

Ojas Expanding Knowledge Horizon

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"Come, Join hands and give boost to Indian economy"**
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Corporate Training: A perspective and its link to Organizational Outcome
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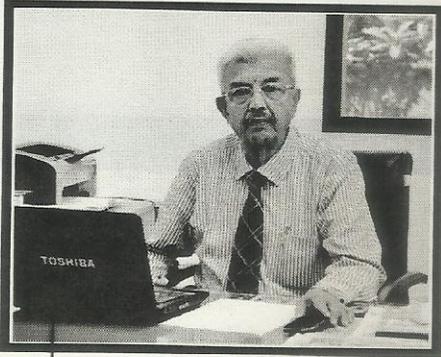
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Contents

1. **A Case on US Fast-Food workers Strike Across 100 Cities: A Signal of The Growing Clamor for Action on Income Equality** 01
Ms. Sonam Sachdeva, Ms. Roopam Sachdeva
2. **Export Promotion Councils in India (A Study of Engineering Export Promotion Council)** 05
Dr. Abhishek Maheshwari, Dr. Devesh Gupta, Dr. Geetika Shukla
3. **Pradhan Mantri Jan Dhan Yojana: An Economic Boost Come, Join hands and give boost to Indian economy** 16
Jyoti Kumari
4. **A comparative study of Talent Management Practices implemented by Information Technology Companies & Automobile Companies in Pune** 24
Prof. Shraddha Purandare
5. **Teachers and Computer Technology: Principal Views** 34
Dr. Neetu Sharma
6. **Business/ IT Alignment as a key Contributor for IT Implementation in Delhi NCR Region: A Study** 40
Dr. Deepika S. Joshi, Prof. Sanjive Saxena
7. **Understanding The Pattern of Usage of Social Networking Sites in India** 48
Dr. Tripti Barthwal, Dr. Akanksha Srivastava
8. **Corporate Training: A perspective and its link to Organizational Outcome** 63
Anshuman Das



From The Editor

"Talent Management" is a matter of knowledge and has to be improved, challenged and increased consistently, or it vanishes - rightly said by the Management Guru "Peter Drucker."

Of course very many researchers don't endeavor in the quest for the journey to be genius. The article A comparative study of Talent Management Practices..... has brought out the genesis of impact on retention of the contentWhich would enable organization to control cost, and perform in a better manner.

In the spotlight, Teachers and Computer Technology would be very much interesting as it indicate that teachers need in - "service training in Computer - added Education."

Also in the spotlight corporate training would spring a chane reaction in Employees across with direct link to outcome, one can surly make training and development more effective within the organization.

Informatic Article on Export Promotion Councils in India would be very much useful for those who are contending to be in International Business.

When the Fast-Food Workers struck there work in 100 cities in US the outcome had been challenging. Finally, Business/IT alignment has been a key contributor for IT implementation in Delhi and NCR region.

We're tweaking the magazine as well the front and Back section have been redesigned,

We, look forward to hearing what you think.

Prof. (Dr.) S. Durgaaprosad

Editor-in-chief

OJAS:Expanding Knowledge Horizon

A Case on US Fast-Food workers Strike Across 100 Cities: A Signal of The Growing Clamor for Action on Income Equality

Ms. Sonam Sachdeva*
Ms. Roopam Sachdeva**

Abstract

A Strike is a collective, organized, cessation or slowdown of work by employees, to force acceptance of their demands by the employer. It can also be regarded as a work stoppage undertaken in support of a bargaining position or in protest of some aspect of a previous agreement or proposed agreement between labor and management. This case showcases a real life example of the growing clamor for action on income equality faced by US fast food giants such as McDonalds, Taco Bell etc.

Keywords: Strike, Income Equality, Clamor, McDonalds, Taco Bell.

Objectives

1. The purpose of the case is to make the students aware about the situation of human resource crisis in any organization and across industry and nation.
2. The issue involved in the case is about income inequality in fast food industry and across nation and how it hampers the image of the company, industry and nation as a whole.
3. The case analysis will help to enhance the analytical and decision making capability of the students which will help them in long run.

Introduction

For nearly a century, labor strikes have been an effective tool to help unionized workers get higher wages, more benefits and greater workplace protections. But as declining union membership makes protracted strikes increasingly rare, a new model of labor agitation is emerging, and it might involve the cashier at local McDonald's. This case focuses on the Fast-food workers strike to protest low wages at McDonald's, Taco Bell and other fast-food chains from New York City to Seattle in December 2013.

Fast-food workers and other protest participants chanted and marched through a Los Angeles McDonald's restaurant on 5th December, 2013 morning as part of a nationwide strike involving industry employees in about 100 cities.

