement is effective?

Particular s	S.D.1	D2	N3	A4	S.A.5	TOTAL
Response	0	10	28	6	0	44

**Interpretation**

From the above chart and the research, it has been interpreted that 64% of the customers feels that this organization advertisement is effective.

Q 6) Do you agree that our advertisement is informative?

Particular s	S.D.1	D2	N3	A4	S.A.5	TOTAL
Response	0	0	24	26	0	50

**Interpretation**

From the above chart and the research, it has been interpreted that 52% of the customers have agreed that this organization advertisement is informative for them.

Q 7) Do you feel that our way of advertisement is outdated?

Particular s	S.D.1	D2	N3	A4	S.A.5	TOTAL
Response	0	22	26	2	0	50

**Interpretation**

From the above chart and the research, it has been interpreted that 52% of the customers have neutral opinion about the question. But the 44% customers feel that this organization advertisement is not outdated.

Q 8) Do you agree that THIS ORGANIZATION helps you to attract the customer?

Particular s	S.D.1	D2	N3	A4	S.A.5	TOTAL
Response	0	0	6	16	28	50

**Interpretation**

From the above chart and the research, it has been interpreted that 56 % of the customers has strongly agreed that this organization helps to attract customers.

Q 9) Do you feel that these organization products are promising too?



Particular s	S.D.1	D2	N3	A4	S.A.5	TOTAL
Response	0	2	8	32	8	50

**Interpretation**

It has been interpreted that 64% of the customers feels that this organization products are promising too.

Q 10) Do you agree that customer will not switchover to other brands in case of rise in price of these organization products?

Particular s	S.D.1	D2	N3	A4	S.A.5	TOTAL
Response	0	0	8	18	24	50

**Interpretation**

From the above chart and the research, it has been interpreted that 48% of the customers has strongly agreed that they will not switchover to other brands in case of price rise of this organization products.

Q 11) Do you agree that this organization brand is Researchersll known brand in the Pump industry?

Particular s	S.D.1	D2	N3	A4	S.A.5	TOTAL
Response	0	4	8	26	12	50

**Interpretation**

From the above chart and the research, it has been interpreted that 52% of customers are have been agreed that this organization is a we-known brand in the pump industry.

Q 12) Does our product satisfy your all needs?

Particular s	VUL	NL	N	L	VL	TOTAL
Response	0	0	20	24	6	50

**Interpretation**

From the above chart and the research, it has been interpreted that 48% of customers are likely to have agreed that this organization products satisfy there all needs.

Q 13) Do you agree that Brand Significance increase the acceptance of product?

Particular s	VUL	NL	N	L	VL	TOTAL
Response	0	12	12	24	2	50

**Interpretation**

From the above chart and the research, it has been interpreted that 48% of customers are likely to believe that Brand significance increase the acceptance of product ratio.

Q 14) Did you visit to our company's website when you heard about our brand?

Particular s	VUL	NL	N	L	VL	TOTAL
Response	0	0	4	28	18	50

**Interpretation**

From the above chart and the research, it has been interpreted that 56% of the customers have been agreed that they likely visit this organization website when they heard about the this organization brand.

Q 15) Do you place order to this organization frequently?

Particular s	VUL	NL	N	L	VL	TOTAL
Response	0	0	2	26	22	50

**Interpretation**

From the above chart and the research, it has been interpreted that 52% of customers are have been agreed that they likely place the order on this organization.

Q16) Do you trust this organization?

Particular s	VUL	NL	N	L	VL	TOTAL
Response	0	0	2	28	20	50

**Interpretation**

From the above chart and the research, it has been interpreted that 56% of the customers have likely trust on this organization.

Q17) Do you recommend this organization pumps to other customers?

Particular s	VUL	NL	N	L	VL	TOTAL
Response	0	0	4	34	12	50

**Interpretation**

From the above chart and the research, it has been interpreted that 58% of customers are likely to recommend the this organization to other customers.

Q 18) Do you agree that our approach to quality management, is about to ensure complete customer satisfaction?

Particular s	S.D.1	D	N	A	S.A.	TOTAL
Response	0	10	14	24	2	50

**Interpretation**

From the above chart and the research, it has been interpreted that 48% of customers are have been agreed that this organization's approach to quality management is about to ensure the complete customer satisfaction.

Q19) Company Service representatives are well trained & experienced?

Particular s	S.D.1	D	N	A	S.A.	TOTAL
Response	0	10	14	24	2	50

**Interpretation**

From the above chart and the research, it has been interpreted that 48% of customers are have been agreed on that this organization's service representative are well trained and experienced.

Q20) Company service representatives are adhere to professional standards?

Particular s	S.D.1	D2	N	A	S.A	TOTAL
Response	0	0	20	30	0	50

**Interpretation**

From the above chart and the research, it has been interpreted that 60% of customers are have been agreed that this organization's service representatives are adhered to their professional standards while on duty.

**Major Findings**

- In a study of relationship between brand equity and industrial buying behavior, Researchers found that the advertisement of this organization product is very effective and informative. Many customers have frequently seen the organization advertisement on televisions.
- Researchers have found that the Brand Awareness of the organization is very promising. Customers believe that this organization is between known brand and between promising Brand in the Pump industry market. They also agree on the point that they will not switch over to other brands in case of any price rise of the products.
- Researchers found that customers are very loyal with the organization and they are used to recommend the organization products to other customers also. This will help to maintain the customer relationship and buying behavior of the customer.

- From the survey, Researchers found that product quality of this organization is the best in the pump industry. This organization pumps are best efficient and available in various ranges. Their approach to quality management is about to ensure the complete customer satisfaction.

### **Limitations of the Study**

- 1) Since this is a special activity, there was some restriction to share information.
- 2) Some data is confidential due to Researchers cannot take actual figure for to do proper research study.

### **Suggestions**

- There are various other techniques available in the market for advertisement of the product. Company needs to improve the way of advertising with the use of new advance technology.
- Company should develop their Mobile application for customers. This will definitely help to customer for finding the right pumping solution. Researchers would like to suggest that company needs to increase the range of product as considering the product range of competitors.
- Company needs to more focus on customer attraction as this will help them in order collection. Company should maintain their product quality constantly as this will help to build the trust and loyalty with the customer.

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## **2. GST One Nation One Tax in the Indian Economy**

**Prof. Rupa Manoj Rawal**

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Shivajinagar, Pune.

---

### **Abstract**

What is the Goods and Services Tax - GST?

The Goods and Services Tax (GST) is a value-added tax levied on most goods and services sold for domestic consumption. The GST is paid by consumers, but it is remitted to the government by the businesses selling the goods and services. In effect, GST provides revenue for the government. This paper focuses on the analysis of what is GST? And its impact on the Indian Economy, its issues and the advantages .Will it be a new dynamic change in the era of globalization? It is the biggest tax reforms in Indian tax system since 1947.The basic idea of adapting this change is to replace the existing tax laws like VAT, Sales tax, Excise duty, Service tax, Entertainment tax, Octroi tax. Once GST will be implemented naturally all these taxes will be ceased automatically and there would be only one tax at the national level, which will be maintained by the Central Government. The GST is aimed at creating single, unified market that will benefit both corporate and economy. It is expected that due to GST there will be a friendly environment in business as price level and inflation rate would come down over a time when uniform tax rate is applied. It will also improve the fiscal strength of the government and also provide a transparent tax system.

**Keywords:** Goods and Service tax (GST), Value Added Tax (VAT)

### **Research Problem**

The concept of GST is the biggest tax reforms applied in India since 1947 .But it is in introductory stage in India since its application from 1.04.2016. The research focuses on the concept of understanding GST as well as its impact on Indian Economy

### **Research Methodology**

This paper focuses on study related with secondary data collected from various sources like books, journals, publications, websites, newspaper and government reports which focused on various aspects of GST.

### **Objectives of the study**

- To understand the applicability of GST.
- To know how the cascading effect of tax on tax will be eliminated.
- To study the complications in tax administration and compliance.
- To understand how a unified law involving all the tax bases, laws and administration procedures across the country.
- To study the unhealthy competition among the states due to taxes and revenues.

### **Introduction**

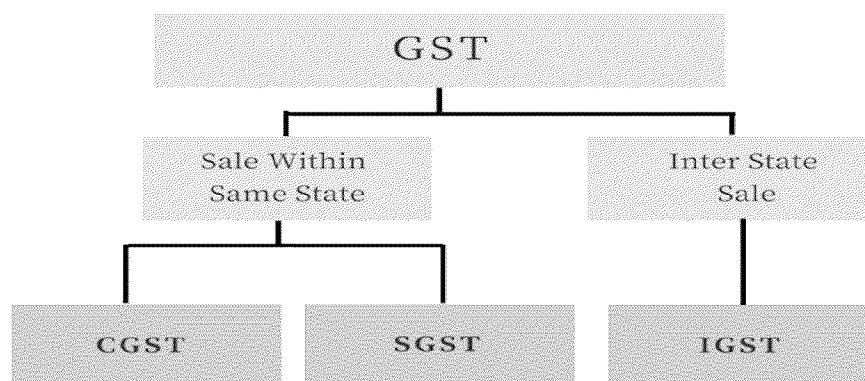
#### **GST [Goods and service taxes]**

The President of India approved the Constitution Amendment Bill for Goods and Services Tax (GST) on 8 September 2016, following the bill's passage in the Indian parliament and its ratification by more than 50% of state legislatures. This law will replace all indirect taxes levied on goods and services by the central government and state government and implement GST by April 2017. The implementation of GST will have a far-reaching impact on almost all the aspects of the business operations in India. GST is a value-added tax levied at all points in the supply chain, with credit allowed for any tax paid on input acquired for use in making the supply. It would apply to both goods and services in a comprehensive manner, with exemptions restricted to a minimum.

In keeping with the federal structure of India, it is proposed that the GST will be levied concurrently by the central government (CGST) and the state government (SGST). It is a comprehensive tax levy on the manufacturer sale and consumption of goods and services at a national level.

### **Provisions of the Bill**

- The GST has two components CGST-[CENTRAL] ,SGST [STATE] in the federal structure of India



- For the goods and services that pass through the several states or imports, the centre will levy another tax called the Integrated tax[IGST]
- It empowers the center to impose an additional tax up to 1% on inter-state supply of goods for 2 years or more. This tax will be accruing to states from where the goods originates.
- Parliament may provide for compensation to states revenue losses arising out of the implementation of GST upto 5 years based on the recommendation of GST council.

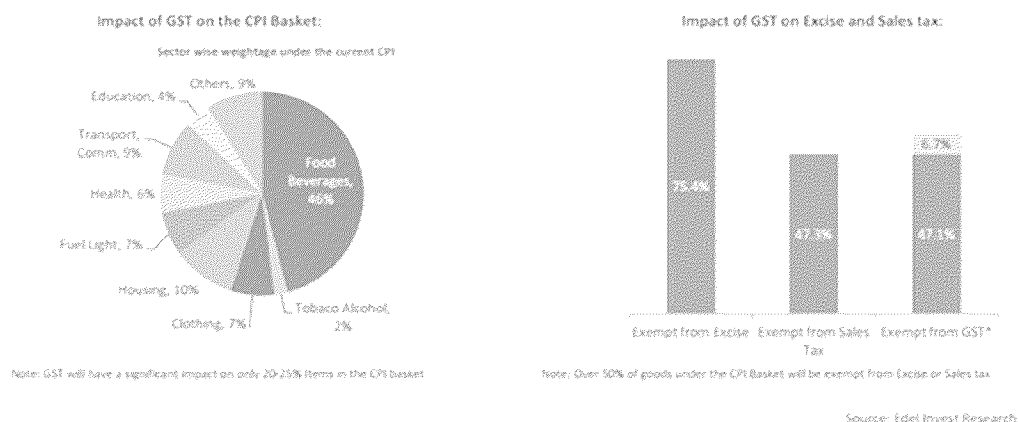
#### **Impact of GST on the Indian Economy**

- Reduces tax burden on producers and fosters growth through more production. The current taxation structure, pumped with myriad tax clauses, prevents manufacturers from producing to their optimum capacity and retards growth. GST will take care of this problem by providing tax credit to the manufacturers.
- Different tax barriers, such as check posts and toll plazas, lead to wastage of unpreserved items being transported. This penalty transforms into major costs due to higher needs of buffer stock and warehousing costs. A single taxation system will eliminate this roadblock.
- There will be more transparency in the system as the customers will know exactly how much taxes they are being charged and on what base.
- GST will add to the government revenues by extending the tax base.
- GST will provide credit for the taxes paid by producers in the goods or services chain. This is expected to encourage producers to buy raw material from different registered

dealers and is hoped to bring in more vendors and suppliers under the purview of taxation.

- GST will remove the custom duties applicable on exports. The nation's competitiveness in foreign markets will increase on account of lower costs of transaction.

### Statistical Analysis of Impact of GST



### Benefits of GST to the Indian Economy

- Removal of bundled indirect taxes such as VAT, CST, Service tax, CAD, SAD, and Excise.
- Less tax compliance and a simplified tax policy compared to current tax structure.
- Removal of cascading effect of taxes i.e. removes tax on tax.
- Reduction of manufacturing costs due to lower burden of taxes on the manufacturing sector. Hence prices of consumer goods will be likely to come down.
- Lower the burden on the common man i.e. public will have to shed less money to buy the same products that were costly earlier.
- Increased demand and consumption of goods.
- Increased demand will lead to increase supply. Hence, this will ultimately lead to rise in the production of goods.
- Control of black money circulation as the system normally followed by traders and shopkeepers will be put to a mandatory check.
- Boost to the Indian economy in the long run.



These are possible only if the actual benefit of GST is passed on to the final consumer. There are other factors, such as the seller's profit margin, that determines the final price of goods. GST alone does not determine the final price of goods.

### **Issues with GST in India**

**Multiple tax rates:** When the GST was conceived it was supposed to be a single uniform rate across all product categories, but the shape that the GST has taken is far removed from the actual concept of one country-one tax. What instead we have got is a multi-tier tax structure with 4 different tax rates --5, 12, 18 and 28 per cent. Besides, there would be exempted and zero-rated goods, which means there would be at least six different categories of products under GST.

**Fear of high tax rates:** One of the earlier expectations from GST was moderate tax rates on goods and services. However, with a peak rate at 28 per cent (which can go up to 40 per cent) and a cess of 15 per cent over and above the peak rate for demerit goods have dashed all the hopes of a moderate tax regime at least in the near future.

**Anti-profiteering measures:** The government is planning to set up an authority to see if any reduction in tax rates after GST is passed on to the consumer by companies or not. The industry and businesses are not taking this idea kindly and they see it as a backdoor entry of inspector raj. Experts say that prices should be market determined and no government authority has the business of deciding prices for goods and services.

**Taxation of free supplies between related parties:** The GST law proposes to tax any free supplies between two related parties. The problem arises especially in case of related parties located in different states. Such transactions between related parties in different states mean each party would have to generate invoice, maintain documents, etc. There is no centralized registration under GST and therefore, this would create compliance issue for companies.

**Controls conundrum:** To avoid dual control, the GST council has reached a compromised formula --90 per cent of tax assesses with an annual turnover of Rs 1.5 crore or less, will be assessed by states and the rest by the Centre. For those with turnover of over Rs 1.5 crore, the states and the Centre will share it equally.

**Issue of casual taxable person:** If a person registered in one state moves to another state for a short period for some business transaction -- say to participate in an fair or exhibition, then that person would have to get himself registered in that state for that period.

### **Conclusion**

The current GST is an improvement over the current scenario but it will be too early to comment on the conclusion for GST. At least it will require another 1 year to see the fruitful colors of the GST. People are looking for the result because they are facing problem regarding the increase in tax rate on some goods and services, return filing, etc. These issues will be resolved in short span of time. GST is something ongoing process, the system will keep modifying as per the situation. And of course the GST will be a game changer for the Indian economy

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### **3. A Study on Perception of Customers toward Multi - National Brands**

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#### **Abstract**

Customer is that the King of market and selling activities of all the business and industrial enterprises of these days go round the habits, tastes, preferences, perception and attitudes of consumers. All efforts are being created to supply most satisfaction to the customers. Goods and Facilities are created conferring to the specifications of such needs and wants. These goods and services are dispersed to the customers at the right time and place through most suitable channels of distribution. Marketers have come to realize that no marketing determinations can be successful if the choices, tastes and attitudes of customers are not appropriately measured.

The article empirically scrutinizes the inspiration of Multi - National brands on customer insight. The article also explores that how Multi - National products have emotional impact on the relationship between brand names and customer insight which is measured by brand attitude, purchase intention, feeling, and advertisement. The findings counsel that the product attributes information moderates the link between complete names and client insight. The results are vital and relevant to disapproval ways marketers use to counteract competitive brands. The current is that the era of client is additional knowledgeable than ever before and since the client is additional knowledgeable, corporations should be quicker, additional agile and additional inventive than few years past. Thus corporations ought to attempt to reinforce client perception through knowing their expectation relating to Multi - National product.

**Keywords:** Perception, Multi - National Brand, Demographic Factors, and Ranking Factors.

## **Introduction**

Perception is actually more important than reality in many cases. In the realm of business, especially promoting and publicizing, observation is reality. Advertisers spend extraordinary wholes of cash to modify client's impression of their item.

Their objective is for clients to trust their publicizing to be genuine and eventually allure clients to buy their item, seeing that it is ideal for them. In the dynamic zone of conveying predominant client benefit, view of an issue by the client is frequently an altogether different issue than the real conditions may depict. The expert client benefit master should effectively tune in keeping in mind the end goal to insightfully observe what the client is really saying, paying little respect to need the actualities of the issue are. Regularly, a strained circumstance can be diffused by just being touchy to the clients' perspective and view of the issues, and after those recommending arrangements in light of those observations. Obtuseness and lack of interest will stoke the fire of client outrage and conceivably prompt a lost client.

Discernment isn't great or terrible, set in stone, it is only the way somebody judges an affair in light of their esteem arrangement of what they accept ought to happen. Since individuals are exceptional, every one of their discernments is special. On the other hand every circumstance is a "state of contact" with a representative that will tell the client a "truth" about the organization's concept of client benefit. Every circumstance will make desires for what the following knowledge will presumably resemble. Along these lines, they lay worry after promoting examination and study client conduct. Further, a purchaser buys an item in light of certain physical, social and prudent powers making a longing or a need for the item.

A choice to purchase an item is taken in the wake of going through various stages. Need acknowledgment is the main thing in the purchasing stages, which is trailed by item mindfulness, intrigue, assessment and goal, wellspring of data, buy and post buy conduct. A choice to purchase a result of day by day utilize might be taken in a couple of moments seconds while the choice to purchase a strong item is taken after basic investigation of numerous components. As indicated by late review by FICCI, India's quick financial development has set the phase for principal change among the nation's clients. There is perceivable move in client inclination for higher-end and mechanically unrivaled marked items.

The request is being impelled by expanding client mindfulness and inclination for new models. The changing flow of client conduct mirrors that extravagance merchandise is presently

being seen as necessities with higher dispensable livelihoods being spent on way of life items. An extensive number of household and multinational organizations are as of now contending in the market and the difficulties would compel organizations to be more unique to adjust the quickly changing necessities and salaries of the clients. As of late, clients have indicated tendency for Multi - National products and Indian merchandise are additionally at standard worldwide standard.

### **Literature Review**

Evaluating brand value has gotten critical consideration in advertising scholastic and exchange writing. Brand value has been characterized as an arrangement of advantages, for example, name mindfulness, faithful clients, saw quality, and affiliations that are " ... connected to a brand, its name and image, that add to or subtract from the esteem gave by an item or administration" (Aaker, 1991). Farquhar (1989) alludes to mark value as the esteem added to an item by temperance of its name. Brand quality has been utilized to rank client items by Financial World and Landor Associates (Owen, 1993). Notwithstanding the definition, clients make mark value in their psyches. In this manner, to reveal the value of a brand, an advertiser must comprehend client recognition.

Brand advancement and administration are the fundamental focal point of showcasing offices that would like to build up a solid position in their separate market and accomplishing upper hand (Keller, 2003). Their definitive objective is to separate their item from others, include esteem (by expanding mindfulness levels, positive considerations, and emotions toward the brand), and make solid client faithfulness (Aaker, 1991). Brand information has two measurements: mark mindfulness and brand picture (Keller, 1993).

Brand mindfulness alludes to mark review and brand acknowledgment; mark picture is the recognition. Brand picture can be depicted as a system of brand relationship in client memory. Along these lines, a brand supervisor can legitimize a brand name in view of two measurements. To begin with, to what degree does the name support or improve the vital situating of the item? Second, how effortlessly can the client encode, hold, and recover the name from memory (Park, Jaworski, and MacInnis, 1986) Brand supervisors may turn to Multi - National marking—the technique of spelling or articulating a brand name in a Multi - National dialect—to impact the brand picture in the brains of clients. Brand names, for example, Giorgio St.

Angelo and Klarbrunn may sound or show up moderately peculiar to American clients. They may likewise be less significant and be harder to articulate than English sounding names; in any case, they make positive affiliations that impact how client see and evaluate the items. Eg, Giorgio St.

Angelo oozes pictures of excellent Italian form, and Klarbrunn has the kind of the high immaculateness principles that German items. Writing in brain research recommends that the presence of generalizations and the impacts of Multi - National brands on the recognition and assessment influence singular practices (Eagly, Ashmore, Makhijani, and Longo, 1991; Eagly, Makhijani, and Klonsky, 1992).

For instance, Mercedes Benz and Toyota have created past their nation of cause, so the advertisers center their advancements and promoting efforts without partner the brand with the nation of starting point.

### **Research Methodology**

This exploration examine is illustrative in nature, related Perception of Customers toward Multi - National Brand.

100 clients were studied with the assistance of organized poll through eye to eye contact. Helpful Sample technique was utilized to gather essential information. The optional information was gathered from different magazines, Journals, distributed and unpublished reports, records and sites. Diverse factual instruments can be utilized to translate the information.

### **Hypothesis**

**H0:** There is no association between Perception of Customers towards Multi - National Brand and demographical factors.

**H1:** There is association between Perception of Customers towards Multi - National Brand and demographical factors.

### **Objectives of Research**

1. To analyze the impact of various demographical factors (Age, Gender, Education, Occupation, income) on Perception of Customers towards Multi - National Brand.
2. To study and rank the factor having implications on Perception of Customers towards Multi - National Brand.

**Data Analysis and Interpretation**

Table: 1 Association between Gender and Perception of Customers

<b>Gender</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>Total</b>
Male	29	26	3	58
Female	19	16	7	42
<b>Total</b>	<b>48</b>	<b>42</b>	<b>10</b>	<b>100</b>

**Interpretation**

At 5% level of significance tabulated value is 5.99; calculated X<sup>2</sup> value is 3.4905055. Calculated Value > Tabulated Value so Hypothesis is rejected. So, it is concluded that there is association between Gender and Perception of Customers. It is analyzed that there is a positive relation between gender and perception. 50% male and 45.238% females are highly associated towards Multi - National Brand.

**Table: 2** Associations between Education and Perception of Customers

<b>Education</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>Total</b>
Metric	1	1	1	3
10+2	13	6	2	21
Graduation	15	14	1	30
post Graduation	14	4	3	20
Technical Qualification	22	3	2	26
<b>Total</b>	<b>65</b>	<b>27</b>	<b>8</b>	<b>100</b>

**Interpretation**

At 5% level of significance tabulated value is 15.5073; calculated X<sup>2</sup> value is 18.73917. Calculated Value > Tabulated Value so Hypothesis is rejected. So, it is concluded that there is association between Education and Customers Perception. This study reveals that out of 100 respondents surveyed the education of respondents and their perception towards Multi - National Brand are significantly linked. 33.3333% of respondents of below secondary education, 61.904 % of respondents who have completed higher secondary, 50% of graduates and 84.615% of respondents who have taken technical education have encouraging perception towards Multi - National Brand.