The workers walked off the job on Thursday as part of the largest effort yet in a push for higher pay for fast-food restaurant

employees. The actions are intended to build on a campaign that began about a year ago to call attention to the difficulties of living on the federal minimum wage of \$7.25 an hour, or about \$15,000 a year.

Description of statements by Attorney and Women's Right Activist Sandra Fluke, Officials of California Restaurant Association and few workers of different fast food chains have also been stated.

The Problem

Thousands of fast food and retail workers went on strike across the US on Thursday in a signal of the growing clamor for action on income equality.

The pre-Labor Day protests, which follow a series of strikes that began in November, 2012 in New York City targeted fast-food chains including McDonald's, Burger King, Wendy's and Yum Brands, whose chains include KFC and Taco Bell. Workers are also seeking the right to unionize.

*Assistant Professor, Ad-Hoc Panel, Department of Commerce, Delhi University, New Delhi, India. E-mail id: s.sachdev@outlook.com

**Student, Bharti Vidyapeeth Institute of Management & Research, New Delhi, India. E-mail id: gulshansachdeva@msn.com

Strike organizers, a loose confederation of local community groups and churches which has received some financial and training support from the Service Employees International Union, say restaurants in Milwaukee, Detroit and St. Louis had to close, at least temporarily, because of employee walkouts

In Chicago, hundreds of protesters gathered outside a McDonalds at 6.15am on 5th December, 2013.

As a large "Christmas Grinch" ambled about in freezing temperatures, demonstrators chanted for the minimum wage to be increased from \$7.25 an hour to \$15 per hour. It was the first of nine strikes in Chicago, with employees at McDonalds, Wendy's, Walgreens, Macy's and Sears also due to walk off shift. Low wage workers were due to strike across 100 cities through the day, including Boston, Detroit, New York City, Oakland, Los Angeles and St Louis amongst 100 cities of US where strike happened.

A demonstration at a McDonald's on West Manchester Avenue in Los Angeles began outside the restaurant at about 6 a.m. Some of the workers were also part of an August strike. It was not immediately clear what kind of impact the walk-out will have on restaurant operations.

The on-duty manager at the McDonald's West Manchester Avenue location stated that all scheduled employees arrived for work on Thursday, 5th December, 2013. Some workers and other rally participants later entered the store and, led by protesters with megaphones, chanted in front of the restaurant counter as customers continued to place their orders.

Attorney and women's right activist Sandra Fluke, famous radio talk show in US - Rush Limbaugh and Pastor William Smart Jr. - President of the Southern Christian Leadership Conference of Southern California also joined the demonstration.

"This community is done with this kind of undignified treatment for these workers," Fluke said through a megaphone as she stood in front of protesters.

The protests are part of a movement by labor unions, Democrats and other worker advocacy groups to raise pay in low-wage

sectors. In November, 2013, President Obama said he would back a Senate measure to raise the federal minimum wage to \$10.10, and he reiterated his support on 4th December, 2013.

Protesters are calling for \$15 an hour, although many see the figure as a rallying point rather than a near-term possibility.

Restaurant association officials called the one-day strike a public relations effort by organized labor. Doubling the minimum wage "ignores the economics of running a restaurant," according to the California Restaurant Association.

"As national labor organizers ramp up their assault against the restaurant industry, it's important to recognize that the protestors outside of restaurants are far more likely to be labor activists and paid demonstrators than actual restaurant workers," said Jot Condie, of the California Restaurant Association. "Restaurants of all kinds provide millions of young Californians with their first job, and the opportunity to acquire important skills they'll take with them the rest of their lives. The weakened economy has created an environment where more people are looking to our industry for short-term and long-term work opportunities, and fortunately restaurants have been able to provide thousands of new jobs."

As the movement struggles to find pressure points in its quest for substantially higher wages for workers, organizers said strikes were planned for the first time in cities like Charleston, S.C.; Providence, R.I.; and Pittsburgh.

The protests have expanded greatly since November 2012, when 200 fast-food workers engaged in a one-day strike at more than 20 restaurants in New York City, the first such walkout in the history of the nation's fast-food industry. The fast-food effort is backed by the Service Employees International Union and is also demanding that restaurants allow workers to unionize without the threat of retaliation.

Officials with the National Restaurant Association have said the one-day strikes are publicity stunts. They warn that increasing pay to \$15 an hour when the federal minimum wage is \$7.25 would cause restaurants to rely more on automation and hire fewer workers.