**Table: 3** Associations between Occupation and Customers Perception

<b>Occupation</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>Total</b>
Agriculture	13	8	0	21
Self employed	19	13	19	51
Private Employee	6	10	0	16
Govt. Employee	6	8	0	14
<b>Total</b>	<b>42</b>	<b>39</b>	<b>19</b>	<b>100</b>

**Interpretation**

At 5% level of significance tabulated value is 12.5916; calculated X<sup>2</sup> value is 29.80717. Calculated Value > Tabulated Value so Hypothesis is rejected. So, it is concluded that there is association between Occupation and Customers Perception.

**Table: 4** Associations between Income and Customers Perception

<b>Income</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>	<b>Total</b>
Less than 20,000	16	19	10	55
20,000-40,000	26	10	0	36
40,000-60,000	6	0	10	16
More than 60,000	3	0	10	3
<b>Total</b>	<b>51</b>	<b>29</b>	<b>20</b>	<b>100</b>

**Interpretation**

At 5% level of significance tabulated value is 12.5916; calculated X<sup>2</sup> value is 24.348119. Calculated Value > Tabulated Value so Hypothesis is rejected.

So, it is concluded that there is association between Income and Customers Perception. Income level of the respondents and their perception towards Multi - National brand are significantly linked. 29.090% of respondents of below Rs 20000 income group, 72.2222% of respondents of Rs 20000- 40000 income group, 37.5% of respondents of Rs 40000 income group. This study reveals that out of 100 respondents surveyed the saving level of the respondents and their perception towards Multi - National Brand are independent of each other.

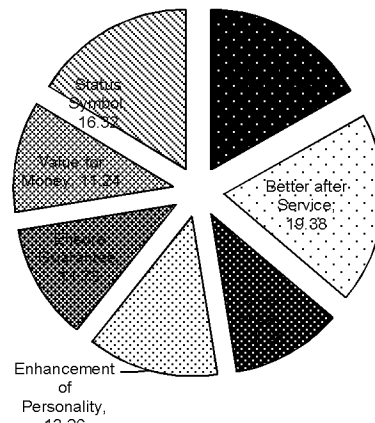


**Table: 5** Factors Affecting on Customers Perception toward Multi - National Brand.

Factors	Very High (Rank I)	High (Rank II)	Average (Rank III)	Low (Rank IV)	Total	Respondents' Weighted Scores
Superior in Quality	50	40	0	10	100	330
Better after Service	90	0	10	0	100	380
Over Priced	10	30	30	30	100	220
Enhancement of Personality	30	20	30	20	100	260
Ensure Guarantee	20	10	50	20	100	230
Value for Money	10	30	30	30	100	220
Status Symbol	50	30	10	10	100	320

[Weights are given to rank are as:

Rank I- Weights 4; Rank II- Weights 3; Rank III- Weights 2; Rank IV- Weights 1]



## Conclusion

The success of Multi - National Brand is depending upon the knowledge of Customers and Market.

The present is the time of client is more educated than any time in recent memory and on the grounds that the client is more proficient, organizations must be speedier, more dexterous and more innovative than couple of years back. So organizations should endeavor to improve client discernment through knowing their assumption about Multi - National item. This examination found that clients have positive observation towards Multi - National Brand.

The study has helped the researcher gain real time knowledge and will help users to analyze the perception of the customer towards Multi - National Brand.

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## **4. A Study of Consumer Satisfaction towards Rajhans Milk and Milk Products in Chakan-Talegaon Dabhade Region**

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### **Abstract**

Nowadays Customer satisfaction is a fundamental marketing construct, because loyal customers are asset of organization. In the past, companies focus on to gain new customers than retain the existing ones. However, presently companies have gained better understanding of the importance of customer satisfaction and adopted it on high priority basis for achieving organizational goals. Organisation survives in the market by selling various kinds of products. Therefore, they should pay special attention to their customers and consumers.

Dairy companies all over the India face a number of changes and challenges which are forcing them to reconsider their strategies. The most important challenge is milk processing units produce more products than demand of customers and consumers. Furthermore, dairy companies face an increasing number of consumer requirements in combination with increasing customer power. Food retailers, the foodservice industry and the food processing industry are the key customers for dairy products.

**Keywords:** Milk industry, Customer Satisfaction, Customers, Consumers

### **Introduction**

Dairy is a place where handling of milk and milk products is done and technology refers to the application of scientific knowledge for practical purposes. Dairy technology has been defined as that branch of dairy science, which deals with the processing of milk and the manufacture of milk products on an industrial scale.

Sangamner Taluka Sahakari Dudh Upadak &Prakriya Sangh Ltd, Sangamner Tal. Sangamner, Dist. Ahmednagar has been registered under No.-ANR/PRD/A/270 on dated

12/11/1977. It is registered for milk collection, processing, making by products are marketing, for this union has developed related activities are per requirement. The union is an outcome of the ardent desire of the desire of Sahakar Maharishi Late. Hon`le Bhausaheb Santuji Thorat to provide employment in order to uplift the financial conditions of the farmers in the Sangamner Tehasil at present Shri. R. V. Deshmukh is the chairman of the union.

Sangamner Taluka Sahakari Dudh Utpadak & Prakriya Sangh Ltd. Sangamner, popularly known as RAJHANS, has the highest sale of milk in Sangamner as well as Ahmednagar District. It holds the all Maharashtra distinction of giving the highest price for the milk procures from the farmer.

Beside milk supply, RAJHANS also has a range of milk product, which includes packaged milk, Ghee, Paneer, Flavor milk, Sweets, Shrikhand, White Butter, Condensed Curd, Pedha, Chhas, lassi, Khoa, Ambrakhand, Gulabjam etc.

India is the largest milk producer country in the world. The milk revolution (“Operation Flood”), started by National Dairy Development Board (NDDB) in 1970, transformed India from being milk deficient to the largest milk producer surpassing USA in 1988. The program was led by Mr. Verghese Kurien, known as the Father of White Revolution in India. India, in its quest to become a matured dairy industry, is aggressively transitioning from just plain vanilla loose/ pouch milk to value-added products (VAP) market and from unorganized/local to more of an organized and branded market. These two structural tailwinds of shift from unorganized to organized market and from liquid milk/ powder to value-added dairy products will provide long-term growth visibility to the organized dairy sector.

Milk production in India		
Year	Production (Million Tonnes)	Per Capita Availibilty (gms/day)
2010-11	121.8	281
2011-12	127.9	290
2012-13	132.4	299
2013-14	137.7	307
2014-15	146.3	322
2015-16	155.5	337
2016-17	165.4	355

\*Source: Department of Animal Husbandry, Dairying & Fisheries, Ministry of Agriculture, GoI

### **Objectives of study**

1. To study the customers satisfaction level about the milk & various milk products offered by Rajhans in the market.
2. To study the opinion about marketing mix from customers regarding Rajhans milk and products.
3. To study the expectation of the customer about Rajhans milk and products.
4. To study the SWOT analysis of Rajhans milk and products.

### **Scope of the Study**

1. Study helps in determining the satisfaction level of customers of Rajhans milk and milk products.
2. Study helps to determining the awareness of Rajhans milk products among the consumers in Chakan - Talegaon Dabhade area.
3. It helps to know the expectations of customers regarding promotional schemes of Rajhans milk and milk products.
4. Study also helps to company to know the leading brand in milk products and position of its brand stands in the competition.

### **Hypothesis of Study**

**Null Hypothesis (H0):** There is no difference in overall customer satisfaction level for the Rajhans Milk and Milk products in Chakan – Talegaon Dabhade area.

**Alternative Hypothesis (H1):** There is difference in overall customer satisfaction level for the Rajhans Milk and Milk products in Chakan – Talegaon Dabhade area.

### **Literature Review**

Lech Nieurawski (2006); was studied on determinants of customer satisfaction in the markets of selected dairy products, and behavior of milk purchasers in the market is highly differentiated. At the time of choosing a product, the consumer mostly considers its taste, and next come the brand and the price. The buying decision is a complex result of multiple factors. Milk industries should pay a special attention on their customers. Only the recognition of customers' needs will meet their expectations through the product. The customer focuses mostly on the product's attributes. A satisfied customer is becomes a loyal customer who suggest his friends, society etc. about his positive experience with and his positive opinion of the product. Each consumer is a complex individual behaviour which depends on a number of factors.

I. K.Eswaran (2009); studied on “customer satisfaction towards aavin milk in salem city” he recommended that; the promotion activities can be increased so that the product can be marketed more in rural areas. More Aavin milk parlour should be included for increasing the sales. Brand involvement should be creating positive impact on the mind of customers. Customers can be motivated to buy the product by giving Value Added Services. Awareness of the product can be increased by giving programmes like road shows, trade fares, exhibitions etc. for the general public.

Kriti Bardhan Gupta (2009); his study on “Consumer Behaviour for Food Products in India” concluded that customers in India buying food products on the basis of cleanliness of the product, pesticides free product, freshness of product, ingredient of product which are good for health, and clean place of sale area, value for money, overall quality, taste, availability of variety of products at same place, seasonality for the product, flavour, good display of products, nearby availability and good ambience are some other important parameters.

#### **Research Design: Descriptive Research**

This part describes the methods and procedures used for collection and analysis of data in the study. The specific methodology adopted for the selection of different units and other details are given below

1. Survey approach- Sample survey
2. Sampling Method- Non Probability, Selective Sampling
3. Sampling Technique- Purposive sampling technique
4. Sample unit - Hotels who have purchased any one product among Rajhans milk products
5. Sample Size - 100
6. Sampling Area - Chakan, Alandi, Moshi, Bhosari, Talegaon Dabhade etc.
7. Type of Study - Descriptive
8. Nature of Study - Quantitative
9. Type of Questionnaire - Structured
10. Type of Questions - Open ended & Close ended
11. Type of Analysis – Statistical

### Data Source and Data Collection

There are different source of collection data. This is the first stage in statistics. Before deciding the source to collect the data one has to make a proper planning of investigation and the purpose of inquiry.

### Primary Data

Primary data are original and first hand information. The source of such information is the individuals and the incidents around them generally. Primary data collected during formal and informal discussions with the Marketing Manager of Rajhans, Hotel Manager and Hotel Owners.

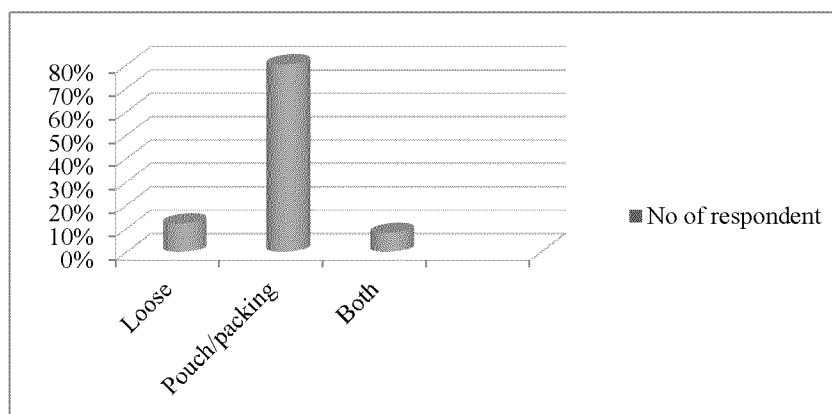
### Secondary Data

The source of information through documents concerning individuals and institutions are known as secondary data or documentary source. Secondary data is generated with the help of Annual Reports of the Rajhans, Research papers and websites etc.

### Data Analysis and Interpretation

1. If you buy it then which type of milk or milk product do you use for your consumption

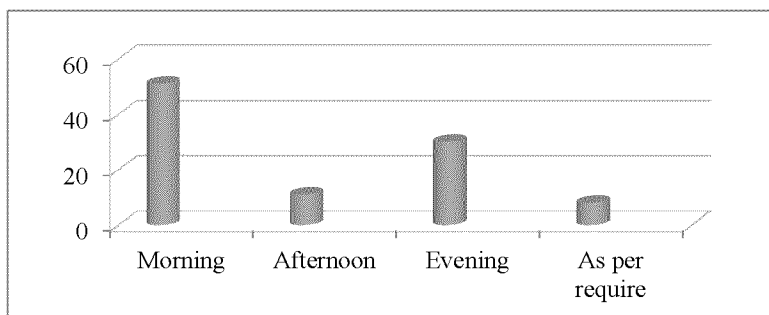
Type of milk or milk product	No of respondent	Percentage
Loose	12	12%
Pouch/packing	80	80%
Both	8	8%



**Interpretation** -From the above graph it observe that, There are 12% hotels are purchase loose milk, 80% hotels are purchase packing milk and 8% hotels are purchase both type milk.

## 2. Time of purchasing milk

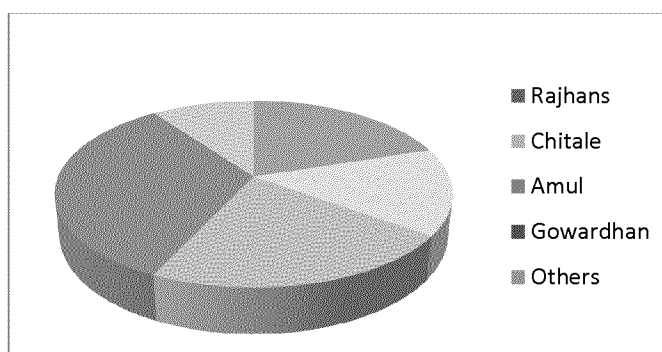
Time of purchase	No of respondent	Percentage
Morning	51	51%
Afternoon	11	11%
Evening	30	30%
As per require	8	8%



**Interpretation-** From the above graph it observe that, 51% hotel owners are purchase milk at morning, 11% at afternoon, 30% at evening, 8% purchase as there requirement.

## 3. Which brand of milk or milk products do you purchase regularly?

Brand name	No of respondent	Percentage
Rajhans	20	20%
Chitale	15	15%
Amul	22	22%
Gowardhan	33	33%
Others	10	10%

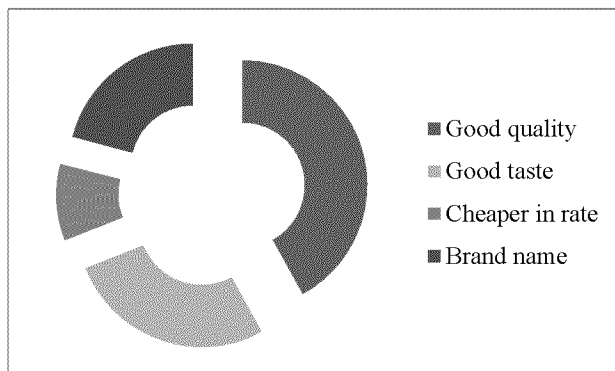


**Interpretation** –From the above graph it observe that, Hotels are purchase 20% Rajhans milk, 15% Chiale milk, 22% Amul milk and 33% Gowardhan milk and 10% other milk.



**4. Why do you use Rajhans milk or milk products?**

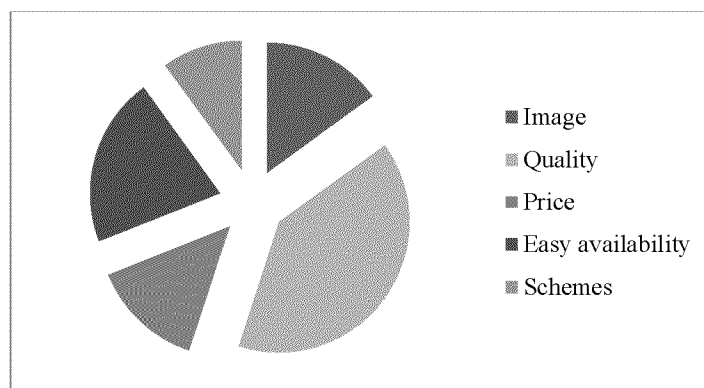
Parameter	No of respondent	Percentage
Good quality	42	42%
Good taste	27	27%
Cheaper in rate	10	10%
Brand name	21	21%



**Interpretation** –From the above graph it observe that, hotels are purchase Rajhans milk on the basis of 42% good quality, 27% good taste, 10% cheaper rate and 21% brand name.

**5. When you buy Rajhans milk or milk products brand what really comes in your mind**

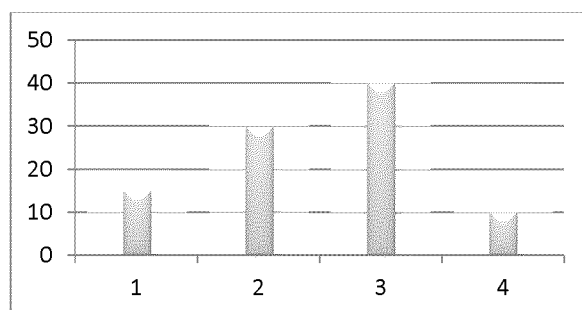
Parameter	No of respondent	Percentage
Image	15	15%
Quality	40	40%
Price	14	14%
Easy availability	21	21%
Schemes	10	10%



**Interpretation** - At the time of purchasing Rajhans milk 15% brand image, 40% quality, 14% price, 21% easy availability and 10% schemes are comes in the mind of customer.

## 6. Opinion about Rajhans milk

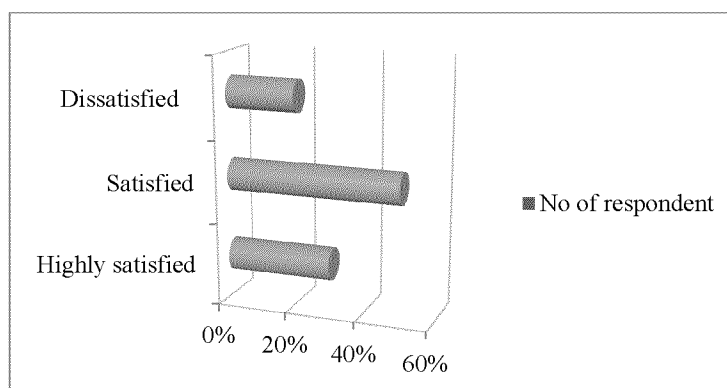
Opinion	No of respondent	Percentage
Excellence	15	15%
Very Good	30	30%
Good	40	40%
Average	10	10%
poor	5	5%



**Interpretation** - From the above graph it observe that, 15% customers opinion is Excellence, 30% opinion is Very good, 40% opinion is Good, 10% opinion is Average and 5% opinion is Poor.

## 7. Are you satisfied from Rajhans milk or milk products?

Parameter's	No of respondent	Percentage
Highly satisfied	30	30%
Satisfied	50	50%
Dissatisfied	20	20%



**Interpretation** –From the above graph it observed that, 30% customers are highly satisfied, 50% customers are satisfied and 20% dissatisfied.

### **Findings**

1. There are 12% hotels consume loose milk & 80% purchase packing milk & 8% purchase both of them.
2. There are 20% hotels purchase Rajhans, 33% Gowardhan, 15% Chitale, 22% Amul, 10% Katraj milk & milk products.
3. Customers are purchasing Rajhans milk or milk products on the basis of 42% good quality, 27% good test, 10% cheaper rate & 21% for easily available.
4. The 15% customers gives the opinion about the Rajhans milk or milk products is says it is Excellent, 30% says it is very good, 40% says it is Good, 10% says it Average, 5% says it is poor.
5. The 30% customers are highly satisfied, 50% are satisfied, 20% are dissatisfied.
6. In the Pune & Chakan there are main competitors are Gowardhan. Amul, Chitale, Urja etc.

### **SWOT Analysis**

#### **Strengths**

- Rajhans enjoys strong brand in Sangamner.
- Owns a position of one of leading food product & service provider in market.
- Advertising & distribution network is strong.
- Enhanced milk production with consequently increased availability of milk processing.
- Improved the purchasing power of customer.
- Vast pool of highly trained and qualified manpower available to the industry.

#### **Weakness**

- Poor coverage at some areas compared to other.
- Communication gap between the company and distribution channel.
- Poor transportation system as compare to other.

#### **Opportunities**

- Food industry is one of the fast growing industries.
- Vast population & improvement in living standard of people in India will helps in the growth of the food industry.

- Rural market is covered by Rajhans product & should improve its network coverage in urban areas.

### **Threats**

- Price reduction by competitors entering in the market, especially by Chitale, Amul, Urja, Gowrdhan etc.
- Coming of new players in the food sector like Mother dairy in the existing market.
- Strong holds of the competitors in the market.
- Change of Government policy.

### **Limitations of Study**

1. One of the general drawbacks could be tendency of the respondents to hide the information.
2. Data was applicable to Chakan, Alandi, Moshi, bhosari, Talegaon Dabhade only and do not applicable to other areas in Pune.
3. Although I have tried to take proper care in administering the questions but there could be situational errors or errors of misunderstanding or errors of misinterpretation.

### **Suggestion**

1. Company should develop such a distribution channel which will become able to reach the milk to the customer at the convenient time.
2. Company should maintain the quality and freshness of milk.
3. Company can give more attention on Retail stores, Sweet homes and own outlets.
4. Company should focus on increasing market share and customer satisfaction.
5. Appoint more marketing executive & Customer Relationship Management (CRM).
6. Improve the packing & packing design of cheese.

### **Conclusion**

1. From the study it conclude that majority of the customers are satisfied with the products offered by Rajhans milk and milk products.
2. In Chakan, Alandi, Moshi, Bhosari, Talegaon dabhade area most of peoples are using pouch milk for their consumption, so in city there is huge potential for growth of Rajhans milk.
3. Company should have to build up strong network of dealers & retailers in the city for capture the Market shares.

4. As compares to other brands the packing and packing design of Rajhans cheese is not so good as far as other competitors.
5. Future opportunities for Rajhans milk and milk products depending upon customer response.

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## **5. A Study on Employee Retention and Its Effectiveness in ITS Sector with Special Reference to Millennial**

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### **Abstract**

The IT industry of India is fully loaded with the youngest generation, Generation ‘Y’- The Millennial. They are in high demand and very clear with what they want and if they don’t find something up to their expectations they are ready to move on in search of the one who can fulfill them. Hence, the employee turnover is the biggest challenge for the companies today. Organizations cannot afford to lose their key performer, as they are the assets of the organization. Employee turnover has always led a significant impact on the production of the organization and its human capital at large. Hence, in order to avoid this black space, organizations, Especially in IT Industries are continuously working on developing the new strategies that will help to retain their employees. This study is an effort taken to analyze the effectiveness of the Retention Strategies on employee Turnover in IT Industry, at Hinjewadi, Pune, and Since Hinjewadi being a well established IT Park in Pune was chosen for the study. Also, Welfare Facilities, Personal Satisfaction and Organization culture, etc are being the variables allied with the Employee Turnover; they are too scrutinized as a part of study.

**JEL Classification: M1, M10, M12**

### **Introduction**

Generation Y (Millennials) broadly known as Millennial are the people born between the year 1980 and 2000. The generation of millennial is commonly known as the generation- “Y”, they are growing in the workforce and the generation of baby boomers is getting retired, managers and human resources The HR at organizations now have to prepare the retention

strategies for them, for the upcoming Generations at workforce who have already stepped into. The Maximum Young IT industry is now loaded with Millennials.

Employee turnover is a common phenomenon which many organizations are facing today. Employee turnover can lead to a serious loss for any company since, organization invest a lot for the process of recruitment and development of their employee. Effective retention strategies are developed and applied in organization in order to prevent employee turnover. Employee turnover has become a general issue in IT industry though; it has slowed down in recent days due current recession, which may again get geared as economy again gets stabilized.

People leave the organization due to various reasons like job related stress, lack of commitment in the organization, or employee's dissatisfaction with the organization due to various reasons. Moreover the personal dissatisfaction is the major reason of employee to leave the organization, which may emerge due to determinant such as compensation, security for job, freedom at work place, employee's relations with his peers and subordinates.

Turnover issues may occur due to organizational factors too. The organization factor such as culture at workplace plays a vital role in motivating or de-motivating the employees, also the communication system within organization are responsible for employee turnover rate of the organization.