Simon Rojas, who earns \$8.07 an hour working at a McDonald's in South Central Los Angeles, said, "It's very difficult to live off \$8.07 an hour," noting that he is often assigned just 20 or 25 hours of work a week. "I have to live with my parents. I would like to be able to afford a car and an apartment." Mr. Rojas said he had studied for a pharmacy technician's certificate, but he had been unable to save the \$100 needed to apply for a license.

"To put it in perspective, yesterday I got paid, today I have not a dollar in my pocket," said Akilarose Thompson. She was on strike from the McDonalds in Chicago's West Town – the scene of 5th December, morning's protest that kicked off actions around the city. Thompson has worked at Mc Donald's for almost a year, serving customers on the cash register or on the drive-thru window. She got a pay rise in June and now earns \$8.28 an hour – three cents above Illinois's minimum wage of \$8.25. Thompson works a second job too, at Red Lobster, but still has to go to food banks to support her and her 15-month-old daughter.

The rate is actually higher in Chicago, as Illinois has set its own minimum rate of \$8.25 per hour. But protesters say it is still far too low. Backed by unions such as the SEIU nationally and smaller coalitions in different cities – in Chicago, the Fight for 15 campaign has been put together by the Workers Organizing Committee of Chicago, made up of a series of smaller action groups such as Arise Chicago and Lakeview Action Coalition – campaigners are calling for the federal rate to be increased to \$15 per hour.

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"There's been pretty huge growth in one year," said Kendall Fells, one of the movement's main organizers. "People understand that a one-day strike is not going to get them there. They understand that this needs to continue to grow."

The movement, which includes the groups Fast Food Forward and Fight for 15, is part of a growing union-backed effort by low-paid workers - including many Walmart workers and workers for federal contractors - that seeks to focus attention on what the groups say are inadequate wages.

Questions

1. Identify the problem in the case?
2. Do you think that organizing strikes is justified and the only measure available to the worker to get their demand fulfilled?
3. What do you suggest to the officials of the fast food chains in order to resolve this problem? Should they agree to the demands of the workers?

Teaching Notes

1. Divide the class into groups consisting of 4-5 members each.
2. Give the case for individual reading for 10 minutes.
3. Allow a time limit of 15 minutes for the discussion of the case within groups.
4. Now invite each group one by one to present the analysis of the case and answer the given questions.
5. At last give your inputs to the whole class. Discuss and appreciate good points and do critical analysis.

Teaching Suggestions

The students should be well versed with the concepts and issues of Industrial Relations and Compensation Management. They should be clear about the various laws governing the industrial relations, their rights as employees and the dispute settlement machinery available.

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Export Promotion Councils in India (A Study of Engineering Export Promotion Council)

Dr. Abhishek Maheshwari*
Dr. Devesh Gupta**
Dr. Geetika Shukla***

Abstract

Export Promotion Councils are the statutory bodies set up for the promotion of exports of specific products. The first EPC of India was set up in October, 1954: Cotton Textiles Export Promotion Council. At Present, there are 22 export promotion councils in India. Import objectives and functions of EPCs are: (i) To help the exporters in expanding overseas market of their products. (ii) To exchange trade delegates between the countries. (iii) To provide latest information of export trade. (iv) To give information relating to EXIM Policy and incentives available. (v) To give information on export performance, and (vi) To augment request for the release of Grants-in-aid.

The EEPC INDIA (Formerly Engineering Export Promotion Council of India) was set up in 1955 under the sponsorship of Ministry of Commerce and Industry, Govt. of India, for export promotion of engineering goods, projects and services from India. Initially started with a few hundreds of engineering units as a small outfit, with a passage of time it has grown to be the largest Export Promotion Council of India having a membership of nearly 12,000 from amongst large Corporate Houses, Star Trading Houses, Small & Medium Scale Units (SME), Trading Houses, etc. Out of the total membership of the Council, 60% constitutes the SMEs.

Present study covers a study of Engineering Export Promotion Council of India. Objectives of this Council have been studied and its working has been analyzed in the light of these objectives. How far these objectives been achieved and how far not, has been the main theme of study.

Introduction

The EPCs are non-profit organizations registered under the Companies Act or the Societies Registration Act, as the case may be. The EPCs are autonomous bodies and regulate their own affairs. However, if the Central Government frames uniform by-laws for the constitution and/or for the business of EPCs, they shall adopt the same with such modifications as Central Government may approve having regard to the special nature or functioning of such EPC. The EPCs shall be required to obtain the approval of the Central Government for participation in trade fairs, exhibitions etc. and for sending sales delegations abroad. The Ministry of Commerce and Industry/ Ministry of Textiles of the Government of India, as the case may be, would interact with the Managing Committee of the Council concerned, twice a year, once for approving their annual plans and budget and again for a mid-year appraisal and review of their performance.