Whatsoever be the reason, either due to employees' personal dissatisfaction or due to organizational factors that enforce employee to leave the job; this voluntary exit of the employee creates a cost heads for the organization and depletion in valuable human capital. Also the new employee recruited in the place of exiting one has be inducted, trained which also include the cost heads and till then production also suffers in meanwhile.

Hence in order to control the incurring cost occurring due to the employee turnover, the company's HR Managers try to understand the factors and various reasons those are responsible for employee leaving the organization in order to fill these loop holes to reduce the turnover rate. Different strategies are developed and implemented to retain the employee in the organization like flexible work hours, job autonomy, compensation, etc. But how significant are the consequences of these strategies? Hence, the motive of the research study is to study the impact of these retention strategies on the employee turnover.

### **Why people leave organization**

People who stay in organizations are the ones who are being able to connect their objectives with that of the organization. Employees should be able to see growth opportunity, enjoy the work environment and be able to find their jobs challenging, meaningful and with a purpose (Mills, 2007).

Kaye and Jordan, 2008, remarks that there are leadership failures because most of the managers want to take care of the employees' need however; their actions are not in conjunction with what employees want. They mention that it is important for organizations to ask what employees want rather than guessing.

### **Retention**

Retention is a critical matter if organizations want to succeed in the long term. Organizations have widely agreed that "retaining good employees ensure customer satisfaction, high productivity, satisfied coworkers, effective succession planning and increased organizational knowledge and learning" (Heath field).

Having right employees for the right job will create committed and involved employees keeping turnover rates minimal, resulting in high guest satisfaction, customer loyalty and high service level (Dawson, M and Abbot J, 2009).

### **Objectives of the research**

- To identify the various Retention strategies implemented by the organization.
- To understand the importance of Retention strategies to employees
- To analyze the effectiveness of the retention strategies on employee turnover

### **Research Methodology**

Research Population of the study was the IT Industries in Hinjewadi IT Park and the IT Companies contribute over 200+ IT companies. Amongst easily approachable Companies were selected as sample. The data was collected by the way of discussion and interaction with the employees and the HR executives and HR Managers. Also a questionnaire was drafted and distributed to over 140 employees of whom 125 properly filled questionnaires were received. The data was collected from the middle and lower level employees who were millennial, by the way of convenience sampling method.



**Measurement scale**

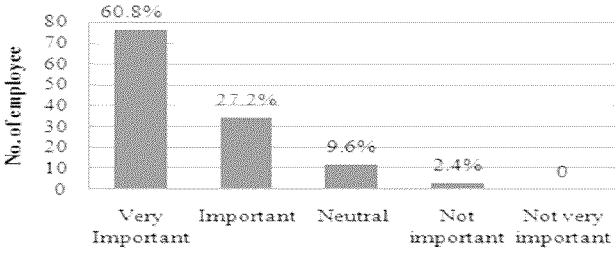
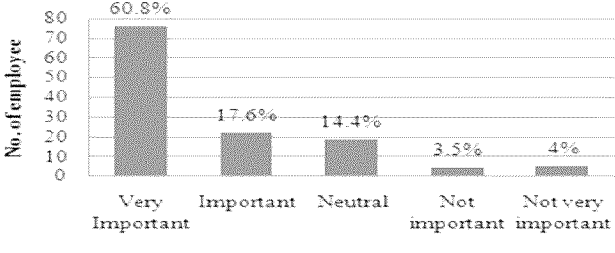
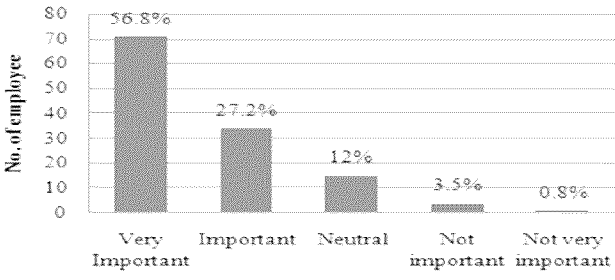
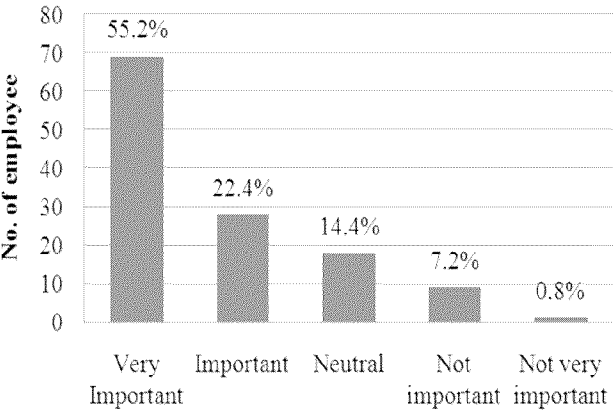
The Questionnaire consisted of list of Retention strategies and the importance was measured on a five point likert scale with the points as very Important, Important, Neutral, Not important, and Not very important.

**Statistical Tool used:** Graph

**Research Methodology:****The importance of Retention strategies to employees**

Amongst the many chosen different strategies of the retention the one significant from employees' point of view are studied and presented below along with their importance from employee's perspective.

Sr. No	Importance of Strategies	Interpretation												
1	<p><b>Job Security</b></p> <table><thead><tr><th>Importance Level</th><th>Percentage</th></tr></thead><tbody><tr><td>Very Important</td><td>49.5%</td></tr><tr><td>Important</td><td>35.2%</td></tr><tr><td>Neutral</td><td>9.6%</td></tr><tr><td>Not important</td><td>4%</td></tr><tr><td>Not very important</td><td>1.6%</td></tr></tbody></table>	Importance Level	Percentage	Very Important	49.5%	Important	35.2%	Neutral	9.6%	Not important	4%	Not very important	1.6%	Total 84.7 % Millennial feels that job security is important to retain them while 9.6% are neutral about it and 5.6% say it is not important to Retain them.
Importance Level	Percentage													
Very Important	49.5%													
Important	35.2%													
Neutral	9.6%													
Not important	4%													
Not very important	1.6%													
2	<p><b>Welfare Measures.</b></p> <table><thead><tr><th>Importance Level</th><th>Percentage</th></tr></thead><tbody><tr><td>Very Important</td><td>64.8%</td></tr><tr><td>Important</td><td>24.8%</td></tr><tr><td>Neutral</td><td>8%</td></tr><tr><td>Not important</td><td>2.4%</td></tr><tr><td>Not very important</td><td>0</td></tr></tbody></table>	Importance Level	Percentage	Very Important	64.8%	Important	24.8%	Neutral	8%	Not important	2.4%	Not very important	0	Total 89.6 % Millennial feels that job security is important to retain them while 8% are neutral about it and 2.4% say it is not important to Retain them.
Importance Level	Percentage													
Very Important	64.8%													
Important	24.8%													
Neutral	8%													
Not important	2.4%													
Not very important	0													
3	<p><b>Promotion opportunities.</b></p> <table><thead><tr><th>Importance Level</th><th>Percentage</th></tr></thead><tbody><tr><td>Very Important</td><td>56.8%</td></tr><tr><td>Important</td><td>30.4%</td></tr><tr><td>Neutral</td><td>8.8%</td></tr><tr><td>Not important</td><td>3.2%</td></tr><tr><td>Not very important</td><td>0.8%</td></tr></tbody></table>	Importance Level	Percentage	Very Important	56.8%	Important	30.4%	Neutral	8.8%	Not important	3.2%	Not very important	0.8%	Total 84.8 % Millennial feels that job security is important to retain them while 8.8% are neutral about it and 4% say it is not important to Retain them.
Importance Level	Percentage													
Very Important	56.8%													
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Not very important	0.8%													

4	<p style="text-align: center;"><b>Rewards &amp; Recognition.</b></p>  <table border="1"> <thead> <tr> <th>Category</th> <th>No. of employee</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Very Important</td> <td>60.8</td> <td>60.8%</td> </tr> <tr> <td>Important</td> <td>27.2</td> <td>27.2%</td> </tr> <tr> <td>Neutral</td> <td>9.6</td> <td>9.6%</td> </tr> <tr> <td>Not important</td> <td>2.4</td> <td>2.4%</td> </tr> <tr> <td>Not very important</td> <td>0</td> <td>0%</td> </tr> </tbody> </table>	Category	No. of employee	Percentage	Very Important	60.8	60.8%	Important	27.2	27.2%	Neutral	9.6	9.6%	Not important	2.4	2.4%	Not very important	0	0%	<p>Total 88 % Millennial feels that job security is important to retain them while 9.6% are neutral about it and 2.4% say it is not important to Retain them.</p>
Category	No. of employee	Percentage																		
Very Important	60.8	60.8%																		
Important	27.2	27.2%																		
Neutral	9.6	9.6%																		
Not important	2.4	2.4%																		
Not very important	0	0%																		
5	<p style="text-align: center;"><b>Working Environment.</b></p>  <table border="1"> <thead> <tr> <th>Category</th> <th>No. of employee</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Very Important</td> <td>60.8</td> <td>60.8%</td> </tr> <tr> <td>Important</td> <td>17.6</td> <td>17.6%</td> </tr> <tr> <td>Neutral</td> <td>14.4</td> <td>14.4%</td> </tr> <tr> <td>Not important</td> <td>3.5</td> <td>3.5%</td> </tr> <tr> <td>Not very important</td> <td>4</td> <td>4%</td> </tr> </tbody> </table>	Category	No. of employee	Percentage	Very Important	60.8	60.8%	Important	17.6	17.6%	Neutral	14.4	14.4%	Not important	3.5	3.5%	Not very important	4	4%	<p>Total 78.4 % Millennial feels that job security is important to retain them while 14.4% are neutral about it and 7.5% say it is not important and do not play role to Retain them.</p>
Category	No. of employee	Percentage																		
Very Important	60.8	60.8%																		
Important	17.6	17.6%																		
Neutral	14.4	14.4%																		
Not important	3.5	3.5%																		
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6	<p style="text-align: center;"><b>Fringe Benefits.</b></p>  <table border="1"> <thead> <tr> <th>Category</th> <th>No. of employee</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Very Important</td> <td>56.8</td> <td>56.8%</td> </tr> <tr> <td>Important</td> <td>27.2</td> <td>27.2%</td> </tr> <tr> <td>Neutral</td> <td>12</td> <td>12%</td> </tr> <tr> <td>Not important</td> <td>3.5</td> <td>3.5%</td> </tr> <tr> <td>Not very important</td> <td>0.8</td> <td>0.8%</td> </tr> </tbody> </table>	Category	No. of employee	Percentage	Very Important	56.8	56.8%	Important	27.2	27.2%	Neutral	12	12%	Not important	3.5	3.5%	Not very important	0.8	0.8%	<p>Total 84 % Millennial feels that job security is important to retain them while 12% are neutral about it and 4.3% say it is not important to Retain them.</p>
Category	No. of employee	Percentage																		
Very Important	56.8	56.8%																		
Important	27.2	27.2%																		
Neutral	12	12%																		
Not important	3.5	3.5%																		
Not very important	0.8	0.8%																		
7	<p style="text-align: center;"><b>Management supports</b></p>  <table border="1"> <thead> <tr> <th>Category</th> <th>No. of employee</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Very Important</td> <td>55.2</td> <td>55.2%</td> </tr> <tr> <td>Important</td> <td>22.4</td> <td>22.4%</td> </tr> <tr> <td>Neutral</td> <td>14.4</td> <td>14.4%</td> </tr> <tr> <td>Not important</td> <td>7.2</td> <td>7.2%</td> </tr> <tr> <td>Not very important</td> <td>0.8</td> <td>0.8%</td> </tr> </tbody> </table>	Category	No. of employee	Percentage	Very Important	55.2	55.2%	Important	22.4	22.4%	Neutral	14.4	14.4%	Not important	7.2	7.2%	Not very important	0.8	0.8%	<p>Total 77.6 % Millennial feels that job security is important to retain them while 14.4% are neutral about it and 8% say it is not important to Retain them.</p>
Category	No. of employee	Percentage																		
Very Important	55.2	55.2%																		
Important	22.4	22.4%																		
Neutral	14.4	14.4%																		
Not important	7.2	7.2%																		
Not very important	0.8	0.8%																		

**Findings**

Employee Retention is very important for the competitive advantage. Talented employees are the key drivers of the organizations. Retaining the employees has become the challenge for the organization due employee turnover. The study has explored that the most significant strategies that are important for retaining the employees. The job security, welfare majors, fringe benefits, Promotion opportunity, Rewards and recognition plays a vital role in retaining employee and are very important for the employees while management support and working environment are also important for employees to be committed to the organization.

**Discussions****Discussion with Millennial Employee**

The discussions with millennials revealed the clear incites about them. It was observed that that Millennial Generations are very clear with their views, ideologies, way of living and goals at large. They have their own perception and way to look at things.

As they enter the job search they are extremely well-informed. Millennials expect offer strong financial incentives, balanced work-life and opportunities for growth and advancement. They can move from one job to another very easily if they are not being provided according to their expectations.

Majority of the Millennials get retained because they are provided with high pay packages, their work is being recognized and reward and have better growth opportunity with organization. The relationships between Managers also impact their intension to stay in organization and be committed. Most of the Millennials are satisfied with the welfare facility they get from the organization.

Major issue found was the high work load on the employees. And also the threat to the job security. Employees also expect retirement plan for them.

**Discussions with HR managers and the Executives of organization**

Almost all organizations are providing majority of facility to the employees in order to retain the employee. Majority of the organizations provides the facility of good pay packages, Rewards and recognizes the employee efforts, provides welfare facilities like PF, FPF, ESIC, Gratuity, etc. Many organizations are providing the employees growth opportunity by providing Training and development. And many more strategies are implanted to retain employees.

It was disclosed while discussion that major factor that has contributed to the control turnover is growth opportunities and welfare benefits. Reward and recognition also played significant factor for retaining employee.

Majority exit interview revealed that maximum employees have left the job for better growth opportunity and go get financial hike. Very few stated the reason of separation for education or work load. Though, HR people say that it is unreel truth that many employees leave organization due to workload or boss.

### **Conclusion**

Organization cannot afford losing their employees, employee are the assets of the organization. It is the responsibility of the HR Managers of the organization to identify the right Retention strategy that will be effective to control turnover. Millennials are the fast generations and people with clear expectations and demands, and if their expectations are not meet they are ready to move. Hence it is very necessary to identify priorities, expectations and demands. And accordingly decide strategy to retain them in the organization.

The priorities and perception of each varies. Literature exposes that communication is very necessary to generate favorable strategy. Best way to retain the employee is by knowing what expectations of the employees are and fulfilling them. The requirement of each employee might vary but organization should try to meet them as far as possible. Organizations by implementing appropriate HR policies should make employee feel valuable so they can get committed to one valuing them. The Retention strategies like Rewards and benefits, Promotion opportunity, Job Security and Welfare Benefits are the major strategies to retain Millennials.

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## **6. Impact of Corporate Social Responsibility on Financial Performance of the Company - A Review of L & T Ltd. Ahmednagar**

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**Mss. Madhuri Kakade**

Student RIMRD, Rajgad Institute of Management Research and Development Dhankawadi Pune.

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### **Abstract**

Corporate Social Responsibility (CSR) is a concept that has attracted worldwide attention and acquired a new meaning in the global economy. Sharp interest in CSR in recent years has stemmed from the arrival of globalization and international trade, which has imitated in increased business difficulty and new demands for improved transparency and corporate citizenship. Moreover, while governments have traditionally assumed sole responsibility for the improvement of the living conditions of the population, society's needs have outdone the capabilities of the government to fulfil them. Security analysts are increasingly awarding more favourable ratings to firms with corporate socially responsible strategies. In this context, the attention is increasingly turning to focus on the role of business in society and progressive companies are seeking to differentiate themselves through engagement in what is referred to as CSR.

**Keywords:** Economy, Corporate, Financial Statement, Government, Business

### **Introduction**

CSR may not accept universally, each definition that currently occurs supports the impact that businesses have on society at large and societal prospects of them. Although the origins of CSR lie in philanthropic activities such as donations, charity, relief work, etc. of corporations. The concept of CSR has enhanced the various things such as Triple Bottom Line, philanthropy, corporate citizenship, strategic philanthropy, shared value, corporate sustainability and business responsibility.

The entirety of CSR can be determined from the three words this phrase contains: corporate, social and responsibility. CSR covers the relationship between corporations or other large organizations and the societies with which they interact. CSR also includes the responsibilities that are integral on both sides of these relationships. CSR includes all groups that maintain an on going interest in the organization's operations. CSR is generally understood to be the way a company balances the economical, environmental and social aspects of its operations, addressing the expectations of its stakeholders.

Larsen & Toubro Limited adopts a culture of caring, trust and continuous learning while meeting the expectations of all stakeholders and society at large. As a responsible Corporate Citizen, the Company contributes towards inclusive growth by endowing communities and accelerating development. The Company's CSR Policy framework details the mechanisms for undertaking various programmes in accordance with section 135 of the Companies Act 2013 for the benefit of the community.

**From the above definitions it is clear that**

1. The CSR approach is universal and integrated with the core business strategy for addressing social and environmental impacts of businesses,
2. CSR needs to address the good of all stakeholders and not just the company's shareholders.

**Objectives of the Study**

The main aim of this article is to analyze the concept of Corporate Social Responsibility which has gained huge popularity in latest times, and its impact on the financial performance of the firm. Companies have become quite conscious of the negative impact that they might have to face if they do not contribute to the needs and well-being of the community and society at large. They have realized that an adequate transfer of profits to its Corporate Social Responsibility segment can not only help it to satisfy all its stakeholders but also help it to gain huge advantages over its competitors. In the light of the above statement, an analysis of **Larsen & Toubro Company** is tried to be made, so as to get an idea of the impact that CSR initiatives of a company, may have not only its profits, market capitalization, and stock market price but also on its brand value, reputation and goodwill.

### **Research Methodology**

Research instrument for profitability testing we use the different method to find the reason and affect relationship between CSR and financial performance of the firm. We collect the secondary data of net profit; Total assets etc. and find out the relationship between them

### **Corporate Social Responsibility and Sustainability**

CSR in India tends to emphasis on what is done with profits after they are made. On the other hand, sustainability is about factoring the social and environmental impacts of directing business, that is, how profits are made. Therefore, much more of the Indian practice of CSR is an important factor of sustainability or responsible business, which is a larger idea, the elements that is evident from various sustainability outlines. Generally, the notion of CSR and sustainability looks to be converging, as is evident from the various definitions of CSR put forth by global organizations. The origin of this convergence can be observed from the preamble to the recently released draft rules relating to the CSR clause within the Companies Act, 2013 which talks about stakeholders and integrating it with the social, environmental and economic objects, all of which constitute the idea of a triple bottom line approach. It is also recognized in the Procedures on Corporate Social Responsibility and Sustainability for Central Public Sector Enterprises issued by the DPE in April 2013.

### **Benefits of CSR Programme**

As the business environment gets increasingly difficult and stakeholders become unwritten about their expectations, good CSR practices can only bring in greater benefits, some of which are as follows:

**Communities provide the license to operate:** Apart from internal drivers such as values and spirit, some of the key stakeholders that influence corporate behaviour include governments, investors and customers. In India, a quarter and increasingly important stakeholder is the community, and many companies have started realizing that the license to operate is no longer given by governments and no-one else, but communities that are stuck by a company's business operations.

**Attracting and retaining employees:** Several human resource studies have linked a company's ability to attract, retain and motivate employees with their CSR commitments. Interventions that encourage and enable employees to participate are shown to increase employee morale and a sense of belonging to the company.



**Communities as suppliers:** There are certain innovative CSR initiatives emerging, wherein companies have invested in enhancing community livelihood by incorporating them into their supply chain. This has benefitted communities and increased their income levels, while providing these companies with an additional and secure supply chain.

**Enhancing corporate reputation:** The traditional benefit of generating goodwill, creating a positive image and branding benefits continue to exist for companies that operate effective CSR programmes. This allows companies to position themselves as responsible corporate citizens.

### **Corporate Social Responsibility Models**

**Ethical model:** Gandhi's charisma compelled the companies to play active roles in nation building to promote socio-economic development. The history of Indian corporate philanthropy has encompassed cash or kind donations, community investment in trusts and provision of essential services such as schools, infirmaries, etc.

**Statist model:** It came into existence when India after independence adopted the socialist and mixed economy framework, with a large public sector and state-owned companies. The legal framework of various Indian laws and the state ownership reflect elements of CSR.

**Liberal model:** It states that the company has the responsibility towards the shareholders. This model argues that it is sufficient for business to operate the law and general wealth which through taxation and private charitable choices can be directed to social ends.

**Stakeholder model:** It aims to create loyal relationship with investors, customers, suppliers, employees and their commitment which leads to long term value of the company, commercial viability and business success. The growing awareness among public compels the organizations to take serious look over their consequences or else face public campaigns or actions against irresponsible behaviours. Therefore, the companies are answerable to all the people associated directly or indirectly with the company.

### **The Effect of CSR Practices on Financial Performance: An Analysis of L&T Ltd.**

L&T is one of India's foremost private sector companies with a market capitalization of US \$45 billion and a turnover of US \$7 billion. L&T is valued among the World's Best Companies and the World's Most Reputable Companies by Forbes magazine and among India's Most Valuable Companies by Business Today. L&T ranks among India's Most Valuable Brands, in a study conducted by Brand Finance and published by The Economic Times. L&T's ambition

to create enduring value for the nation and its stakeholders is apparent in its healthy portfolio of traditional.

L&T is pursuing innovative business strategies that synergize the creation of sustainable livelihoods and the preservation of natural capital with the building of shareholder value. This Triple Bottom Line strategy of building economic, social and environmental capital involves: Embedding Sustainability in Business, Investing in Social Development, and Adopting a Low Carbon Growth Path and a Cleaner Environment Approach.

### **CSR Practices at Larsen & Toubro**

Larsen & Toubro has a CSR vision to uphold human values with sustainable community development. The development will facilitate equal opportunities to everyone irrespective of caste, class colour, gender and religion, leading to self-reliance L&T aspire to be known to society as group which cares and seeks to build up capacities of the underserved marginalised and disadvantages by working together, with and for them this aspiration includes all aspect of human development for a dignified living. Social infrastructure is indispensable for progress. L&T mainly contribute to the quality of life. This includes School, Hospitals, Skill training institutes, water supply, sanitation facilities. Focusing on the many challenges around project implementation, L&T propose to work towards the following outcomes from the social infrastructure programme, based on need assessment and feasibility

### **Roles & Responsibilities**

- Approved the CSR Policy of the Company
- Confirm spend of 2% of average net profits
- Disclose the content of the CSR Policy in its report and place the Policy on the Company's website as recommended under Section 135 of the Companies Act 2013 read with the Companies Rules, 2014
- Specify reasons in its report for not spending the kept amount in case the Company fails to spend such amount
- The Board will form the CSR Committee in unity with the requirements of the Companies Act.

<b>Schedule VII to the Companies Act, 2013</b>	<b>L&amp;Tnterventions</b>
<b>Water &amp; Sanitation</b>	Provide integrated water management solution which will include (Rain water Harvesting, building check dams, drinking water available) Create awareness on good health and hygiene practices in school and village. Providing commode blocks in schools, communities and homes.
<b>Education</b>	Repairs and builds Balwadi and Anganwadi school, Class room, libraries etc. Provide E-learning, digital facilities in room. Provide transportation for children to reach school.
<b>Health</b>	Build health centre with essential facilities. Establishedmobile clinics to provide healthcare at the doorstep. Awareness building camp with access to free screening Enhance health services for adolescents.
<b>Skill Building.</b>	Expand skill development centres and provide support to youth and school drop-out through other programs. Develop qualified and experienced trainer. Support skill training for the difficulty- abled Build market connectivity. Provide skill training in tool& die, painting, computer automobile etc.

On the basis of all these contributions, the financial performance of L&T can be analyzed. Lists the impact of CSR on the financial performance which gets reflected in the Market price of the shares of the company listed on a recognized stock exchange. Lists the impact of CSR on the Net Profits of the company which can be adjudged from the PAT of L&T. Enlists the impact of CSR on the Total Assets of the company. These three figures of L&T over the last 10 years have been incorporated below:

Year	Share Price as on 31 March of respective year (in INR)	Pat- Profit After Taxes (In Crores)	Total Assets (In Crores)
2005	44.79	2191	11550
2006	97.48	2235	13084
2007	75.20	2700	14968
2008	103.18	3120	17249
2009	92.40	3264	19484
2010	131.58	4061	23005
2011	181.45	4988	25434
2012	226.85	6162	28988
2013	309.10	7418	34017
2014	360.60	8785	39229

Thus, from the analysis of the performance of L&T over the past five years, it is evident that the company has grown consistently over the time period. Not only has the financial performance of the company improved, but it has also incorporated more and more brands in its segment of FMCG and has also improved its rankings and ratings thereby replacing L&T as the most admired company. Not only the profits and share prices have been positively affected by its CSR practices but also the **Return on Equity** has grown over the period from 25.68% in 2005 to 36.19% in 2014.

Over the ten year period, Net Worth per share of L&T has increased from 10.55 INR to 33.02 INR, Return on Average Capital Employed from 35.88% to 49.47%, and Earnings Per Share from 2.43 INR to 11.05 INR. All these parameters and ratios clearly indicate the financial advantages coming to the company through its CSR implications.

Total shareholder returns measured in terms of Market Capitalization and dividends grew at a compound rate of around 27% per annum over the last 17 years

### Conclusion

From an analysis of the Sustainability Reports and the Financial Accounts of L&T, it can be evidently concluded that CSR has positive impact on the financial performance of the companies. The companies that devotedly engage themselves in CSR practices, definitely have advantage over other companies in financial perspectives, lenient taxation provisions, ratings and rankings, brand reputation and last but not the least, customer loyalty and stakeholder trust. Thus,

the CSR creativities should be severely followed by all those companies that wish to get a financial advantage over other firms in the long run.

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## **7. Supplier's Success Story Presentation in Automotive Industries**

**Dr. Satish Ubale**  
**Sumit Godalkar**

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### **Abstract**

To keep long term survival in competitive market, organisation require closely working with its supply base to make sure that expectations or targets in terms of Productivity, Quality, Cost, Delivery, Safety and Morale are clearly understood by Supplier Partner.

'Supplier's Success Story Presentation' is one of OEM's qualitative techniques, which motivates supplier team for achieving predefined targets. Supplier initiates the Quality Circle activity within plant and evaluates the Quality Circle ideas and also monitors the effects on organisational predefined objectives.

This paper explains the relation between 'Quality Circle' activity and 'Supplier Success Story Presentation' competition. It also explains the 7-QC or problem solving tools, which are required to achieve defined target values. This paper focuses on the procedures, which supplier needs to incorporate in the Success Story Presentation activity.

**Keywords** – Quality Circle, 7-QC tools, Lean manufacturing, 7 wastes, Cost reduction.

### **Introduction**

After world war-II, Japan economy had been totally collapsed & most of big industries like Toyota had been forced to cut down their product prices for to survive in the automotive market. Toyota were pressurised for reducing their production resources by 75%. Though many Japanese industries were bankrupted, Toyota had been taken challenge of not to reduce his skill manpower. Toyota considered his skill employee, as a valuable asset for his organisation, so instead of cutting manpower strength, they had decided to utilize spare manpower in products value improvement activity. As per many Japanese experts, the most critical challenge for any organization management is to be increased involvement of their employee in value improvement activities.

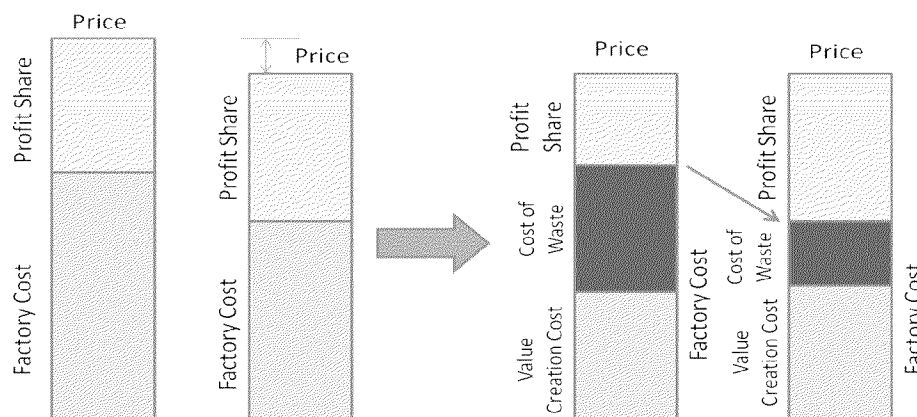
In 1950s, Japanese quality guru W. Edwards Deming was described Quality Circle concept to increase the involvement of organisation employee in product value improvement

activities. The concept of Quality Circle was later accepted by across Japan and expanded by another quality guru Kaoru Ishikawa. Major objective of forming Quality circle is to motivate employee and increase their involvement in problem solving activities.

Success Story Presentation is extension of Quality Circle concept. Many OEM are organising Supplier's Success Story sharing competition at their end and appreciates with reward to best achievement. Supplier can participate with his success story and give detail presentation about his project journey with tangible and intangible achievements. The purpose of Success Story sharing completion is to reduce non value added activities and improve the value of the products. Every year OEM are deciding cost reduction target for his supplier partner, supplier partner can achieve this target by reducing non value added activity and cost of waste.

### **Concept of Improving Profit Share by Lean Thinking**

**Fig. 1 – LEAN Thinking for increasing Profit share and reducing Product Price.**

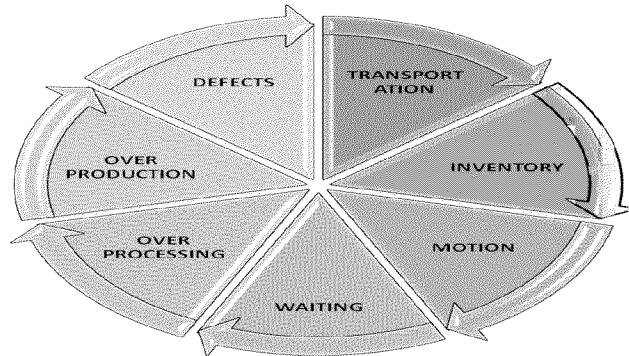


### **Ref. Lean Manufacturing technique.**

Figure explains the Lean thinking in the Profit share improving activity. Lean approach explains, each product's factory cost is always addition of value creation cost and cost of waste. If organisation able to minimise cost of waste, then factory cost getting reduced and also profit share will be increased.

Operational excellence has defined; there are seven kinds of wastes available in process.

Fig. 2 - 7 TYPES OF WASTE



**Source: Primary.**

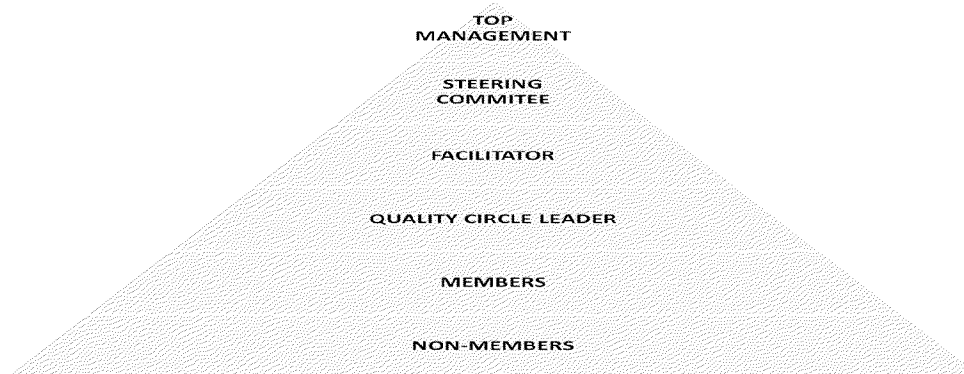
The purpose of Success Story competition is to increase supplier profit by implementing lean thinking approach and also achieve organisation cost reduction target.

#### **Purpose of Success Story Competition**

As per many process experts, each product process contains almost 90% to 95% activities are non-value added activities. It means, there are lot of scope to reduce these non-value added activities and increase the profit share in the product price structure. Many industries are adopted operation excellence techniques and do efforts to find out areas where improvements are required.

Success Story presentation is summary of suppliers Quality Circle achievements, in which supplier's top management are reviewed Quality Circles ideas and achievements. Those ideas require cost investment; it will be evaluated by calculating payback period or other intangible benefits.

Fig. 3 – STRUCTURE OF SUCCESS STORY PRESENTATION



**Source: Quality Circle.**



Success Story Presentation is one of Management driven activity, in which Top management ask for creative ideas and associates involvement for to improve value of the product.

‘Supplier’s Success Story Presentation’ competition is organised by OEM for their supplier partners. From each supplier plant, only one team can be participated in this competition and share the presentation on journey from ‘theme selection’ to ‘final result achievement’.

Before registering in Presentation event, it is required to evaluate team presentation from Supplier top management and prepare the presentation as per competition guidelines. In presentation competition, three level evaluations are takes place, i.e. Department heads evaluation, Division heads evaluation & Directors evaluation.

### **Procedure for Success Story Presentation**

#### **Stage 1: Form a Circle.**

Organise a circle and decide the leader, members and the name of the circle. Assign the expert on Success Story Presentation activities as an adviser. All circle members are responsible for developing ideas and fruitful discussions. It is essential to make summary of internal Quality circles valuable inputs and select the ideas, which are helpful in target achievement activity.

#### **Stage 2: Find Out the Areas, where improvements are required.**

In the implementation of ‘Lean Manufacturing’, management can utilize different operational excellence tools and find out the areas, where improvements are required.

“Six most important work areas” in the organisation

**Table no. 1: Important Work Areas.**

<b>Sr. No.</b>	<b>Area</b>	<b>Remark</b>
1.	P (Production)	Reduction in non-value added activities, Cycle time & increase Production.
2.	Q (Quality)	Maintain or improve Quality.
3.	C (Cost)	Achieve reduction in Cost.
4.	D (Delivery)	Achieve Production Volume and observe delivery date and time.
5.	S (Safety)	Ensure Safety at workplace.
6.	M (Morale)	Create relationships with each other and friendly environment.

Target can be selected by evaluation technique, Pareto Diagram and the relation diagram.

**Table no. 2 - Target Evaluation Technique -**

Evaluation category  Target	Seriousness of the need for an improvement			Capabilities of the circle			Total evaluation score	Graph of the evaluation score
	Degree of importance	Urgency	Economic factor	Whether all the members can participate in the activity	Whether the problem can be solved by the circle on its own	Whether the project can be completed within the specified period		
A	⊙	○	△	○	○	△	16	
B	○	⊙	△	⊙	○	○	20	
C	⊙	△	○	△	△	△	12	

⊙ =5 points      ○ =3 points      △ =1 point

**Stage 3: Choose a Theme.**

Choosing theme for circle activities is one of challenging task, because it is starting point of Success Story Presentation.

Theme can be categorized into the two types

1. Problem-solving Type – When organization are failed to achieve certain standards and need to do improvement in that area for minimising gaps between standard and actual level.
2. Challenge-achievement Type – When organization able to maintain his standards but more scope available for improving performance and for setting new ideal goal.

**Stage 4: Designing of Action plan.**

In order to smooth carry out of Circle activities, it is essential to design Action Plan. What kinds of activities need to be performed, who will be responsible for actions and monitoring of impacts are the essential elements in the action plan. In this action plan, as per circle member's strength works are allotted.

Timeline is also one of important factor in the action plan. Everyone should submit and compile report within defined time period.

**Stage 5: Data collection and analysis.**

In order to understand any situation, it must to available right information. To decide any counter measures, first step is to analysis current situation.

Below are the important QC tools, which are used to analysis purpose.

**Check Sheet** : A check sheet allows Circle members to collect, record and compiles data in a form that makes it much simply to analyze.

### **Types of Check Sheets**

1. Counted Check sheets – for to collect counted data.
2. Measured Check sheets – measurement in varying over time.
3. Location Check sheets - recorded within the work place.

**Flow charts** : Flow chart is a pictorial presentation of the process. It determines the start, finish and boundaries of the process.

Flow chart is very useful tool to understand the process and find out the change points by comparing with current process flow.

**Pareto Diagram** : Pareto graph reviews the data that has already been collected. Pareto diagram guides to focus accurately on key problems. Pareto diagram highlights the problem that occurs most often or is costing the most.

**Run Chart** : Run chart explains the behaviour of the process. In the run chart, work out an average for the data and plot a horizontal line at the average level. By this way, the data can be easily compared to the average value.

**Histogram** : Histogram can be plotted for measures like temperature, time, dimensions, weight or speed.

### **Histogram explains the behaviour of process.**

Centering – Is process running centered or either too high or too low.

Variation – Is process running either within requirement or out of specification.

Shape – Is the histogram a normal, bell shaped distribution, skewed or does it have multiple peaks.

**Scatter Diagram** : It gives the information about independent and dependant variables.

### **Stage 6: Setting the goal.**

In this stage, decide which areas to target from among the problems Identified in the previous process and also decide the target value to be achieved and the deadline.

“4WH” is one of technique used in the goal setting process. When, Why, Where, Who and How are the questions explain the goal achievement journey.

### **Stage 7: Analysis the relevant factor.**

It is an analysis conducted for finding potential causes for the problem area.

Cause and Effect diagram or Fish Bone diagram is an important tool, in which All four “M” elements are examined and understand the actual situation.

**Stage 8: Implementation of Countermeasures.**

It is essential to remove all the true causes of the occurrence of the problem and to implement fundamental counter measures to prevent recurrence of the problem.

All circle members are thinking hard and suggest new ideas for countermeasure. Suggested countermeasures are evaluated by reviewing feasibility, cost and effectiveness. Top rank ideas are implemented and results of these ideas are to be monitored.

**Stage 9: Monitoring effects of countermeasures.**

In monitoring stage, effects of countermeasures are to be checked. Effects of Countermeasure may include direct and indirect effects.

If countermeasures are unable to achieve target values then again need to do study of procedures and check the causes, reasons, why there was no effect and then try once again.

**Stage 10: Standardization.**

The Process of incorporating effective countermeasure into daily operation rules and of taking measures to avoid reversion to the previous condition is called Standardization.

It is necessary to ensure that everyone involved knows the new method of doing work through standardization.

**Stage 11: Presentation.**

Success Story presentation should cover

1. Introduction to the Circle area.
2. Reasons behind theme selection.
3. Procedure for setting goal.
4. Understanding current situation.
5. Analysis factors.
6. Counter measures.
7. Prevention of recurrences.
8. Future plans for remaining problems.

**Conclusion**

Suppliers Success Story Presentation competition is one of OEM's Qualitative technique to motivate supplier partner. To maintain competitive position of products in the market, OEM are setting Cost Reduction target for his Supplier partner. Supplier partner are formed internally

small quality circles and motivates his associates for generating new ideas, which are ultimately beneficial to achieve reduction in non-value added activities.

Success Story presentation is one of knowledge sharing activity, in which supplier summarised his internal quality circles achievement.

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## **8. Role of GST in Indian Economy**

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### **Abstract**

GST similarly familiar as the Goods and Services Tax is defined as the huge indirect tax structure designed to support and improves the economic growth of a country. 150 & more countries have implemented GST so far. However, the idea of GST in India was mooted by Vajpayee government in 2000 and the constitutional modification for the same was accepted by the Loksabha on 6th May 2015 but is yet to be ratified by the Rajyasabha. However, there is a vast and cry against its achievement It would be interesting to recognize why this future GST administration may get in the way the augment and development of the country

**Keywords:** Goods & Service Tax and Indian Economy

### **Introduction**

The Goods and Services Tax (GST) is a massive concept that shortens the huge tax structure by underneath and augmenting the **economic growth** of a country. GST is a wide-ranging tax levy on manufacturing, sale and utilization of goods and services at a national level. The Goods and Services **Tax** Bill or GST Bill, also referred to as the foundation (One Hundred and Twenty-Second Amendment) Bill, 2014, initiates a Value added Tax to be implemented on a national level in India. GST will be an indirect tax at all the stages of production to bring about regularity in the system.

As the GST come into practice, there would be **amalgamation** of Central and State taxes into a single tax payment. It would also improve the position of India in both, domestic as well as **international market**. At the consumer level, GST would diminish the overall tax burden, which is currently probable at 25-30%.

Under this system, the consumer pays the final tax but a resourceful input tax credit system ensures that there is no cascading of taxes- tax on tax paid on inputs that go into manufacture of goods.

In order to hold off from the payment of multiple taxes such as Service tax, excise duty at Central level and VAT at the State level, GST would unify these taxes and create a uniform market all through the country. Incorporation of various taxes into a GST system will bring about an effective cross-utilization of **credits**. The current system taxes production, whereas the GST will aim to tax spending

#### **Indirect Taxes in Pre-GST Era**

<b>Sr. No</b>	<b>Tax</b>	<b>Taxable Event</b>	<b>Nature of Tax</b>	<b>Tax Levied by</b>
1	Excise Duty	Manufacturing of Goods	Central Tax	Central Government
2	Additional Customs Duty	Import of Goods	Central Tax	Central Government
3	Special Additional Duty	Import of Goods	Central Tax	Central Government
4	Service Tax	Provision of Service	Central Tax	Central Government
5	Central Sales Tax	Inter-State Sale of Goods	State Tax	Government of the State where the inter-state sale was originated.
6	State VAT	Intra-State Sale of Goods	State Tax	Government of the State where the sale or purchase occurred.
7	Entry Tax	Entry of Goods in Local Area	State Tax	Government of the State concerned
8	Entertainment Tax	Provision of the Entertainment	State Tax	Government of the State concerned
9	Luxury Tax	Provision of the Luxury	State Tax	Government of the State concerned

#### **Objectives of GST**

1. Certifying that the cascading effect of the tax on tax will be eliminated.
2. Improving the effectiveness of the original goods and services, thereby improving the GDP rate too.
3. Confirming the availability of input credit across the value chain.
4. Reducing the difficulties in tax administration and compliance.

5. Making a unified law involving all the tax bases, laws and directorial procedures across the country.
6. Declining the unhealthy competition among the states due to taxes and revenues.
7. Reducing the tax slab rates to avoid further elucidation issues.

### **GST Tax Structure**

GST is single tax which replaced several former taxes and levy which included: central excise duty, services tax, additional customs duty, surcharges, state-level value added tax and Octroi which were applicable on interstate transportation of goods have also been done away with in GST regime. GST is levied on all transactions such as purchase, sale, barter, transfer, import of goods and/or services or lease,. India adopted a dual GST model, meaning that taxation is administered by both the Union and State Governments. Transactions made within a single state are levied with Central GST (CGST) by the Central Government and State GST (SGST) by the State governments. For inter-state dealings and imported goods or services, an Integrated GST (IGST) is levied by the Central Government. GST is a consumption-based tax/destination-based tax, therefore, taxes are paid to the state where the goods or services are consumed not the state in which they were produced. IGST complicates tax collection for State Governments by disabling them from collecting the tax owed to them directly from the Central Government. Under the previous system, a state would only have to deal with a single government in order to collect tax revenue

This paper is based on exploratory research technique and data cited in this paper were collected via secondary

Sources available like statistical data available on various websites of Indian Government like Finance Ministry

(finmin.gov.in), GST Council (gstcouncil.gov.in), GST Council Archives (gstindia.com), and many more;

Literature review from journal papers; annual reports; newspaper reports; and wide collection of magazine bas

### **Research Methodology**

This research paper is based on exploratory research technique and data were collected in this research paper is on secondary source and statistical figures were available in various websites and government books.



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(finmin.gov.in), GST Council (gstcouncil.gov.in), GST Council Archives (gstindia.com), and many more;

Literature review from journal papers; annual reports; newspaper reports; and wide collection of magazine bas

### **Components of GST**

There are 3 taxes applicable under GST CGST, SGST & IGST:

1. CGST: Collected by the Central Government on an intra-state sale (Eg: Within Maharashtra)
2. SGST: Collected by the State Government on an intra-state sale (Eg: Within Maharashtra)
3. IGST: Collected by the Central Government for inter-state sale (Eg: Maharashtra to Tamil Nadu)

### **Benefits of GST to the Indian Economy**

- Elimination of bundled indirect taxes such as VAT, CST, Service tax, CAD, SAD, and Excise.
- Less tax conformity and a simplified tax policy compared to current tax structure.
- Removal of cascading effect of taxes i.e. removes tax on tax.
- Reduction of manufacturing costs due to lower burden of taxes on the manufacturing sector. Hence prices of consumer goods will be likely to come down.
- Lower the burden on the common man i.e. public will have to shed less money to buy the same products that were costly earlier.
- Increased demand and utilization of goods.
- Increased demand will escort to increase supply. Hence, this will ultimately lead to rise in the production of goods.
- Control of black money flow as the system in general followed by traders and shopkeepers will be put to a compulsory check.
- Enhance to the Indian economy in the long run.

These are possible only if the actual benefit of GST is passed on to the final consumer. There are other factors, such as the seller's profit margin, that determines the final price of goods. GST alone does not determine the final price of good

### **Impact of GST on Indian Economy**

- Reduces tax burden on producers and fosters growth through more production. The current taxation structure, pumped with myriad tax clauses, prevents manufacturers from producing to their optimum capacity and retards growth. GST will take care of this problem by providing tax credit to the manufacturers.
- Different tax barriers, such as check posts and toll plazas, lead to wastage of unpreserved items being transported. This penalty transforms into major costs due to higher needs of buffer stock and warehousing costs. A single taxation system will eliminate this roadblock.
- There will be more transparency in the system as the customers will know exactly how much taxes they are being charged and on what base.
- GST will add to the government revenues by extending the tax base.
- GST will provide credit for the taxes paid by producers in the goods or services chain. This is expected to encourage producers to buy raw material from different registered dealers and is hoped to bring in more vendors and suppliers under the purview of taxation.
- GST will remove the custom duties applicable on exports. The nation's competitiveness in foreign markets will increase on account of lower costs of transaction.

### **Role of GST in Brighter Economy**

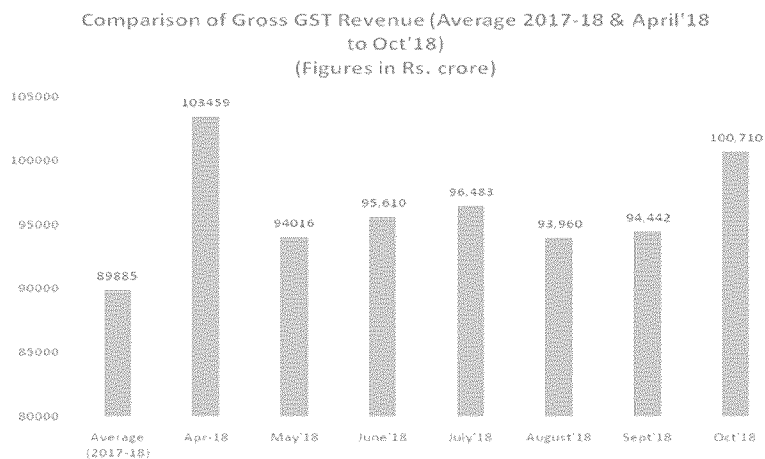
The introduction of the Goods and Services Tax will be a very noteworthy step in the field of indirect tax reforms in India. By merging a large number of Central and State taxes into a single tax, GST is expected to significantly ease double taxation and make taxation overall easy for the industries. For the end customer, the most beneficial will be in terms of reduction in the overall tax burden on goods and services. Introduction of GST will also make Indian products competitive in the domestic and international markets. Last but not least, the GST, because of its transparent character, will be easier to administer. Once implemented, the proposed taxation system holds great promise in terms of sustaining growth for the Indian economy.