The EPCs may be provided financial assistance by the Central Government. The Export Promotion Councils perform both advisory and executive functions. These Councils are also the registration authorities under the Export Import Policy, 1997-2002. These Councils have been assigned certain role and functions under the said Policy.

An exporter may, on application, register and become a member of an Export Promotion Council. On being admitted to membership, the applicant shall be granted forthwith Registration-cum-Membership Certificate (RCMC) of the EPC concerned, subject to such terms and conditions as may be specified in this respect.

Objectives of Export Promotion Councils

The basic objective of Export Promotion Councils is to promote the exports of the country. Each Council is responsible for the

*Associate Professor, Jaipuria Institute of Management

**Asth. Prof., J.P. Institute of Management. Email: icfe.devesh@gmail.com

***Asth. Prof., Dewan Institute of Management Studies. Email: geetikadims@gmail.com

promotion of a particular group of products, projects and services. The main role of the EPCs is to project India's image abroad as a reliable supplier of high quality goods and services. In particular, the EPCs shall encourage and monitor the observance of international standards and specifications by exporters. The EPCs shall keep abreast of the trends and opportunities in international markets for goods and services and assist their members in taking the advantage of such opportunities in order to expand and diversify the exports.

Functions/Role of Export Promotion Councils

- (a) **Issue of Certificate of Origin:** Certain countries demand certificate of origin from exporters. In India EPC can issue certificate of origin to the exporter certifying the origin of goods.
- (b) **Collection of Information:** It collects valuable information on overseas imports, import regulations, competitors, market potential and other developments in foreign trade.
- (c) **Supplying Information:** It provides information on latest developments in the field of exports. It may relate to various aspects of foreign trade. Such information is vital to exporters to promote their sale abroad.
- (d) **Organizing Seminars:** It organizes seminars, workshops, meetings and conferences on various aspects of foreign trade. Exporters are invited to take part in such events.

(e) **Trade Fairs and Exhibitions:** It assists the concerned authorities in organizing trade fairs and exhibitions in India and abroad, It assists the exporters also to take part in such trade fairs and exhibitions. It may also arrange buyer-seller meets so as to promote Indian exports.

(f) **Recommendation to Government:** It appraises or advises the Government authorities on current export problems and suggest necessary measures for export growth. It also advises the Government in framing proper EXIM policy from time-to-time.

(g) **Trade Delegations:** To make arrangements for sending trade delegations and study teams to different countries for promoting the export of specific products and to circulate the reports of such visits abroad among member exporters. In addition to this, it invites trade delegations from abroad also.

(h) **Professional Advice:** It may provide professional advice to exporters in many areas such as, technology up gradation, quality and design improvement, standards and specification, product development and innovation, etc.

(i) **Exploration of Overseas Markets:** It may assist the exporters in exploration of overseas markets and identify the items having export potentials in these markets.

(j) **Developing Export Consciousness:** This organization makes all the possible efforts to develop export consciousness in our country.

Export Promotion Councils in India

S. No.	Name and Address
1.	Apparel Export Promotion Council, 15, NBCC Tower, Bhikaji Cama Place, New Delhi - 110 066
2.	Basic Chemicals Pharmaceuticals & Cosmetics Export Promotion Council, Jhansi Castle, 4th Floor & Cooperage Road, Mumbai -400 029
3.	Carpet Export Promotion Council, 110-A/1, Krishna Nagar, (Behind Govt. Sr. Sec. School), Safdarjung Enclave, New Delhi -110 029
4.	Cashew Export Promotion Council of India, P B No.1709, Karakkat Road, Ernakulum, South Cochin -682 016
5.	Chemicals & Allied Products Export Promotion Council, World Trade Centre, 14/1 -B, Ezra Street, Kolkata - 700 001