<b>GST Rates of all items and goods in India</b>				
<b>Exempt</b>	<b>5%</b>	<b>12%</b>	<b>18%</b>	<b>28%</b>
Food grains, eggs, curd,	oil, coal, skimmed milk	Butter, ghee, mobiles,	capital goods, Hair oil, soap,	Consumer durables, cars, cement,
eggs, curd, gur, milk, unpacked	sugar, tea, coffee, edible	cashew, almonds	industrial intermediaries, toothpaste,	Prepared explosives
paneer and natural honey,	condensed milk powder,	packed coconut, fruit juice,	pasta corn flakes, jams, soups, ice cream,	Shampoo ,makeup, fireworks,
fresh vegetables, Atta,	packed paneer, milk food for babies,	sausages, water,	fountain pen, indian katha, fluorine,	motorcycles, molasses
besan, maida,	natural graphite, newsprint, PDS kerosene,	hydrogen peroxide medicinal grade	toilet and facial tissues, iron & steel,	Chewing gum, cutard power,
common salt, Prasad,	LPG broome, beet sugar, umbrella,	Agarbatti, baigas, iodine.	chlorine, bromine ,artificial waxes	Avgas, hair cream, hair dyes,
contraceptives, vegetable oil,	chalk, natural thorusum oxalate,			pan masala, perfume
cane jaggery , betel leaves,	Calcium phosphates.			
Fish seeds.				

### **GST Revenue collections for the month of October 2018 crosses Rupees One Lac Crore**

The total gross GST revenue collected in the month of October, 2018 is Rs. 100,710 crore of which CGST is Rs. 16,464 crore, SGST is Rs. 22,826 crore, IGST is Rs. 53,419 crore (including Rs. 26,908 crore collected on imports) and Cess is Rs. 8,000 crore (including Rs. 955 crore collected on imports). The total number of GSTR 3B Returns filed for the month of September up to 31st October, 2018 is 67.45 lakh. The Government has settled Rs. 17,490 crore to CGST and Rs. 15,107 crore to SGST from IGST as regular settlement. Further, Rs. 30,000 crore has been settled from the balance IGST available with the Centre on provisional basis in the ratio of 50:50 between Centre and States. The total revenue earned by Central

Government and the State Governments after regular and provisional settlement in the month of October, 2018 is Rs. 48,954 crore for CGST and Rs. 52,934crore for the SGST.



### Conclusion

- It would be a purpose based consumption tax.
- It would be a dual GST with the Centre and States concurrently levying it on a common tax base.
- The GST would be appropriate on the supply of goods or services.
- It would be a destination based consumption tax.
- It would be a dual GST with the Centre and States simultaneously levying it
- The GST to be levied by the Centre would be called Central GST (CGST) and that to be levied by States would be called State GST (SGST).
- The GST would apply to all goods other than alcoholic liquor for human consumption and five petroleum products. The GST would apply to services

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## **9. A Study of Understanding of Goods and Services Tax (GST)**

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### **Abstract**

This paper focuses on the conceptual understanding of Goods and Services Tax (GST). Goods and service is revised tax structure implemented at the national level in India from 1<sup>st</sup> July 2017. It is one of the significant moves taken by the Govt. towards the development of the country. It is major tax revolutions that will boost the overall economic growth of the nation. Due to payment of various taxes the level of cost of production is high and affects the profitability of the organization. GST single tax system shall definitely resolve these issues. Under the GST system there would be only one rate applicable for both goods and services. GST will create a business friendly environment, as prices will fall and it would also control the inflation rates.

**Key Words:** Goods and service tax, economic development, Indian economy and value added tax.

### **Introduction**

Monetary Policy, Industrial Policy, Foreign Trade Policy and Fiscal Policy are the pillars of the development of the Indian economy. Taxation plays a significant role in the development of the economy. GST will have positive impact on Indian economy. Finally the GST bill has been passed and Central Government of India decided to implement GST from 1<sup>st</sup> July 2017. The new system of taxation is considered to be more improved system over the pre-existing central excise duty at the national level and sales tax system at state level.

A one tax system will help maintain simplicity and transparency by treating all goods and services equal without giving a special treatment to some types of goods and services. It will reduce the litigation on classification of issues. It is also said that implementation of GST in Indian framework will lead to commercial benefits which VAT has not given and hence it would essentially lead to economic development. GST may assure the possibility of overall gain for industry, trade, agriculture and also to central and state government. Now Indian consumer need

to have professionalism to acknowledge the GST. It is sure that India will join the international standards of taxation, corporate laws and managerial practices and also be among the world leaders.

### **Objectives of the study**

The present paper focus on the following objectives:

1. To understand the meaning and concept of GST.
2. To observe the working of GST.
3. To find out the beneficiaries of GST.
4. To focus on the challenges of GST in India.

### **Research Methodology**

This paper is primarily based on the secondary data available in the form of reference books, papers and magazines and websites.

### **Concept and Meaning of GST (Goods and Service Tax)**

GST or Goods and Services Tax is applicable on supply of goods and services. It will replace the current taxes of excise, VAT and service tax. Currently there are different VAT laws in different states. This creates problems, especially when businesses sell to different states. Also, most businesses have to pay and comply with 3 different taxes – excise, VAT, and service tax. GST will bring uniform taxation across the country and allow full tax credit from the procurement of inputs and capital goods which can later be set off against GST output liability. This reform gives equal footing to the big enterprises as well as SMEs. The aim of GST is thus to simplify tax hurdles for the entire economy.

GST will be paid by all manufacturers and sellers. It will also be paid by service providers such as telecom providers, consultants, chartered accountants etc. However, being an indirect tax, GST will be ultimately borne by the end consumers, just like in the current process what kind of GST will be implemented in India? India will implement the Canadian model of Dual GST, i.e., both the Centre and State will collect GST. GST is a destination based tax system. Supply of goods and services are base for charging tax. GST is very comprehensive indirect taxation system on manufactured product and services, sale and consumptions of goods and services at national level. GST is going to be one of the biggest tax reforms after independence till the date. GST is very comprehensive indirect taxation system on goods manufactured and services provided. It is one of the biggest tax reforms in country. Clause 366(12A) of the

Constitution Bill defines GST as “**goods and services tax**” means any tax on supply of goods, or services or both except taxes on the supply of the alcoholic liquor for human consumption. Further the clause 366(26A) of the Bill defines “**Services**” means anything other than Goods. Thus it can be said that GST is a comprehensive tax levy on manufacture, sale and consumption of goods and services at a national level. The proposed tax will be levied on all transactions involving supply of goods and services, except those which are kept out of its purview.

### **GST working in India**

GST is based on the grounds of VAT. Same set-off system is also available in the respect of the taxes paid in the previous level against GST charged at time of sale. Following are some of the module of GST.

### **Components**

GST will be basically divided into two components i.e. namely, Central Goods and Service Tax and also State Goods and Service

**Applicability:** GST will be also applicable to all the Goods and Services sold and provided in India, only except from the list of exempted goods which fall outside its purview.

**Payment:** At Central and State level GST will be paid separately.

**Credit:** The facility of Input Tax Credit at Central level will only be available in respect of Central Goods and Service tax.

### **Beneficiaries of GST for Citizens**

- Simple tax system for payment of tax.
- It will reduce prices of goods and services due to elimination of cascading.
- It will provide uniform prices throughout the country.
- There will be transparency in taxation system.
- Employment opportunities will increase.

### **Beneficiaries of GST for Trade/Industry:**

- Multiplicity of Taxes will be avoided.
- Mitigation of cascading /double taxation
- More efficient neutralization of taxes especially for exports
- Development of common national market.
- Simpler tax regime-fewer rates exemption.

### **Beneficiaries of GST for Central/ State Governments**

- A unified common national market to boost Foreign Investment and “**Make in India**” campaign
- Boost to export /manufacture activity, generation of more employment, leading to reduced poverty and increased GDP growth.
- Improving the overall investment climate in the country which will benefit the development of the states.
- Uniform SGST and IGST rates to reduce the incentives for tax evasion.
- Reduction in compliance costs as no requirement of multiple records keeping.

**Challenges of GST in India:** GST will be the biggest reform in Indian taxation since 1947, but there are many challenges for its successful implementation. These are as under

**Consent of States:** For implementing it is critical that GST bill is passed by the respective state Governments in state assemblies so as to bring majority. This is a herculean task. **There will two types of GST laws, one at a centre level called ‘Central GST (CGST)’ and the other one at the state level - ‘State GST (SGST)’.** As there seems to have different tax rates for goods and services at the Central Level and at the State Level, and further division based on necessary and other property based on the need, location geography and resources of each state.

**It is true that a tax rate should be devised in accordance with the state’s necessity of funds.** Whenever states feel that they need to raise greater revenues to fund the increased expenditure, then, ideally, they should have power to decide how to increase the revenue.

**Revenue Neutral Rate (RNR):** It is one of Prominent Factor for its success. We know that in GST regime, the government revenue would not be the same as compared to the current system. Hence, through RNR Government is to ensure that its revenue remains the same despite of giving tax credits.

**Threshold Limit in GST:** While achieving broad based tax structure under GST, Both empowered committee and Central Government must ensure that lowering of threshold limit should not be a “taxing” burden on small businessmen in the country

**Robust IT Network:** Government has already incorporated Goods and service tax network (GSTN). GSTN has to develop GST portal which ensure technology support for GST



Registration, GST return filing, tax payments, IGST settlements etc. Thus there should be a robust IT backbone

**Extensive Training to Tax Administration Staff:** GST is absolutely different from existing system. It, therefore, requires that tax administration staff at both Centre and state to be trained properly in terms of concept, legislation and Procedure.

**Additional Levy on GST:** The Purpose of additional Levy is to compensate states for loss of revenue while moving to GST. We acknowledge that fundamental purpose of GST is to make “INDIA” as one state where inter-state movement of goods is common. In this situation, it would defeat the very purpose of GST in the country.

It depends on the states and the union how they are going to make GST a simple one. Success of any tax reform policy or managerial measures depends on the inherent simplifications of the system, which leads to the high conformity with the administrative measures and policies.

This will be the major contribution of GST for the business and commerce. At present, there are different state level and centre level indirect tax levies that are compulsory one after another on the supply chain till the time of its utilization.

It is expected that the introduction of GST will increase the tax base but lowers down the tax rates and also removes the multiple point This, will lead to higher amount of revenue to both the states and the union.

If government works in an efficient mode, it may be also possible that a single registration and single compliance will suffice for both SGST and CGST provided government produces effective IT infrastructure and integration of such infrastructure of states level with the union.

One of the great advantages that a taxpayer can expect from GST is elimination of multiplicity of taxation. The reduction in the number of taxation applicable in a chain of transaction will help to clean up the current mess that is brought by existing indirect tax laws.

**Another feature that GST must hold is it should be ‘one point single taxation’. This also gives** a lot of comforts and confidence to business community that they would focus on business rather than worrying about other taxation that may crop at later stage. This will help the business community to decide their supply chain, pricing modalities and in the long run helps the consumers being goods competitive as price will no longer be the function of tax components but function of sheer business intelligence and innovation.

Under GST mechanism, the cost of tax that consumers have to bear will be certain, and GST would reduce the average tax burdens on the consumers.

It is one of the major problems that India is overwhelmed with. We cannot expect anything substantial unless there exists a political will to root it out. This will be a step towards corruption free Indian Revenue Service.

### **Conclusion**

Taxation plays a significant role in the development of the economy as it impacts the efficiency and equity. GST will have definitely positive impact on Indian economy. GST has faced lots of controversy and opposition in terms of its implementation. Finally the GST bill has been passed and it ready to roll out in market. Time will only decide whether it will have positive impact or negative impact. International trade, firms and consumer will have new system of tax which is single level and more transparent. The new system of taxation is considered to be more improved system over the pre-existing central excise duty at the national level and sales tax system at state level. The new tax will be significant breakthrough and a logical step towards a comprehensive indirect tax reforms in the country. GST is not only Vat plus service tax but it is major improvement over previous VAT system. A single of tax will help maintain simplicity and transparency by treating all goods and services equal without giving a special treatment to some types of goods and services. It will reduce the litigation on classification of issues. It is also said that implementation of GST in Indian framework will lead to commercial benefits which VAT has not given and hence it would essentially lead to economic development. GST may assure the possibility of overall gain for industry, trade, agriculture and also to central and state government. Now Indian consumer need to have professionalism to acknowledge the GST. It is sure that India will join the international standards of taxation, corporate laws and managerial practices and also be among the world leaders.

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## **10. An Analytical Study of Impact of Green HR Practices on Organizational Performance: Case Study With Reference To Selected Rural Banks from Pune District**

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### **Abstract**

This investigation took a glance at the effect of Green HRM rehearses on authoritative execution on account of some rural banks in the Pune District area. Research throughout the years, has built up essentially a positive connection between's HR rehearses and authoritative execution. The presumption supporting the act of Green HRM is that individuals are the organization's key asset and authoritative execution to a great extent relies upon them. Consequently, if a fitting scope of Green HR arrangements and procedures are produced and actualized successfully, Green HR will also have a significant effect on hierarchical execution. In any case, most of the local banks in Pune Dist. are yet to come down with the Green HRM virus. The targets of the investigation were to look at the general Green HR practices and projects of the local banks, assess the impression of workers on Green HR practices and projects of the country banks and set up the effect of appropriately overseeing Green HR on the execution of these rural banks. This study measured two banks each of with total respondents of 60 made up of 20 administrative representatives and 40 non-administrative workers. The reaction rate was 98.66% .The investigation utilized two arrangements of 8 and 10 Green HR practices classified surveys for administrators and workers separately. Purposive and comfort inspecting methods were connected to administrators and workers individually. The findings of the investigation uncovered that Green HR rehearses are inappropriately arranged; actualized and overseen by non- Green HR specialists and that the practices, projects and approaches of these local banks are humble seen by their workers. The investigation additionally demonstrated that the huge advantages of legitimately overseeing Green HR are lost to these local banks. It was prescribed

that rural banks ought to commit an office to Green HR for the correct administration of HR through whom upper hand could be made.

**Keywords:** Rural Banks, Green HRM, Organizational Performance, Administrators, Workers

## **Introduction**

### **Background of the Study**

In today's focused and quickly changing business world, associations particularly in the administration business need to guarantee most extreme usage of their assets to their own advantage; a need for authoritative survival. Studies have demonstrated that associations can make and continue aggressive position through administration of non-substitutable, uncommon, important, and matchless inside assets (Barney, 1991). Green HRM has risen above from approaches that assemble residue to rehearse that create results.. This can conceivably merge association execution and make upper hand because of the verifiable affectability of Green HR and the social complex of approaches and practices that opponents will most likely be unable to emulate or duplicate their assorted variety and profundity.

Recently, associations are centered on accomplishing prevalent execution through the best use of gifted Green HR as a vital resource. Green HRM arrangements or procedures should now be adjusted to business systems for hierarchical achievement. Regardless of the measure of innovation and motorization created, human asset remains the particular most imperative asset of any achievement situated association. Green HRM has now picked up centrality scholastically and business astute and can along these lines not be consigned to the foundation or left in the hands of non-specialists. Consideration must be paid to the green HR associations invested extensive energy and assets to choose.

### **Statement of the Problem**

The huge advantages of legitimately overseeing human asset can't be over stressed. In any case, most of the local banks in Pune Dist. are yet to get the Green HRM cold. Unseemly Green HRM approaches and practices of a portion of these banks can be credited to the non-presence of Green HRM masters or HRM divisions. Research has built up essentially a positive connection between an organization's Green HRM rehearses and execution. The greater part of these banks don't understand the effect of appropriately dealing with its human asset and in this way leave approaches in the hands of line administrators and leading group of chiefs who are

non-Green HRM specialists to actualize or uphold techniques, strategies, procedures, projects and practices. The estimation of appropriately overseeing Green HR is lost to such rural banks.

Human Resource Management is critical for banks particularly on the grounds that managing an account is an administration industry. Banks must lucid and accentuate the basic beliefs to draw in and hold certain client portions. Qualities, for example, "sound", "dependable", "creative", "close", "socially capable", "Punker/ Maharashtra People", and so forth need to be underscored through solid activities on the ground and it would be the bank's human asset that would convey this. Green HRM has sank into insensibility to the greater part of the local banks in the Pune district and it is about time local banks saw the job and effect of HRM on execution and worked towards appropriately dealing with their labor. It is even with this current express that the scientist wishes to build up the effect of Green HRM on authoritative execution and how rural banks can, through fitting Green HRM rehearses enhance execution.

### **Objectives of the Study**

The primary object of this study was to evaluate the insights of employees towards Green HRM practices of rural banks and to create the impression of such practices on Organizational performance.

### **General Objectives**

The general objective of this study is to discover the role of Green HRM in organizations and its effects on organizational performance.

### **Specific objectives are to**

1. To study the overall Green practices, policies and programmes of these rural banks in the Pune Dist. region.
2. To evaluate the insights of bank employees on Green HR practices, policies and programmes of these rural banks.
3. To assess the level of productivity in these selected rural banks.
4. To establish the impact of properly managing human resources on the organizational performance of selected rural banks.

### **Research Methodology**

The determination of the study was to examine the influence of Green HRM on the organizational performance of selected rural banks in the Pune district region. The target population for the study was the employees and managers of two rural banks namely

Maharashtra Garmin Bank, Vidharbha Garmin Banks, in the Pune district region. The investigator also relied on secondary data which are data already collected for some other purpose by another person other than the investigator. The foundations included rural banks handbook, employment policies, annual financial reports, ARB Apex performance reports and websites.

To provoke for relevant information for this study, two sets of questionnaire were designed and managed personally to the banks' employees and managers. This was because the varied opinions of both employees and managers on Green HRM issues were what the investigate or wanted for. The questionnaire as an instrument was self-explanatory and consisted of only closed questions. The questionnaire had three sections; Section A asked for the personal details of the respondents, Section B had different questions on seven Green HRM dimensions such as Green recruitment and Green selection systems, Green compensation and rewards, Green training and development, Green performance management and Green appraisal, employee involvement, Green employment security, Green career planning; and two Green HRM outcomes specifically for non-managerial employees. The last section, Section C, tackled employee and organizational performance. There were, in all 70 items in the questionnaire for employees and 63 items in that of managers.

### **Research Design**

This is a contextual investigation inquire about work that utilized a chose number of HRM practices to get exact information on Green HRM practices and how they influence hierarchical execution. The exploration methodology utilized for the examination was a study approach so as to gather quantitative information which was broke down utilizing unmistakable measurable instruments. The utilization of a review empowers speculation to be led utilizing discoveries produced from an example estimate which is illustrative of the entire populace.

### **Source of Data**

The data for this study was drawn from two main sources; primary and secondary data sources

### **Primary Data**

The essential information sources were that unique information gathered and investigated by the scientist from the field. These were for the most part gotten from the reactions of

respondents to self-culmination polls, semi organized meetings and member perception chronicles.

### **Secondary Data**

Accessible handbooks, yearly reports, execution reports, work approaches, pertinent data from the organizations' site, websites, diaries, bulletins and other recorded materials made up the optional information utilized by the scientist. The information acquired from these sources were examined for unwavering quality, legitimacy, ampleness and reasonableness in noting research questions. The utilization of various autonomous wellsprings of information was to set up reality and exactness of any case; in this manner it is required to improve the unwavering quality and legitimacy of the investigation.

### **Study Population**

In this study, the target population which is the entire set of units for which the research data would be used to make inferences or generalization is the managers and non-managerial employees of Maharashtra Gramin Banks & Vidharbha Gramin Rural banks.

On the average, the staff strength of these rural banks as at the time the researcher was obtaining preliminary data stood at nine (9) at the branches. The figure for the branch is made up of five (5) management staff, four (4) supervisors for different departments, eleven (11) junior staff. At the branch level are one branch manager, one operations officer, two back office staff, one customer service personnel, two tellers, one relationship/credit officer and two microfinance officers.

These members of the target population had characteristics and experiences that were capable of producing the responses the researcher needed.

### **Sample and Sampling Techniques**

This investigation had an expected populace size of Sixty (60) individuals, speaking to 72.78% of the populace was picked as a genuine impression of the populace for the examination. The subjects are handpicked from the open populace and coordinated against the criteria for being in the example. A time of three weeks was considered respondents to take care of polls and gathering was done after the multi week duration. Out of the example size of 60, forty (20) were top administration staff of chiefs and directors, and the rest of 40 respondents were a mix of non-administrative individuals comprising center and lower level representatives.



**Data Collection Instruments**

Information gathering instruments are the apparatuses used to gather data as a component of an exploration. The legitimacy and unwavering quality of information accumulation and instruments is of outrageous significance to any example study. It is thusly fundamental to appropriately structure information gathering instruments to achieve dependable and substantial ends.

**Questionnaire**

With the end goal of this investigation, two arrangements of organized survey comprising of 65 close finished inquiries and composed into four segments was utilized to gather essential information from workers. Segment one comprised of five inquiries on the individual subtleties, for example, age, sex, instructive capability, conjugal status and long stretches of remain with association. Area two was intended to test employees' recognitions and encounters about Green HRM rehearses (enlistment and determination, preparing and advancement, remuneration, business security, execution evaluation, representative support and vocation arranging) and Green HRM results, for example, work fulfillment and inspiration, authoritative duty and worker maintenance. A five point Likert scale extending from (1 - firmly consent to 5 – emphatically deviate) was utilized in the last three segments to quantify the effect of Green HRM rehearses on Green HRM results and representative execution. The other arrangement of 55 questions sorted out into three areas was intended for administrative workers. Segment one looked for foundation data on the association, segment two made inquiries to test Green HRM practices such enrollment and determination, preparing and improvement, pay and rewards, business security, execution evaluation and the executives, worker contribution and vocation arranging. The last area tried the hierarchical execution of the associations picked for the exploration. Every one of the inquiries was close-finished proclamations which were trailed by elective answers from which respondents were relied upon to tick properly.

**Significance of the Study**

This Study will propose fitting Green HRM systems, approaches, procedures, projects and Practices and the conceivable results in the provincial bank settings. It will likewise give bits of knowledge into receiving the "best fit" rehearses as key reaction for country banks sooner rather than later. This Study will provoke approach creators and implementers to give careful

consideration to Green HRM rehearses and the job of green hr techniques in accomplishing authoritative objectives.

### **Data Anysis & Interpretation**

Information gathered from the finished surveys were investigated as a matter of first importance, cleaned, changed and examined into valuable data for simple understanding. After that the information were demonstrated into coded classifications to encourage examination. The SPSS was utilized to get frequencies and rates of close finished reactions; and open finished reactions were broke down in a subjective way. The unwavering quality of the scale was estimated utilizing the Cronbach's alpha. The accompanying tables demonstrate the dependability levels for the classification of questions asked supervisors and workers.

### **Data Presentation and Analysis From employees**

Information gathered from representatives of the chose provincial banks were prepared and introduced in quantitative and subjective structures. This information was on the impression of workers towards Green HRM practices of their associations, the impacts of such practices on Green HRM results and work efficiency.

Table 1.7.1 Item Statistics of Recruitment and Selection by Employees

	<b>Mean</b>	<b>Std. Deviation</b>	<b>N</b>
Google Advertisement are used by the bank to recruit	2.99	1.196	108
In this organization, the selection system selects those with desired knowledge, skills and attitudes of Green HRM	3.31	.952	108
There is formal induction, orientation and familiarization process designed to help new recruits understand the organization Green HR Practices	3.81	.880	108
I prefer this organization fills vacancy internally rather than Externally.	3.82	.955	108
Appointment in this organization is based on Green HR Attitude	3.56	1.088	108

From the above table the mean figures of 3.81, 3.82 and 3.56 speak to the things; there is formal acceptance, introduction and acquaintance process intended to enable newcomers to comprehend the organization, The two lower mean figures of 2.99 and 3.31 speaking to the initial two things on the utilization of promotion in enrollment and choosing qualified hands exhibits employees' lack of bias on the two issues. On the normal, workers neither concur nor differ that these practices are done in their associations.

Table 1.7.2 Item Statistics of Green Compensation and rewards of employees

	Mean	Std. Deviation	N
My salary is fair considering what Green HR practices I am follows	2.87	.928	108
I am satisfied with the amount of pay and other benefits' receive	2.83	1.046	108
In this organization, pay of employees is directly linked to Green HRM performance	2.54	1.179	108
This organization's salary and other benefits are comparable to that of similar organizations	3.12	.964	108
Good job is noticed and rewarded as per Green HR Policy	2.87	1.231	108
I appreciate rewards and recognition no matter how small in this organization	3.39	1.118	108

The mean figures accumulated by every one of the things under remuneration and prizes. It very well may be found from the over that none of the things register a solid understanding. This implies workers neither concur nor differ to any of the things on the scale. The end drawn is that representatives are moving towards a not very solid assertion however nonpartisanship is enlisted by the mean. Clearly representatives neither concur nor differ to the act of giving prizes and acknowledgment regardless of how little in their associations. While some would acknowledge such training; others would not.

1.8.3 Item Statistics of Green Training and Development for employees

	Mean	Std. Deviation	N
Extensive Green HR based training programmes are provided for employees in all aspects	3.20	1.083	108
I have Green HR training opportunities to learn and grow	3.43	1.043	108
I am selected for training programmes that suit my job needs most	3.38	1.142	108
Training needs are identified through a formal performance appraisal mechanism	3.12	1.011	108
Training programmes have improved my decision making and problem solving skills	3.42	1.137	108
My communication and working relationships with co-workers have improved due to green HR training programmes	3.43	1.146	108
I feel better equipped to tackle unexpected events with skill and confidence	3.47	1.036	108

A glance at the measurements from table 1.8.3, the specialist can finish up from the mean

assumes that none of the things set up under preparing and improvement pulled in a solid assertion or contradiction. This implies representatives differ this is the situation. The main thing crawling towards a not very solid understanding from representatives is the thing showing that workers feel better prepared to handle sudden occasions with expertise and certainty.

Table 1.8.4 Item Statistics of Employment security of employees

	Mean	Std. Deviation	N
It is very difficult to dismiss an employee on basis of Green HR practices	2.37	1.204	108
Everyone who follows the Green HR rules is treated with respect at work, regardless of who they are	3.01	1.188	108
My employment is completely secured with this organization as i am dedicated Green HRM.	2.95	.990	108
If the organization were facing economic problems, employees would be the last to get downsized	2.78	1.105	108
There is a formal, fair and reasonable process for handling grievances and complaints for those who are not following Green HRMs	2.94	1.105	108

Table 1.8.4 speaks to thing insights of work security for representatives. The table gives the mean figures created from the total reactions of workers on this thing. The most elevated mean of 3.01 on the table is identified with the thing that looks to know whether each representative is treated with deference at work, paying little respect to their identity. Representatives neither concurred nor differ to this inquiry.

Table 1.8.5 Item Statistics of Green Performance Appraisal of Employees

	Mean	Std. Deviation	N
Performance appraisal is fair in this organization Green HR practices followed	2.56	1.210	108
There is a formal and Green performance appraisal system	3.40	1.119	108
I am informed of how my performance evaluation is done	2.69	1.139	108
Performance of employees is measured on the basis of Green objective quantifiable results	2.87	1.086	108
The objectives of the appraisal system are clear to employees	2.83	.962	108
Appraisal system has a strong impact on individual and team performance	3.06	1.151	108
Appraisal system helps me to grow and develop my career	3.13	1.103	108
Employees are provided with performance based feedback and counseling	2.82	1.134	108
I feel performance appraisal is just a formality in this organization	3.40	1.222	108

The table 1.8.5 above shows subtleties on the thing insights of representative execution

evaluation and the board. It tends to be found from the above table that every mean figure created from the reactions of representatives register neither contradictions nor understandings for any of the things.

Table No 1.8.6 Item Statistics of Green HR employee participation

	<b>Me an</b>	<b>Std. Deviation</b>	<b>N</b>
Employees are allowed to take new initiative many decisions	2.38	1.065	108
Employees are often asked by their supervisors to participate in operations related decisions	2.66	1.015	108
Employees are encouraged to suggest improvements in the way tasks and jobs are done	2.83	1.196	108
Employees' contributions are regarded as important and taken in good faith	2.67	1.200	108
Supervisors keep open communication with employees in the organization	3.01	1.257	108

The table above gives an intriguing extent mean for things under representative interest. The other mean getting the researcher's consideration is the mean of 2.38 assigned to the thing; „employees are permitted to make numerous decisions“.

Table No 1.8.7 Item Statistics of Green Career Planning of employees

	<b>Mean</b>	<b>Std. Deviation</b>	<b>N</b>
Employees have a clear career path	2.94	1.105	108
Employee's career aspirations within the organization are discussed with immediate supervisor	2.60	1.191	108
Employees have more than one potential position for promotion	2.62	1.074	108
Individual and organizational growth needs are matched in this organization	2.67	1.152	108
Every employee is aware of career path in the organization	2.54	1.164	108

Table 1.8.7 presentations the mean gathered by every single thing under profession making arrangements for workers. The thing measurements demonstrate that representatives have no unequivocal sentiment on any of the inquiries inquired.

**Impact of Green HRM practices on the achievement of organizational goals**

Table 1.8.8.1 correlation of Green HRM practices with achievement of stated organizational goals (Organizational Performance).

		The organization achieves its organizational Performance
Appointment in this organization is based on Green Merit	Pearson Correlation	.735**
	Sig. (2-tailed)	.000
	N	40
Applicants are fully informed about the Green HR qualities required to perform the job before being hired	Pearson Correlation	.441**
	Sig. (2-tailed)	.004
	N	40
Pay for Green performance improves Green performance	Pearson Correlation	.002
	Sig. (2-tailed)	.992
	N	40
Green Compensation packages encourage employees to achieve organization's objectives	Pearson Correlation	.144
	Sig. (2-tailed)	.376
	N	40
Training needs are discussed with employees& provided in Green way	Pearson Correlation	.580**
	Sig. (2-tailed)	.000
	N	40
There is a training strategy and coherent green training programme	Pearson Correlation	.667**
	Sig. (2-tailed)	.000
	N	40
Employees are assured of long term future with the Green based organization	Pearson Correlation	-.009
	Sig. (2-tailed)	.958
	N	40
There are sanctions for employees who do not obey Green HR instructions yet achieve desired results	Pearson Correlation	-.282
	Sig. (2-tailed)	.078
	N	40
In this organisation, employees are provided Green performance based feedback and counseling	Pearson Correlation	.385*
	Sig. (2-tailed)	.014
	N	40
The appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers and discharge	Pearson Correlation	.429**
	Sig. (2-tailed)	.006
	N	40
Green Employee participation is encouraged on a wide range of issues	Pearson Correlation	.036
	Sig. (2-tailed)	.825
	N	40
Employees can exercise independent thought and action in executing their jobs	Pearson Correlation	.761**
	Sig. (2-tailed)	.000
	N	40

**Conclusion**

This examination has given a review and a discourse of Green HRM practices of rural banks. It primarily centered around view of workers on Green HRM practices, approaches and programs and the effect of such Green HR rehearses on hierarchical execution. The reason for existing was to fundamentally assess the impression of workers on Green HRM rehearses and builds up the effect of appropriately overseeing Green HR on authoritative execution. Seven Green HR practices, strategies and projects were uncovered before supervisors and workers for basic investigation. This procedure delivered outcomes that demonstrated that rural banks expected to give careful consideration to the best possible administration of their Green HR so as to understand their maximum capacity and make upper hand through them.

More or less, this investigation has been led in national rural banks and reasoned that the best possible administration of Green HR has colossal effect on hierarchical execution. The executives of these banks should begin to fuse Green HRM thinking into business methodologies and make the Green HR work "deliberately proactive" Brock bank (1999). The powerful administration of the Green HR of these banks will make and support upper hand and enhance authoritative execution. It is basic for the rural banks to guarantee that interest in their Green HR and HRM practices will pull in and hold skilled individuals.

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## **11. Brand Switching Behaviors and Brand Recall: A Synthesis of Indian Hindi Movies Product Placement and Consumer Buying Behaviors**

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### **Abstract**

In the period of post globalization, in 1990s, the substantially more instances of brand placements in hindi movies has been observed. In the context of the increasing adoption of brand placements in film as method of promotion, academic interest in the impact of Hindi films brand placements became pertinent. The present study attempted to explore connections between various factors and attributes that affect the influence of hindi movies product placements on consumer psychology, perspectives and behavior. This has included responses received through close-ended questionnaires which were distributed among 90 participants. The responses have been assessed under various parameters such as views of participants on brand placement in Hindi Cinema, the types of placements and their influence on brand recognition ability of viewers, Audience response post-seeing an in-film brand placement, Purchasing intent of audiences and others. The statistical tools used for the present study were ANOVA and Regression. The present study has observed that positive correlations in consumer perspectives towards brand placements that featured in their favourite celebrities or movie-characters which they feel positively towards.

**Keywords:** Brand placement, Hindi movies, consumer behaviour, purchasing intent, brand recognition

### **Introduction**

The information age has seen an overhaul of the conventional consuming patterns of individuals and society as a whole, with a shift towards communicating and consuming patterns

based on mass-media such as film and television. This area has also seen a surfeit of academic research, oriented towards exploring this shift but lately the focus is trained on studying how mass media has become a fertile ground for advertising and engaging the consumer (Bryant & Zillmann, 2013). The advertising industry has seen many new interventions and advertising strategies in the last few decades, this is a result of the overall fragmentation of traditional media, its decline as an effective marketing and Advertising Avenue, and the movement towards newer forms of digital media. In such a context advertisers have adapted to product and brand placement an “an integrated marketing communication strategy” (Soba & Aydin, 2013).

The globalization of media since the 1990s has been a primary factor influencing the increase in the instances of product placement in the film and television industry, in the last few decades this strategy has been a preferred choice of many global as well as domestic advertisers. Brand placement refers to strategically placing adverts in cinematic and television productions, existing research has explored the leverage “promotional stimuli” through brand placement has over traditional advertising techniques( Redondo & Bernhal, 2016). The subtleness of brand placement strategies that are applied to mass media make them highly effective since the consumer is often unaware of the promotional and marketing content that he/she is being shown because it is interspersed between generic entertainment content. This increases the consumer susceptibility to being influenced by such advertising as it catches him with in a relatively vulnerable and unaware position (Galician, 2013). As such the Indian film industry has assimilated brand placement as an essential and indispensable advertising tactic.

Bollywood films are an integral part of the entertainment structure of the country, the renowned industry saw around 2.2 billion ticket sales in 2016, the highest among any cinematic productions industry around the world (Statista, n.d.). With rising film production costs, advertising through product placement helps the film’s financiers and creators curb their production costs and cater to the capitalist, consumerist aspirations of the increasing young urban middle class audience (Patel & Patel, 2015). These product placements incorporated within films have long been a practice in Indian cinema with increasing instances of both foreign and domestic brands adopting this mode of promotion, in such a context it becomes pertinent to analyse the impact of in-film placements on consumers, to what extent to they draw the attention of consumers and other factors such as whether or not they affect the purchasing choices of consumers. Some noticeable purposes of in-film placements include significant exposure among

audiences, enhanced visibility and attention for the product or brand, and increased consumer interest (Patil&Bisoyi 2012).

### **Objectives**

- To study the concept of brand awareness due to product placement in Hindi Movies.
- To study the concept of brand recall due to product placement in Hindi Movies.
- To study the consumer buying behaviour with respect to brand switching behaviour due to the product placement in Hindi Movies

### **Review of Literature**

Nelson and Deshpande (2013) studied the placement of foreign and domestic brands through content analysis of Bollywood films, made post the economic liberalization of the 1990s. Their research revealed that the instances of domestic and foreign brands advertising both have seen a significant increase in the last two decades, with a higher number of foreign brand placements as compared to domestic ones. The results of their study concluded that Indian viewers were largely receptive towards the practice of in-film placements of both foreign and domestic brands. However they demonstrated preferences for product placement advertising by domestic brands over international ones. Additionally, the cultural preferences of Indian consumers were instrumental in influencing their perspectives and perspectives towards foreign brands. The study also explored the overall consequences for brand placement strategies and for construction of international branding strategies that the research revelations and the major findings of the study would have.

Kaur (2014) studied the effectiveness of product placement as an advertising strategy in Bollywood productions. For this purpose the study explored specific strategies, for instance assimilating products into primary characters roles and the overall storyline, by having the protagonists use them, as a product placement strategy. The study made important interventions for the types and nature of in-film placements. According to the study Lifestyle products benefited more from in-film placements as compared to other types of products. Additionally prior awareness about the product helped audiences identify with it more and it was observed that smaller brands saw higher benefits through in-film placements as compared to larger brand names. The study also explored the future scope for product placements touting it as a very “effective tool” if incorporated in films in a “creative, innovative and enjoyable manner” (p. 57).

Shukla (2013) examined product placement in the context of Hindi movies and provided a critical perspective in the area. The research concluded that product placement is effective in terms of increasing the recalling and recognising capacities of audiences, the research also established it as an exemplary “communication method and medium”. The research also looked at the ethical ramifications of product placement, with respondents having little or no ethical qualms about advertising through product placement and the film producers receiving monetary compensation for such advertising. Respondents were also in favour of government regulations for this advertising strategy and showed a positive correlation that in-film product placement influences buyer behavior.

Patel and Patel's (2015) study analysed various aspects of product placement in Hindi movies since the 1970s. The study established connections between brand placement and brand recalling capacities of audiences (brands seen in movies were recalled and remembered more by audiences), and how different types of brand placement leads to diverse responses and causal effects on the audience. Additionally it also explored the implications of brand placement for targeting specific or niche audiences, and its overall efficacy for advertising and managing professionals. The study developed three hypothesizes, the first of which was with respect to type of brand placement, whether it was the subtle or prominent; the second explored the genre of the movie (Action or Drama or Comedy) and its relationship to product placement; the third and final hypothesis explored the connection between brand placement, recall capacity and the gender of the audience. The findings of the study revealed that brand recalling capacity was noticeably higher for movies belonging to the dramatic genre over action based movies. Similarly brand recalling ability was found to be influenced by placement type too, prominent placements saw a much higher instances of remembering and retaining in the audience as compared to ones that were placed subtly. However the third hypothesis did not lead to any significant conclusions about variations in brand recalling capacities among male and female audiences. Bumb and Choubey's (2013) study explored the efficacy of product placement as a tool for promotion in Hindi movies among different urban and rural demographics of the country. The study reviewed the limited existing literature about product placement in Bollywood flicks available, in order to study the nuances of the effect of placements on the rural and urban buyer. The geographic location for the study was the region around the state of Madhya Pradesh, specifically around the city of Indore. The responses were obtained from

consumers in the area and the differences among them were studied. A significant conclusion that the study made was that urban consumers demonstrated greater interest in purchasing the products advertised through in-film placements than rural ones, this is perhaps due to the higher buying potential and deeper pockets of the urban consumer as compared to the rural buyers.

The existing literature on in-film product placement has important ramifications for further research in areas such as brand awareness, brand recall, and buyer psychology and behaviour. Multiple studies have showed a positive reception of in-film product placements when it is well assimilated within story lines and characterisation, and is included in a creative and innovative manner (Kaur, 2014). Patel and Patel's research made important interventions for brand recalling instances according to movie genre, nature of in-film placement and according to the gender of the viewer. Similarly Harwani and Jadhav (2013) examined product placement in context of consumer behaviour of semi urban audiences in the Vidarbha region of the state of Maharashtra. However, there are only a limited number of such studies carried out in the subcontinent, with the scope for each of them being limited to small geographic regions or to an analysis of product placement in a few movies. More research is required in these areas in order to study the effect of in-film product placement on the brand preference and switching behaviour of consumers, research in the context will prove to be useful in creating and modifying in-film product placements according to the preferences of audiences and hence increase the effectiveness of product placement as a brand communications strategy.

### **Research methodology**

Total Respondent were 970 for the present study. The primary data was collected through questionnaire with these respondents. The process of data collection included the quantitative research methods, through the distribution of close-ended questionnaires among 970 participants for the research. The responses of the participants were consequently analysed in order to draw conclusions on the basis of the answers reported.

Factor analysis was used to extract components with enough variance. The items with factor loadings of more than 0.4 were considered for further analysis. This evaluation of the responses of participants was undertaken using analysis of descriptive analysis through SPSS software. Univariate analysis was employed to understand about the demographic characteristics of the participants. In order to determine whether there is a significant difference in intent to purchase between the education level, an Analysis of Variance was applied. In order to test the

mean difference in the intent to purchase between the males and females, an independent samples T test was applied. In order to determine whether there is a significant difference in recalling the Hindi movie that highlights a brand, chi square test for equal proportions was applied. In order to determine whether there is a significant association between intent to purchase and effectiveness of brand placement, a linear regression analysis was applied. In order to determine whether there is a significant association between intent to purchase and other variables, a multiple regression analysis was applied.

### **Analysis & Result**

The research also tried to identify the relationship between demographic characteristics of the audience and the effectiveness of brand placement in Hindi movies.

The results of ANOVA test that considered intent to purchase between age groups and within age groups indicated a significant difference in intent to purchase between the age group. According to this product placement in movies will have significantly different effect on different age groups when it comes to triggering purchases. Thus the results establish a relationship between age and influence of product placement in Hindi movies on purchase.

**Table.1 Anova- Age and intend to purchase**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.635	5	1.327	7.924	.000
Within Groups	161.440	964	.167		
Total	168.075	969			

According to the results of independent sample T test, it is identified that there exists a significant difference in intent to purchase between different genders. The results can be read along with Chan (2012) findings that identified gender as a determining factor towards effective product placement. Both males and females show differences in responding to in-film advertisements and how product placement in movies triggers purchasing behaviour. Thus the result establishes a relationship between gender and influence of product placement in Hindi movies on purchase. Tessitore & Genes (2013) also considered gender and education as determining components while studying on product placement in television.

**Table.2 Gender and intend to purchase**

		Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Intent to purchase	Equal variances assumed	4.742	.030	-2.797	966	.005	-.07488	.02677	-.12741	-.02234
	Equal variances not assumed			-2.819	965.161	.005	-.07488	.02656	-.12701	-.02275

The study also identified that education level is a major factor influencing the reception of in- film product placement. The results of ANOVA test indicate a significant difference in intent to purchase between people with different education level. The results thus establish a relationship between education level and influence of product placement in Hindi movies on purchase.

**Table.3 Education level and intend to purchase**

ANOVA					
Intent to purchase					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.082	3	1.027	6.014	.000
Within Groups	164.994	966	.171		
Total	168.075	969			

**Purchasing intent of audiences**

The results of the Chi- square test indicated that there is a significant difference in recalling the Hindi movie that highlights a brand. 771 participants believed that they can recall the movie that highlights a brand while 199 thought they can't.

**Table. 4****Do you recall any Hindi movie that highlights a brand?**

	Observed N	Expected N	Residual
Yes	771	485.0	286.0
No	199	485.0	-286.0
Total	970		

**Test Statistics**

	Do you recall any Hindi movie that highlights a brand?
Chi-Square	337.303 <sup>a</sup>
Df	1
Asymp. Sig.	.000
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 485.0.	

The result of the linear regression observed a significant association between intent to purchase and effectiveness of brand placement. It identified effective brand placement in movies as a major tool towards triggering customers intend towards purchase behaviour. Thus results of the study views product placement in movies as an effective medium towards advertising a product or a brand. The results go along with Guennemann (2014) study which viewed Product placement, as an integrated marketing communication tool, is widely applied to increase attention, interest, and purchasing intention.

**Table 5. Linear regression- Effectiveness of brand placements**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.488	.114		21.778	.000
	Effectiveness of brand placement	.195	.046	.134	4.214	.000
a. Dependent Variable: Intent to purchase						

The result of multiple regression tests identified a significant association between intent to purchase and effectiveness of brand placement, action after seeing a brand in a Hindi movie and brand switching behaviour due to the product. The study took under consideration factors such as type of placement, brand in a Hindi movie, effectiveness of brand placement, brand message conveyed through product placement in Hindi cinema, audience reaction towards brand placement in cinema and brand switching behaviour due to the product placement in Hindi Cinema to understand the association.



**Table.6 - Multiple regressions- Effectiveness of brand placement**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.432	.153		15.894	.000
	Type of placement made	.046	.034	.046	1.374	.170
	Brand in a Hindi movie	-.209	.032	-.214	-6.540	.000
	Effectiveness of brand placement	.176	.052	.121	3.378	.001
	Brand message conveyed through product placement in Hindi Cinema	.022	.030	.025	.744	.457
	What do you do after seeing a brand in a Hindi movie?	.100	.029	.113	3.493	.000
	Brand switching behaviour due to the product placement in Hindi Cinema	.140	.035	.128	4.003	.000
a. Dependent Variable: Intent to purchase						

## Conclusion

- The present study concluded that positive correlations were observed in consumer perspectives towards brand placements that featured their favorite celebrities or movie-characters that they feel positively towards. Similarly, brand-placements that were well-integrated into the movie plots and storylines saw better receptions than ones that weren't assimilated well.
- It was observed a significant majority of audiences were ambivalent towards brand-placements that featured other characters (apart from the lead actors), indicating that the impact of such placements on audiences is not noticeable enough.
- The present study identified the impact of demographic factors of an individual on the effectiveness of product placement and identified a significant difference with gender age and education levels.
- In the present study researcher concluded that significant difference in recalling the Hindi movie that highlights a brand, association between intent to purchase and effectiveness of brand placement and other variables.

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## 12. A Study on Salaried Employees Satisfaction Level of Existing Investment Avenues in Pune City

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### Abstracts

The success of every country depends upon savings and investment. ‘No pain no gain’ is the basic principle of investment. The first step of investment is savings. Savings involves the commitment of resources which have been saved or put away from current consumption in the hope that some benefits will occur in future. The investment pattern of employees is determined by their expectations from the various preferred avenues. Preference may vary due to various considerations i.e. Safety, Liquidity, and marketability, returns tax benefits, risk involved etc.

The research study based on primary data collected from 50 salaried employees working in private sector, Pune. The research paper focused on satisfaction level of salaried employees of existing investment avenues.

**Keywords:** Savings, Investment, salaried employees.

### Introduction

Money acts as the driver for growth of the country. Investment is the employment of funds with the aim of achieving additional income or growth in value. It involves ‘waiting’ for a reward. Every investment is made with expectation to get more money than was invested in the beginning.

Investment decision differs from person to person due to various factors such as their age, level of education, level of earning, level of savings, gender etc. Both male and female investment perception may be different.

### Investment

Investment is a commitment of individual to earn future income in the form of interest, dividends, rent, premiums, and pension benefits of appreciation of the value of money. Investments are made from savings. There are many investment avenues are available like fixed deposits, post office savings, LIC, Public Provident Fund, Equity, Real Estate, Commodities etc.

Investment pattern determined by their expectations form different avenues which are varies due to safety, liquidity and marketability, returns, tax benefits, risk involves etc. Investment also depend upon the awareness about investment opportunities and level of knowledge.

### **Objectives of Study**

1. To study the investment preference among the salaried employees.
2. To examine the factor that are influencing investment behavior of salaried employees.
3. To Understand the Satisfaction level of salaried employees of existing investment avenues

### **Hypothesis**

H1: There is significant difference in demographic factors and factors influenced for investments decision.

H2: There is significant difference in demographic factors and satisfaction level of investors.

### **Research Methodology**

The data have been collected from primary source and secondary source. Primary data collected through structured questionnaire. The questionnaire covered demographic factors, factors influenced for investment decision and satisfaction level of existing investment avenues. Secondary data collected from Books, Journals, and News Paper Report etc. For the purpose of data analysis the percentage. The study is restricted to private sector employees working in Pune city. The study sample comprised of 50 salaried employees working in Private sector in Pune.

### **Literature Review**

Sonal Patil & Kalpana Nandawar (2014) examined that investors are hardly aware about investment avenues available in India. Most preferred investment is to invest in bank deposit, insurance scheme and gold. Safety is important factor and prefer secured regular income on investment. Investors are not ready to take risk.

Indira Kumari & Bipasha Barua(2015) evaluated that men are risk taker and focused on profitability. Women are not ready to take risk and gave priority to safety, security and liquidity. Most of the women preferred investment in gold, LIC, bank fixed deposit etc.

## Analysis and Interpretation

### 1) Age wise classification of employees

Sr. No.	Age	No. of Respondents	Percentage (%)
1	Less than 25years	5	10%
2	25 – 35 years	12	24%
3	36 – 45 years	16	32%
4	46 – 55 years	10	20%
5	More than 55 years	7	14%
<b>Total</b>		<b>50</b>	<b>100</b>

The information shows in above table no 1 revealed that 32 percent of employees fell in the age category of 36 to 35 years. 24 percent of the employees came under the age group of 25 to 35 years, 20 percent of the employees came in the age group of 46 to 55 years. 14 percent employees came in the age group of more than 55 years whereas only 10 percent employees belonged to age group of less than 25 years. It is observed that 76 percent of employees came in the age group of 25 to 55 years.

### 2) Gender wise Classification of employees

Sr. No	Gender	No. of Respondents	Percentage (%)
1	Male	30	60%
2	Female	20	40%
<b>Total</b>		<b>50</b>	<b>100</b>

Above table details shows the gender wise classification of employees. It indicates that 60 percent of employees fell in the male category and remaining 40 percent of the employees came under the female category. It is observed more than 60 percent respondents were male category.

### 3) Classification as per Annual Income

Sr. No	Annual Income	No. of Respondents	Percentage (%)
1	Up to 3 Lakhs	2	10%
2	3 – 6 Lakhs	25	50%
3	6 – 9 Lakhs	15	30%
4	Above 9 Lakhs	4	16%
<b>Total</b>		<b>50</b>	<b>100</b>

Table number 3 shows 50 percent employees have income between Rs. 3 lakh to Rs. 6 lakh. 30 percent employees came under the annual income group of Rs. 6 lakh to Rs. 9 lakhs and

16 percent employees have salary above Rs. 9 lakh. Only 10 percent of employees have annual income up to Rs. 3 lakh. It is observed that 80 percent of salaried employees having income between Rs. 3 lakhs to Rs. 9 lakhs

#### 4) Technical factors influenced while selection investment avenues

Sr. No	Factors	No. of Respondents	Percentage (%)
1	Safety and Security	20	40%
2	Tax savings	12	25%
3	Liquidity	7	13%
4	Simplicity	4	7%
5	High return	6	13%
6	other	1	2%
<b>Total</b>		<b>50</b>	<b>100</b>

Table number 4 shows the technical factors influenced while selection the investment avenues. Out of 50 employees first preference is given to public provident fund, bank deposits and post office deposits as a safety and security factor by 40 percent employees. 25 percent employees invest the money for tax saving purpose. Below 15 percent employees made investment for liquidity, simplicity and high return.

#### 5) Satisfaction on returns on Investment of salaried employees

Sr No	Investment Avenues	Extremely Satisfied		Very Satisfied		Moderately Satisfied		Slightly Satisfied		Not At All Satisfied	
		Resp.	%	Resp.	%	Resp.	%	Resp.	%	Resp.	%
1	Post office Fixed Deposits	12	24%	8	16%	20	40%	5	10%	5	10%
2	Bank Fixed Deposits	12	24%	20	40%	8	16%	4	8%	6	12%
3	Real Estate	15	30%	12	24%	10	20%	13	26%	-	-
4	Insurance Schemes	20	40%	10	20%	10	20%	5	10%	5	10%
5	Pension Scheme	12	24%	18	36%	14	28%	6	12%	-	-
6	PF / PPF	25	50%	20	40%	3	6%	2	4%	-	-
7	Mutual Funds	10	20%	15	30%	15	30%	2	4%	8	16%
8	Gold / Silver	7	14%	9	18%	20	40%	10	20%	-	-
9	Other	8	16%	5	10%	15	30%	15	30%	7	14%

Above table shows the satisfaction level on returns on investment made by salaried employees. Satisfaction level is depends on returns on investments.

**Provident Fund and Public Provident Fund:** This is first preference given by salaried employees. Out of 50 employees, 25 employees i.e. 50 percent are extremely satisfied, 40 percent are very satisfied, 6 percent employees are moderately satisfied, 4 percent employees are slightly satisfied and no one responded for not at all satisfied.

**Insurance Schemes:** Second preference is given to Insurance schemes. Out of 50 respondents 20 employees i.e. 40 percent employees are extremely satisfied, 20 percent employees are very satisfied and moderately satisfied, 10 percent employees are slightly satisfied.

**Real Estate:** Now a days salaried employees are interested to invest in real estate because of its appreciation value in the market. 30 percent employees are extremely satisfied, 24 percent employees are very satisfied, 20 percent are moderately satisfied and 26 percent employees are slightly satisfied.

**Bank Deposits:** Post office Deposits and Pension scheme: Fourth preference has given to safety deposits and after retirement benefits like bank deposits, post office deposits and pension scheme. 24 percent employees are extremely satisfied for their investment made in bank deposits, post office deposits and pension scheme. Very satisfied employees are 16 percent for post office deposits, 40 percent for bank fixed deposits and 36 percent employees in case of pension scheme. Below 6 percent employees are slightly satisfied and not at all satisfied.

**Mutual Fund:** Majority of employees are not aware about mutual fund schemes and not ready to take risk. Whether it gives high profitability employees are very cautious for investing in Mutual Fund due its high risk. Only 20 percent employees are extremely satisfied and 30 percent employees are very satisfied for Mutual Fund investment.

**Gold and Silver:** Market condition change the rate of Gold and Silver. Women employees are more interested in Gold and silver investment. 14 percent employees are extremely satisfied, 18 percent employees are very satisfied, and 40 percent employees are moderately satisfied, 20 percent employees are slightly satisfied and no one responded for not at all satisfied.



**Findings and Suggestion**

Young generation i.e. age up to 35 years employees are ready to take risk in share market and ready for investment in real estate. Above age 40 years preferred safety and security mode of investments like insurance schemes and PPF. 60 percent respondents are male category and 40 percent employees are female category. Whether women are working and earning sufficient money still they are not ready to take investment decision and depend on their husband for selection of best investment avenues. Women employees are satisfied with their Gold investments. 80 percent employees income is in between 3 lakhs to 9 lakhs which is middle income group. Salaried employees are more accountable and transparent for tax purpose so they preferred tax saving factor for investment avenues. Salaried employees with their hard cash not ready to take risk by opting share market but select safety and security factor for investment purpose.

Day by day there is increased in cost of living still employees have to keep savings for investment purpose which will give future benefits. Employees have to keep regular saving for future uncertainty. According to risk, return and liquidity employees have to select the best alternative investment avenue with efficient and effective manner.

**Conclusion**

The research paper broad objective was to study most influenced factor for investment and understand the satisfaction level against their existing investments. It is concluded that demographic factors affect investment decision and satisfaction level of investments. As employees between 25 years to 35 years age are satisfied with Mutual Fund or share market investment with risk factor. Expect high return with minimum. Employees who are above 40 year hardly taking risk while investing their hard cash. Their main intention is safety and security with long term investment decision. They are satisfied with their Insurance and Post office investment decision. Female are most dependent on their husband while taking investment decision and preferred family security. Level of income also important factor who changes the selection of investment pattern of employees. High level of income employees are diversify their amount in different investment avenues which is not possible for low level income group employees.

Thus the study identified that the salaried employees investment preference and satisfaction level of investment depend on various demographic factors like age, gender and level of income. These factors have major impact on selection of investments.

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## **13. State of ICT Infrastructure and Adoption Study of E-Governance Policy in the State of Maharashtra**

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### **Abstract**

Portfolio of e-Governance is very large. Indian Government has introduced e-Governance everywhere from rural to urban areas, from birth to death of an individual, from unemployed to employed, from rich to poor, public sector or private sector in the country. E-Governance projects generally built for masses and implementation takes longer time. E-Governance implementation has many challenges such as lack of ICT Infrastructure, digital divide, lack of awareness and policy and standard flaws. It is important to evaluate these projects for ICT, whether aims and objectives behind projects are achieved, status of adherence to e-governance policy. In line with this a descriptive study of one such old and challenging mass e-governance project in Maharashtra was carried out. Findings and suggestions are reported.

**Key words:** e-governance, SETU, ICT, Policy etc.

### **Introduction**

The government affects people's lives in several ways. It encompasses many activities of people's life from birth to death. Citizens in India are also becoming more aware of their rights, which results in an increase in their expectations from governments. They expect timely, efficient, transparent and good service. Conventionally citizen's experience with government offices has never been pleasant. Traditional process of service delivery was time consuming and lacked transparency. Through e-Governance it is now possible to govern services online and deliver them at the citizens' doorstep. Governments are now working in a smart way. They are moving from government centric approach to citizen centric approach. However e-Governance implementation in India does pose certain challenges, these are discussed below [Warale, Diwakar, 2019].

#### **1. ICT Infrastructure**

2. Privacy & Security
3. Lack of trained professionals
4. Digital Divide
5. Support from government authorities at top level
6. Lack of integrated services
7. Other challenges of National importance

Next section highlights the issues in implementation of e-Governance.

### **Significance & Selection of the Topic**

Citizen centric e-Governance initiatives are generally built for large masses and their implementations take longer time. Such initiatives generally carry a wide functional scope and also during the implementation stage it is necessary to observe whether the implementation is on the right track, what are the ICT issues, service delivery issues, whether governments policies are adopted properly, whether or not government has achieved aims and objectives behind project.

There are general studies reported in the literature, related to e-Governance projects in India; But the researcher did not come across any detailed indepth study conducted on large e-Governance projects existing in Maharashtra, which would help in midterm correction. Thus it was decided to select one e-Governance initiative and carry out an in-depth study of the same. SETU is an e-Governance project, which has been ongoing for more than five years, spanning an entire state and covering 47 services, was selected for the study [[Warale, Diwakar, 2016].

### **Objectives of Study**

To study and analyse e-Governance SETU project for

- Accomplishment of aim and objectives set by the government
- To find out implementation of SETU in accordance with e-Governance policy guidelines of GoM.
- To study fulfilment of IT infrastructure norms by service delivery centres.

### **Literature Survey**

#### **E-Governance Progress at International Level**

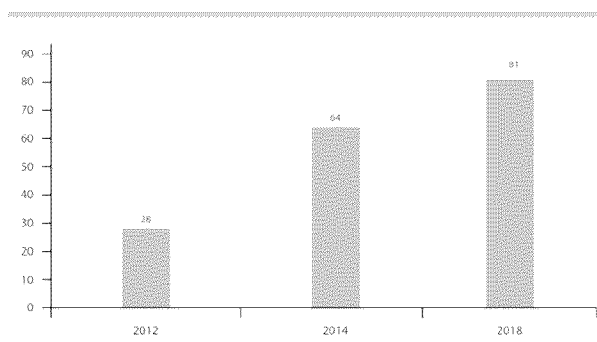
In this section the current status of e-Governance in various countries of the world is presented [UN's e-government survey, 2018].

**Region wise comparison of e-Governance progress**

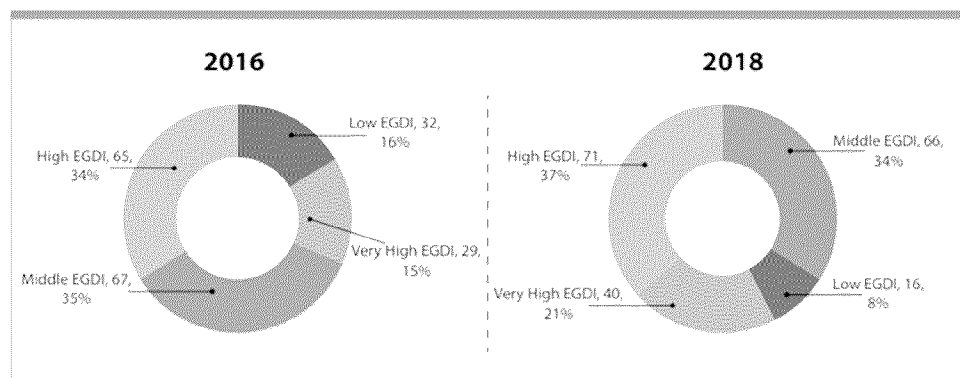
1. **Europe** : European countries lead e-government development globally; the Americas and Asia share almost equal standing in high and middle e-government index levels
2. **Asia** : Two thirds of countries in Asia (31 out of 47) have above the world average EGDI score of 0.55.
3. **America** : Almost half of countries in Americas (15 out of 35) have above the world average EGDI score of 0.55. Uruguay is the only Latin American country with Very-High EGDI scores
4. **Africa** : Only 4 countries out of 54 in Africa score higher than the world average EGDI of 0.55, whereas 14 countries have very low EGDI scores below 0.25.
5. **Oceania** : The disparity in e-government development level is also rather high among the countries in both Africa and Oceania regions. Australia and New Zealand are the only two countries in Oceania that score as high as 0.9053 and 0.8806 respectively.
6. Denmark, Australia, Republic of Korea, Sweden, Finland, Singapore, New Zealand, France, Japan have topped e-Government Development Index. All 193 Member States of the United Nations had national portals and back-end systems to automate core administrative tasks, and 140 provide at least one transactional service online.

Up to 176 countries in 2018 provide archived information online compared to 154 in 2016[UN's e-government survey, 2018]

It is interesting to know that India falls in the category of high EDGI more than 0.50



**Figure No.1:No.of countries with online e-service delivery arrangements**



**Figure No.2: Number of countries grouped by E-Government Development Index (EGDI) in 2016 and 2018**

- **E-Governance Scenario At National Level**
- **Digital India**

The government of India has launched the Digital India project in July 2015 to ensure that government services are made available to citizens electronically by improving online infrastructure and by increasing internet connectivity [DEIT's Digital India Policy Report, 2015]. The project includes broadband in 2.5 lakh villages, Wi-Fi in 2.5 lakh schools and all universities, public Wi-Fi hotspots for citizens and job creation [(n.d), Retrieved October, 2015 from :[https://en.wikipedia.org/wiki/Digital\\_India](https://en.wikipedia.org/wiki/Digital_India) ].

- **e-Kranti:** e-Kranti is nothing but the second phase of NeGP also called as NeGP 2.0. Major initiatives under e-Kranti are National Information Infrastructure (NII) which in turn consists of SWAN, NKN (National knowledge Network), NOFN (National Optical Fibre Network), e-Sangam, Meghraj cloud and national data center [DEIT's e-Kranti DPR, 2015].
- **State Wide Area Networks & State Data Centers:** As a part of the development of core infrastructure, the government has approved the scheme for establishing State Wide Area Networks (SWANs) and State Data Center Scheme across the country.
- **E-District:** e-District project was approved in 2011 for a period of 5 years. As on 31st March 2015, 14 services have been launched in 298 districts across 11 states.
- **GI Cloud:** The Government of India has started a very imperative initiative called GI-Cloud which will include multiple national and state clouds. These clouds will utilize SWAN, NKN, and NOFN integration platforms.

- **NKN:** National knowledge Network is one of the robust networks with the aim of collaborating all universities, educational institutions, research institutions, laboratories and libraries across the country.
- **NOFN (National Optical Fiber Network):** In order to resolve the connectivity problem and reduce the digital divide a project of broadband network across village Panchayat has been rolled out in May 2015.
- **Digital Locker :** The key part of Digital India initiative is “Digital Lockers” that provide free facilities to citizens of India to digitally store their important document like birth certificate, pan card, caste certificate, etc.

### **E-Governance At State Level**

A doctoral study was carried by [Nirmaljeet Singh Kalsi, 2008] on use of ICT for good governance framework for ten major states of India: Rasi in Tamil Nadu, Lokmitra in Rajasthan, Bhoomi in Karnataka, SETU in Maharashtra, NaiDisha in Haryana, Suvidha in Punjab, FRIENDS in Kerala, e-Seva in Andhra Pradesh, Lokmitra in Himachal Pradesh and Mahiti Shakti in Gujarat. Data was collected from interviews, discussions and questionnaire. The outcome of the study highlights the gaps in policy and suggests that there is a need to look at improving factors such as quality, completeness, reach of services, common standards, attitude, security, guiding principle etc. In terms of overall performance, four projects, e-Seva in Andhra Pradesh, Bhoomi in Karnataka, SETU in Maharashtra and Suvidha in Punjab had better scores than other projects.

### **E-Governance Initiative: Setu**



SETU in Marathi means bridge. A Bridge between government and citizens. SETU an e-Governance project in the state of Maharashtra was started by the Directorate of Information Technology with an aim to provide greater transparency, accessibility and efficiency to government procedures. SETU or CFC (Citizen Facilitation Center) is a single window system where citizens come to avail various services such as nationality and domicile certificate, caste certificate etc. SETU is spread across all 36 districts and covers 333 sub districts in Maharashtra. Total 47 services are offered to citizens.

## Hypotheses

H1: The fulfilment of IT infrastructure norms will lead to achieving the servicedelivery targets.

H2: E-Governance services are provided in a non-integrated manner.

## Research Design

A descriptive research method is used because the objective is to provide systematicdescription that is as factual and accurate as possible. Also a study was undertaken tounderstand the characteristics of the SETU Suvidha Kendra. A survey method is used to collect responses from citizens.

## Sampling Design

When cluster sampling is done at different levels, it is called multistage sampling. Three districts were selected to study. **Multistage Sampling Method** was used because several stages were used to select the sample.

Parameters	Questionnaire I		
Districts	Pune	Satara	Sangli
Population	90,720	56,520	50,400
Sub districts with sample Size	Haveli (138)	Satara(116)	Miraj (101)
	Baranati(100)	Karad (110)	Vita (103)
	Daund (100)	Patan (109)	Tasgaon (100)
Sample Size	338	335	304
Total Sample size	977		
Method of sampling	Multistage Random Sampling Technique		

Table No.1:Research design for Questionnaire –I

Parameters	Questionnaire-II		
Districts	Pune	Satara	Sangli
Population	35	25	20

Table No.2:Research design for Questionnaire –II

## Instrumentation (Data Collection)

**Primary Data Collection:** Primary data was collected through two structured questionnaires

Questionnaire-I designed to collect feedback about the quality of service , satisfaction level whereas Questionnaire-II was designed to collect basic information about SETU Suvidha Kendra, its establishment, the daily demand for the services, adherence to e-Governance policy- online services,digital signature, backup, updating, hardware software used in the center etc[Warale,Diwakar,2016]

**Secondary Data Collection:** A secondary source of the data consists of various handbooks, textbooks, reference books, newspaper articles; research papers.



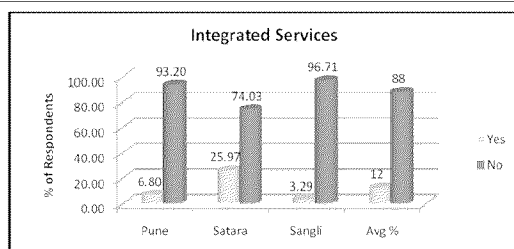
**Reliability of data**

District	Sample Size	Chronbach's Alpha
Pune	338	0.952
Sangli	304	0.880
Satara	335	0.906

Table No.3 Reliability of Data

**Data Analysis****Objective****No.1 Attainment of Aims and objectives set by government for SETU**

Given below are the parameters involved in attainment of aims and objectives by the government

**Parameter No:1 Integration of services****Figure No.3 Integration of services****Integration of services:**

It is very evident from figure No. that services are not offered in an integrated manner as 88 % citizens responded negatively.

**Parameter No:2 Accessibility, efficiency and transparency to government procedures**

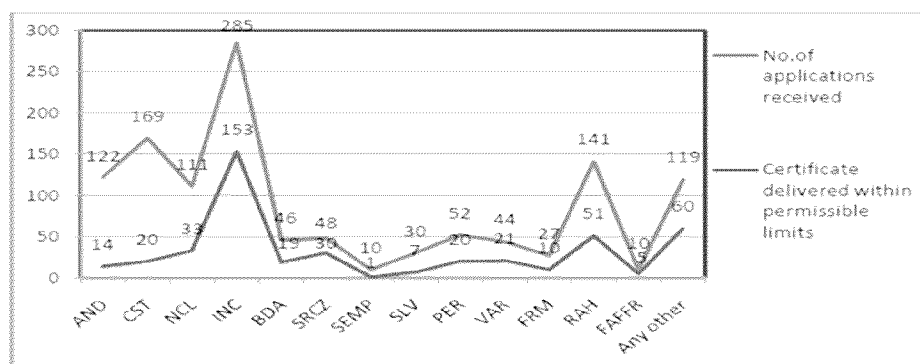
The Services provided by the government must be easily accessible and must be delivered to citizens efficiently and transparently.

Factor	Factor Name	Mean Score (Pune)	Mean Score (Satara)	Mean Score (Sangli)	Overall Mean Score
<b>Transparency</b>		(1 ← Highly Dissatisfied, Highly Satisfied → 5)			
F1	Transparency	2.86	3.56	4	3.47
<b>Accessibility</b>					
F2	Ease of Use	2.89	3.65	3.91	3.48
		(1 ← Good Measure, Poor Measure → 5)			
F3	Distance of SETU from Home	2.87	2.13	2.42	2.47
<b>Efficiency</b>		(1 ← Good Measure, Poor Measure → 6)			
F4	Days for Rectification of errors in application	5.13	3.26	3.04	3.81
		(1 ← Highly Dissatisfied, Highly Satisfied → 5)			
F5	Accuracy in certificates	2.98	3.97	4.24	3.73
F6	Timely delivery	2.63	3.03	3.65	3.10
F7	Reduction in waiting time	2.78	3.63	4.11	3.51

**Table No.4:Table of mean scores**

Table is used to find the status of accomplishment of the aim of SETU. Mean score value for all the parameters ranges between 3 and 4 which shows that the citizens are not completely satisfied with the transparency, accessibility and efficiency.

### Parameter No.3 Failure of service delivery within permissible limits



[AND: Age Nationality and Domicile, CST: Caste, NCL: Non Creamy Layer, INC: Income, BDA: Birth Death Aadesh, SRCZ: Sr. Citizen, SEMP: Self Employment, SLV: Solvency, PER: Permits/Licenses, VAR: Varas Dakhala, FRM: Various services required by Farmer, RAH: Rahivasi Dakhala, FAFFR: Financial assistance to freedom fighter's relatives]

**Figure No.5: Delivery of services within permissible time**

Overall, it has been observed that citizens do not get their certificates within the prescribed time limit.

### Objective No. 2 Adherence to e-governance policy guidelines set by government

Government of Maharashtra released the e-governance policy on 23rd Sept. 2011 with the objective of enabling and promoting m-government for better service delivery to citizens and to ultimately move towards a more efficient and transparent working of government organizations. Conformance to this policy results in the successful implementation of e-governance projects. Important aspects of this policy are the use of UID, use of Marathi language, e-enablement of services, service delivery channels, service delivery gateway, infrastructure requirement, procurement of IT products, capacity building, review and audit procedure and budgetary allocation. The following table shows important parameters in the e-governance policy and the status of its execution in all SETU Suvidha Kendras.

Sr.No.	Parameters	Pune			Satara			Sangli		
		Have li	Bara mati	Dau nd	Satar a	Kar ad	Pata n	Mir aj	Vita	Taag aon
1	Language used for SETU software (Marathi & English)	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	Updating of SETU software	✓	✓	X	✓	✓	✓	✓	✓	✓
3	Digitisation of old data in SETU software	X	✓	In progress	X	✓	X	✓	✓	✓
4	E-enablement of services	X	X	X	X	X	X	X	X	X
5	Security and privacy of data	Partially maintained	✓	✓	✓	✓	✓	✓	✓	✓
6	Biometric attendance at SETU Savidha Kendra	✓	X	X	X	X	X	X	X	X
7	Availability of Call center facility	X	X	X	X	✓	X	X	✓	X
8	Connectivity to divisional headquarter	✓	X	✓	X	✓	✓	✓	✓	✓
9	Guidance taken from	NIC	NIC	NIC	NIC/S STC	NIC	NIC	NIC	NIC	NIC
10	Formation of grievance redress procedure for citizens	✓	✓	✓	✓	✓	✓	✓	✓	✓
11	Conduct of regular audit	✓	✓	✓	✓	✓	✓	✓	✓	✓
12	Business continuity planning	X	X	X	X	X	X	X	X	X
13	Budget sufficiency	✓	✓	X	✓	X	X	✓	✓	✓
14	Awareness of CVC guidelines	✓	✓	X	X	✓	X	✓	X	X
15	Follow of CVC guidelines	X	✓	X	X	✓	X	✓	X	X
16	Staff Training	✓	✓	✓	✓	✓	✓	✓	✓	✓
17	Awareness & use of technology used in e-governance									
	Cloud computing	X	X	X	X	X	X	X	X	X
	Digital signature	✓	✓	X	X	✓	X	✓	X	X
	SOA	X	X	X	X	X	X	X	X	X
	Software interoperability	X	X	X	X	X	X	X	X	X
	Open standard	X	X	X	X	X	X	X	X	X
	Unicode complaint format	X	X	X	X	X	X	X	X	X

**Table No.5 Adherence to e-Governance Policy**

It is evident from the above analysis that, all three districts are not following the e-governance policy guidelines completely. Out of a total of 17 guidelines, only five guidelines are completely being followed by all three districts and those are the use of Marathi language, the presence of grievance redress mechanism, the maintenance of security and privacy of data,

conduct of regular audit and training of staff, whereas 3 guidelines are totally neglected i.e., enablement of services, business continuity planning and use of technologies such as SOA, Unicode compliant format, software interoperability and open standards, the remaining guidelines however are only partially followed. Thus, it is clear that e-governance policy guidelines are only partially followed by the SETU Suvidha Kendras in all three districts.

### **Objective No.3: Fulfilment Infrastructure Norms**

#### **Comparison of number of computers, printers used at SETU Suvidha Kendra:**

District	Avg. total no. of transactions	Desired computers	Actual computers	Remark	Desired printers	Actual printers	Remark
Pune	252	12	14	Norm fulfilled	3	7	Norm fulfilled
Satara	157	8	6	Norm unfulfilled	2	2	Norm fulfilled
Sangli	140	8	6	Norm unfulfilled	2	2	Norm fulfilled

**Table No.6 Comparison of actual Vs desired requirement of computers/printers**

Data show that the necessary and required computers and printers are available in SETU Suvidha Kendras in the Pune district, whereas the same is not true for Sangli and Satara districts.

### **Client /Sever Architecture**

IT Infrastructure Particular	Pune District			Satara District			Sangli District		
	Haveli	Bara mati	Daund	Satara	Karad	Patan	Miraj	Vita	Tasgaon
SETU Server configuration	P-IV, 80 GB HDD, 2GB RAM	PIV, 1 GB RAM, 250GB HDD	PIV	P-IV, 80 GB HDD, 2GB RAM	P-IV, 250GB HDD, 2GB RAM	P-IV, 250GB RAM, 500GB HDD, Camera	P-IV, 250GB HDD, 1GB RAM	PIV, Dual core, E5700 @3GHz, 2.9GB Ram	PIV, 2 GB RAM, 380 GB HDD
SETU Software Name	VLE Portal	Vidya online Pvt.Ltd	CFC software	SSTS	Paradise	Paradise	Gogate-Watwade	Gogate-Watwade	Gogate-Watwade
Front end	VB	VB	VB	VB	VB	VB	VB	VB	VB
Back end	SQL Server	SQL Server	SQL Server	SQL Server	SQL Server	SQL Server	SQL Server	SQL Server	SQL Server
Licensed	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

**Table No.7 Client Server Architecture at Service Delivery Center**

It has been observed that Only three sub districts met the norms of server and client configuration, namely Vita, Tasgaon and Patan whereas the remaining show only a partial adherence to the norms. In a nutshell, it can be said that except for hardware configuration, the rest of the norms like number of computers/printers, internet, antivirus, backup are met by all SETU Suvidha Kendras.

### Hypotheses Testing

**H1: The fulfilment of IT infrastructure norms will lead to achieving the servicedelivery targets**

A Service delivery target refers to the norms related to the number of days promised by government for the delivery of each service. For the purpose of hypothesis testing services are grouped into two categories viz., services in higher demand and services in lower demand.

Variable	Particulars	Percentage
IT Infrastructure Norms	1.SETU server and client configuration	Norm Fulfilled Percentage- 89 %
	2.Front end /Backend	
	3.Licensed Software for SETU	
	4.Internet connectivity and type of connection	
	5.Antivirus	
	6.Backup Facility and it's frequency	
	7.No.of Computers	
	8.No.of Printers	
Achievement of Service Delivery Target %	S1:Services in more demand :Total -07 services	Delivery deadline met - 14.28%
	S2:Services in Less demand:Total- 07 services	Delivery deadline met - 28.57%

**Table No.8 IT Infrastructure norms**

It is very clear from the table given above that, the IT infrastructure norms fulfilment percentage is 89%.

In contrast to this, the percentage for service delivery within the promised date is just 14.28% and 28.57% for both the service categories. It can be concluded that “The fulfillment of IT infrastructure norms makes no difference in achieving service delivery targets for each service”.

**H2: E-Governance services are provided in a non-integrated manner.**

The objective behind starting SETU was to provide services to citizens in an integrated manner. As per the data collected only 12 % of the citizens claim that services are offered in an integrated manner whereas, the remaining 88 % respondents haven't had a similar experience.

**Z test** is used to test the hypothesis. For a sample of the 977 respondents, 88% said that they are offered services in a non-integrated manner.

Thus

$$(\hat{p}) = \frac{88}{100} = .88, P_0 = .85, n = 977$$

$$z = \frac{\hat{p} - P_0}{\sqrt{\frac{P_0(1-P_0)}{n}}}$$

$$Z = 2.63$$

**Interpretation**

Z statistics value is 2.63. The population proportion is .85 and a sample of n=977 translate z to score of 2.63. According to Z score table  $P(Z < 2.63) = .9957$ . Therefore  $P(Z \geq 2.63) = 1 - 0.9957 = 0.0043$ . This is a right tailed test, P value = 0.0043. P value  $\leq 0.05$ . Thus it can be concluded that services are offered in an integrated manner.

**Findings**

Key findings related to research are given below

- The aim of SETU was to provide greater transparency, accessibility and efficiency to government procedures; however, 88% of the citizens have reported that services are not being offered in an integrated manner. The mean scores for transparency and efficiency hold only a marginal value. **Thus, it can be concluded that SETU is yet to accomplish the aim and objectives set when it was launched.**
- The e-governance policy gives guidelines for all e-governance projects in the state. Conformance to this policy results in the successful implementation of e-governance projects. However, it was found that all SETU centres have partially implemented the e-Governance policy.

- Some of the guidelines not being followed by SETU centers are e-enablement of services, biometric attendance at SETU centers, call center facility, conduct of CVC guidelines, and business continuity planning conduct of IT audit and use of technology for e-governance.
- Technical gaps: Configuration of server and client mentioned in Government's contract are very old and have not been updated since the beginning.
- It was found that in all districts the SETU centers show partial adherence to norms related to server and client configuration.
- All SETU centers use licensed copy's of the SETU software with front ends are designed with VB and back end with SQL server as stated in the SETU tender document.
- All SETU centers are connected to the internet and the antivirus software has been installed on servers and clients and takes daily back up of the transactions.
- A very interesting fact that has emerged from the study is that, the rate of service delivery at SETU centers' in Pune district is much lower than that of the remaining two districts. Even though adequate IT infrastructure, internet, and employees are available at the Pune SETU centers, services were not delivered on time. It was evident that in Pune, facilities were not being utilized properly, whereas in Satara & Sangli district, service delivery rate is good in spite of inadequate IT infrastructure. Citizens also reported that they were happy with the service delivery.
- E-governance is heavily dependent on technology and telecommunication network for service delivery, thus it is necessary to conduct an IT audit every year. However, it was found that an IT audit was never conducted in all SETU centers of the three districts'.

### **Suggestions**

#### **Integrated service delivery**

Services must be offered in an integrated manner to all citizens. Integration at block level, district level, state level and national level is very important. Researcher has already proposed maturity model for same and published in Research Review Journal January 2019 [Warale, Diwakar, 2019].

#### **Regular updating of the website**

The Website is an important interface for effective communication, knowledge sharing and interaction between citizens and government. Information published on the government

website is always treated as the most authentic one hence, all government departments must ensure that their websites are frequently updated and carry accurate content.

### **Outsource the maintenance activity**

ICT infrastructure required for e-governance consists of multiple components such as servers, clients, application software, databases, cloud-based services, mesh of networks, gateways etc. Thus maintenance work of such e-governance project must be outsourced to a third party who will **carry out a regular maintenance activity and ensure the 24x7 availability of the system.**

### **Government to play a main role in creating awareness about e-governance**

Government always launches new schemes and new projects to serve citizens' varying needs. These schemes must reach the citizens through proper channel. Thus, the government must create **awareness among the citizens** by means of social media, sms, email, television, radios and newspapers etc..

### **Conducting System Audits**

Apart from conducting a financial audit of Citizen Facilitation Center (CFC), it is necessary to ensure that assets are safeguarded properly. Thus BOT operators must conduct a system audit to check the working of hardware (specially server and client), software, networking, access rights to the servers, log entries, application software etc.

### **Prepare Business Continuity Plan**

A Well formulated business continuity plan helps in managing the ad-hoc and uncalled for consequences. This ensures business continuity without causing any kind of a loss to the organization.

### **Conclusion**

Descriptive study of one of the oldest e-Governance initiative SETU was conducted by the researcher. Various parameters were evaluated such as ICT Infrastructure, integrated service delivery, adherence to e-Governance Policy guidelines and achievements of aims and objectives by government. Study revealed that SETU shows partial adherence to policy norms and infrastructure norms, services are not offered in an integrated manner. Also aims and objectives behind SETU were not attained fully.

To reap the benefits of e-Governance in true sense all services must be offered in an integrated manner i.e. AAI manner (Any service Any time in integrated manner). Researcher have reported findings and suggestions.



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## 14. Flexi Work Systems – Need of an Hour in Indian IT Companies

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### **Abstract**

The traditional workplace with a nine-to-five schedule is fast becoming a thing of the past. This can be attributed to several reasons: Technological advances (e.g., PDAs/smart phones, VPN access, virtual desktops, etc.). Increase in global competition/economy. Dual-income households, Increased number of employees with caring responsibilities (e.g., child care, elder care). Varying needs of the different generations in the workplace (e.g., employees under 35 years of age tend to value greater workplace flexibility). Single - parent families. Sustainability (e.g., an organization's ability to balance financial performance with contributions to the quality of life of its employees, the local community and society at large).

To retain and attract top talent in India, employers will need to offer more than traditional inducements such as competitive salaries and linear career paths. Workers are increasingly looking to “design” the perfect balance between their personal and professional lives. 69% of talent in India sees flexible work arrangements as positively impacting work-life balance, according to a survey undertaken by Kelly Services. The results exceed the global average of 63%. Flexible arrangements include non-traditional schedules or the ability to telecommute. The survey found that work-life balance is highly valued in the Asia-Pacific region, with 77% of workers citing it as an important consideration in deciding where to work.

In India, workers nominated different elements that they considered important to achieve work-life balance. Key findings include flexible work schedules and arrangements such as working remotely or telecommuting (69%), limitations/restrictions on working outside typical business hours (45%), wellness programmes such as on-site.

**Key Words:** Flexible work arrangements, Work Life Balance, Dual Career Couples, Retention of Employees, Talent Workforce, Work Culture.

**Introduction**

As technology gives us the freedom to work from anywhere, more and more employee especially Z generation employee are prizing the ability to do so. Many IT & ITES companies are responding with flexi work systems and seeming to acknowledge the trends. Flexi Work Systems has become most popular practice in IT – Information Technology Sector. It is most popular among Dual Career Couples, Women IT professionals, Nuclear Family members, Physically Handicapped employees, Adult (40 plus age) employees etc.

**Flexi Work Systems consist of following components in IT companies**

- a) **Flexi Work Schedule (FWS)** – Flex Time, Compressed work weeks/Compressed hours, Part Time work, Customized work shifts, Staggered hours etc.

**Work from Home (WFH)** – Telecommuting, Work from other location etc.

**Employee Job Sharing (EJS)**

An online service devoted to listing telecommuting, flexible schedule, part-time and freelance work opportunities, is a prime resource for the segment of the workforce in search of such opportunities. While one might find many spam emails or subway flyers promising work from home opportunities, Flex Jobs offers up legitimate and professional listings for jobs in 50 career categories with positions ranging from entry-level to C-suite. Working from home is increasingly the dream of many a harried employee. But it's hard to find legitimate work-from-home opportunities that aren't too-good-to-be-true scams.

A flexible work schedule is an alternative to the traditional 9 to 5, 48-hour work week. It allows employees to vary their arrival and/or departure times. Alternative work arrangements such as flexible work schedules are a matter of agreement between the employer, client and the employee (or the employee's representative). Advantages for employers and employees exist when the employer allows employees to work flexible schedules. Whether the flexible work schedule involves compressing work days, flexible daily hours, or telecommuting, challenges exist for the employer and the employee.

Let's take a look at the advantages for employers and employees that flexible work schedules provide.

**Advantages of Flexi Work Systems for Employees**

With flexible work schedules, employees experience these benefits:

- **Flexibility to meet family needs, personal obligations, and life responsibilities conveniently.** If you have a flexible schedule, you can go to a parent-teacher conference during the day, take a yoga class, or be home when the washing machine repair person comes.
- **Reduced consumption of employee commuting time and fuel costs.** In some areas, commutes of more than an hour each way are not uncommon. If these employees are allowed to work from home, that saves two hours of time, gas, and wear and tear on the road. Not to mention, fewer people driving means it's easier for those people who are commuting.
- **Avoids traffic and the stresses of commuting during rush hours.** You'd be amazed at how much faster a commute can be if you have to be in the office at 10:00 instead of 8:00.
- **Increased feeling of personal control over schedule and work environment.** One reason people like to work for themselves is the control issue. By allowing employees to determine their own schedule and work environment, you appeal to the entrepreneurial spirit—which can be good for your employees.
- **Reduces employee burnout due to overload.** Flexibility means employees can take a break when they need it without incurring the wrath of a boss.
- **Allows people to work when they accomplish most, feel freshest, and enjoy working.** (e.g. morning person vs. night person). Many managers feel that early birds are hard workers and night owls are slackers. There's no evidence that that is the case—it's simply cultural.
- **Depending on the flexible work schedule chosen, may decrease external childcare hours and costs.** It needs to be clear that for all but a handful of jobs, working from home still requires child care.

However, if a couple both have flexible schedules, mom can go into the office at 6:00 a.m. and dad can get the kids ready for school. Mom's 8-hour day is finished by 2:00 p.m. and she is there to meet the bus by 3 p.m., while Dad starts his work day at 9:30 a.m. The result is two full-time jobs and incomes with no child care costs.

#### **Advantages of Flexi Work Systems for Employers**

With flexible work schedules, employers experience these benefits:

- **Increased employee morale**, engagement, and commitment to the organization.
- **Reduced absenteeism** and tardiness.
- **Increased ability to recruit** outstanding employees.
- **Reduced turnover** of valued staff.
- **Allows people to work when they accomplish most**, feel freshest, and enjoy working. (E.g. morning person vs. night person).
- **Extended hours of operation** for departments such as customer service.
- **Develops image as an employer of choice** with family-friendly flexible work schedules.
- **There are also key organizational challenges you need to address** to make flexible work schedules support your business. In and of themselves, as a positive benefit for employees, flexible work schedules support employee engagement, positive morale, and retention. But, flexible work schedules must operate to meet the needs of the business, too.

#### **Disadvantages of Flexi Work Systems for Employees**

- **Employees who thrive in an office environment** may find it difficult to work when his colleagues don't hold the same schedule. This is why many employers require core days and core hours during which everyone is in the office.
- **Working from home can often make neighbours and friends think you aren't actually working**, thus causing problems with relationships. (Friends can become upset when you say you can't watch their child, or let the repairman into their houses because, after all, you're home all day.)
- **There is no clear delineation between work and home.** When you use **flexible schedules** sometimes that means **work all of the time**. If your boss allows you the flexibility to go to your child's soccer game, then the boss may not feel guilty about calling you at 9:30 p.m.

#### **Disadvantages of Flexi Work Systems for Employers**

- Technical Security, Confidentiality of data and information may be hampered.
- In team oriented departments, **teams still need to meet**, which requires some set guidelines.
- **Some people take advantage of the flexibility** and use that as an invitation to work from home which really means watch Netflix with their email screen open.

- Some managers, who are used to seeing when their staff members come to work, watching what staff do all day at work, and knowing when people leave for home, **have trouble adjusting to the new management style which requires trust.**
- Office-oriented people sometimes **view their work-at-home colleagues as slackers** because they can't physically see their productivity.
- **Compressed work weeks can make client handovers complicated-** clients expect service 5 days a week during business hours and can be fussy when an employee isn't in on Friday.
- **Jobs that require customer-facing responsibilities only allow certain types of flexitime.** Whole days working from home are not an option. Other kinds of jobs such as assembly-line manufacturing and hands-on healthcare such as nursing share the same disadvantages. Employers struggle with fairness when only certain employees can work remotely.

#### Influencing Elements:-

Elements/ Category	Flexi Work Systems	
	Flexi Work Schedule (FWS)	Work from Home (WFH)
On Employee	The Effect of FWS on employees in companies in Pune	The Effect of WFH on employees in IT companies in Pune
On Employer	The Effect of FWS on employer in IT companies in Pune	The Effect of WFH on employer in IT companies in Pune

#### Flexi Work Systems and Workplace Culture

Flexi Work Systems	Workplace Culture
<b>Flexi Work Systems</b>	
<b>Flexi Work Schedule (FWS)</b>	
1. Change of Time 2. Change of Shifts 3. Allowed to Come at any Time	
<b>Work from Home (WfH)</b>	
1. Working from Home while connected to Office 2. Working from Home with Weekly Reporting 3. Working from Home with attendance on every 15 days	

<b>Workplace Culture</b>		
<b>Organizational Factors</b>	<b>Work Factors</b>	<b>People Factors</b>
1. Vision and Mission 2. Values and Beliefs 3. Ethics 4. Purpose 5. Trust 6. Leadership 7. Policies and philosophies 8. Rewards and Recognition 9. Social Responsibility 10. Commitment 11. Development 12. Consistency 13. Protocols 14. Benefits 15. Management Style and Attitude 16. Salary and Incentives	1. Practices 2. Language 3. Empowerment 4. Decision Making 5. Engagement 6. Learning 7. Work Environment 8. Communication 9. Motivation 10. Participation 11. Team Work 12. Fun and Playtime 13. Opportunities and Challenges 14. Technology and innovation 15. Responsibility 16. Flexibility	1. People Quality 2. Behavior 3. Types of interactions 4. Celebrations 5. Facilitation 6. Transparency 7. Treatment 8. Respect 9. Help and Support 10. Care 11. Acceptance 12. Diversity 13. Attitude 14. Sharing 15. Collaboration 16. Friendliness

- We will add more factors if required. Additionally factors/elements of Job Satisfaction and Employee Performance are also be considered.

### **Rationale and Significance of the study/ research or Need for Research**

Overall, the advantages generally outweigh the disadvantages and a good manager can handle the disadvantages. Flexible scheduling has become part of what employees are looking for in their comprehensive employee benefits packages. Your employees will love you; the employer will benefit from overall positive morale which is linked to increased productivity.

The annual list is comprised of the companies that offered the highest number of remote job listings in the Flex Jobs database in 2016, out of a total of 47,000 such companies. It includes jobs that allow for telecommuting both part and all of the time. Such opportunities seem to be increasing the percentage of workers doing all or some of their work at home increased from 19% in 2003 to 24% in 2015, according to the Bureau of Labor Statistics. Among those in management, business, financial operations and professional jobs, the percentage was 35-38%. and 68% of U.S. workers say that they expect to work remotely in the future.

“The results of this year’s list are in line with the overall growth trends we’re observing in the flexible job marketplace, with increasingly diverse companies turning to the ‘TRaD’ (or telecommuting, remote, and distributed) model of work as an integrated business practice,” said Sara Sutton Fell, founder and CEO of Flex Jobs.

### **Scope of the Research**

This particular research topic has huge scope in the today’ dynamic industry, especially in IT Sector. As all we are aware that IT sector requires lot of intellectual skills, mental presence, mental stability, long sittings up to 14 hrs for undertaking various IT projects in an effective manner. So, considering the nature and requirement of IT Sector it has become the need of time to adopt Work from Home - WFH and Flexi Work Schedule – FWS practices for IT professionals and again it is very much important for Women IT professionals.

Gone are the days where we are expected to work in fixed schedule i.e. 9:00 am to 5:00 pm or 10:00 am to 6:00 pm job traditional work culture. And again when it comes to the Dual Career Couple then becomes most useful and convenient practice to overcome the consequences which occur from Dual Career Couple.

### **Objectives**

1. To study the Flexi Work Systems used in IT companies.
2. To examine the effect of Flexi Work Systems on Job Satisfaction in IT companies.
3. To evaluate the impact of Flexi Work Systems on Workplace Culture in IT companies.
4. To study the relation between Flexi Works Systems and Employee Performance.

### **Hypothesis of Study**

#### **Hypothesis A**

H<sub>a0</sub>: There is no impact of Flexi Work Systems on Workplace Culture in IT companies

H<sub>a1</sub>: There is an impact of Flexi Work Systems on Workplace Culture in IT companies

#### **Hypothesis B**

H<sub>b0</sub>: There is no impact of Flexi Work Systems on Job Satisfaction of the employee in IT companies

H<sub>b1</sub>: There is an impact of Flexi Work Systems on Job Satisfaction of the employee in IT companies



**Hypothesis C**

H<sub>c0</sub>: There is no relation between Flexi Work Systems and Employee Performance in IT companies

H<sub>c1</sub>: There is no relation between Flexi Work Systems and Employee Performance in IT companies

**Methodology of Research**

- Researcher has decided to use Questionnaire for primary data collection; additionally researcher may use Interview Method for the same.
- Questionnaire will be of two types; 1) For the Employee (IT Professional who are availing Flexi Work Systems) 2) For the Employer (HR Dept. HR Head/Manager)
- IT Companies will be selected from Pune city as per the sampling methodology.
- Sample Size will be considered as per the Population size (No. of IT Companies)
- Sample Element is the Employees working in IT companies in Pune
- Interview will be conducted whenever or wherever possible or if required.

**Expected outcome of research**

Researcher is keenly interested to do research on this particular topic because Flexi Work Systems are become regular practices especially in IT Companies and it is requirement of time consisting the nature of family size or pattern even the requirement of society at large.

Researcher would like to find out the current market situation regarding the mentioned areas and willing to find out the potential in an identified area of study, and will try to find out what is the scope in the future generations. Researcher is also interested in to find out all elements/factors which can be considered for Job Satisfaction, Workplace Culture, Employee Performance.

**Selected Companies**

Sr. No.	Area/Location	Nature of Companies
1	Magarpatta City, Hadapsar, Pune	Information Technology/Software
2	Hinjewadi, Pune	Information Technology/Software
3	Talawade, Pune	Information Technology/Software

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