6.	Cotton Textile Export Promotion Council, 5 th Floor, Engineering Centre, 9, Mathew Road, Mumbai - 400 004
7.	Council for Leather Exports, 53, Raja Muthiah Road, Chennai - 600 003
8.	Electronics & Computer Software Export Promotion Council, PHD House, 3 rd Floor, Opp. Asian Games Village, New Delhi - 110016
9.	Engineering Export Promotion Council, World Trade Centre, 1 st Floor, 14/1-B, Ezra Street, Kolkata - 700 001
10.	Export Promotion Council for EOUs and SEZ Units, 8G, 8th Floor, Hansalaya Building, 15 Barakhamba Road, New Delhi-110001
11.	Export Promotion Council for Handicrafts, 6, Community Centre, 2 nd Floor, Basant Lok, Vasant Vihar, New Delhi - 110 057
12.	Gems & Jewellery Export Promotion Council, Diamond Plaza, 5 th Floor, Dr. Dadasaheb Bhadkamkar Marg, Mumbai - 400 004
13.	Handloom Export Promotion Council, 18, Cathedral Garden Road, Nunagambakkam, Chennai - 600 034
14.	Indian Oilseeds & Produce Export Promotion Council, 78-79, Bajaj Bhavan, Nariman Point, Mumbai-400 021
15.	Indian Silk Export Promotion Council, 62, Mittal Chambers, 6 th Floor, Nariman Point, Mumbai-400021
16.	Jute Products Development and Export Promotion Council, 1, B.K. Paul Avenue, Kolkata - 700005
17.	Pharmaceuticals Export Promotion Council, 101, Aditya Trade Centre, Ameerpet, Hyderabad -500 038
18.	Plastic Export Promotion Council, Crystal Tower, Ground Floor, Crystal Cooperative Housing Society, Gundowli Road No. 3, Andheri (E), Mumbai - 400 069
19.	Project Exports Promotion Council of India, 123, 1st floor, Behind Shankar Road Market, New Delhi -110 060
20.	Power loom Development & Export Promotion Council, 16, 1 st Floor, Mittal Chambers, Nariman Point, Mumbai - 400 021
21.	Services Export Promotion Council, 509-511 and 514-518, 5th Floor, Apparel House, Institutional Area, Sector -44, Gurgaon-122003
22.	Shellac and Forest Export Promotion Council, World Trade Centre, 14/1 B, Ezra Street, 2 nd Floor, Kolkata - 700 001
23.	Sports Goods Export Promotion Council, 2 nd Floor, 1E/6, Swami Ram Tirth Nagar, Jhandewanan Extn. New Delhi -110 055
24.	Synthetic and Rayon Textiles Export Promotion Council, Resham Bhavan, 78, Veer Nariman Road, Mumbai -400 021

25.	Telecom Equipment and Services Export Promotion Council, 3rd Floor, Niryat Bhawan, Rao Tula Ram Marg (Opp. Army Hospital Research & Referral), Vasant Village, New Delhi-110057
26.	Wool and Woolens Export Promotion Council, 612/714, Ashoka Estate, 24, Barakhamba Road, New Delhi - 110 001
27.	Wool Industry Export Promotion Council, Churchgate Chamber, 7th Floor, New Marine Lines, Mumbai -400 020

Engineering Export Promotion Council (EEPC)

Way back in 1955-56, the nascent Indian engineering sector was in the process of diversifying and restructuring the export base of the industry and it needed a strong push. The EEPC INDIA (Formerly Engineering Export Promotion Council of India) was set up in 1955 under the sponsorship of Ministry of Commerce and Industry, Govt. of India, for export promotion of engineering goods, projects and services from India. Initially started with a few hundreds of engineering units as a small outfit, with a passage of time it has grown to be the largest Export Promotion Council of India having a membership of nearly 12,000 from amongst large Corporate Houses, Star Trading Houses, Small & Medium Scale Units (SME), Trading Houses, etc. Out of the total membership of the Council, 60% constitutes the SMEs.



The steady growth in the export of engineering goods from India has been the continuous innovation and setting up quality standards in manufacturing and delivering services - this is evident as a large number of exporters are 'ISO 9000' or equivalent accredited. EEPC, India right from its inception, has been insisting the exporting community on the quality parameter and the Council itself has the distinction of achieving the 'ISO 9002' accreditation from world renowned KPMG. This has further been upgraded to 'ISO 9001:2008' for designing and execution of exhibition management services and provision of specialized management, educational, and consulting services to engineering industry.

Engineering exports from India have been steadily growing and the performance has probably exceeded all expectations ever since the birth of the Council. Apart from being one of the largest stakeholders in the total exports out of India, engineering exporters are the foremost net foreign exchange earners in the country. As the engineering sector is extremely diversified, the Council has set up different Product Panels with a view to ensure that all potential Indian products may reach out to the global markets.

Activities and Services of EEPC

EEPC India aggressively pursues a number of activities and services for its exporting community, members and potential overseas buyers with a two-point objective of facilitating the exports of Indian engineering products and services to the global markets and to provide the overseas buyers true value.

Marketing activities of the Council are manifold and, in addition to direct marketing, structured promotional events are organized on a regular basis so as to create awareness about the capability of

Indian engineering exporters. Important promotional activities carried out on regular basis are product specific delegations to select countries, exclusive Indian Engineering Exhibition, participation in Specialized Trade Fairs, Catalogue Shows, Buyer-Seller Meets, Product Specific Seminars and Conferences - both in India and abroad.

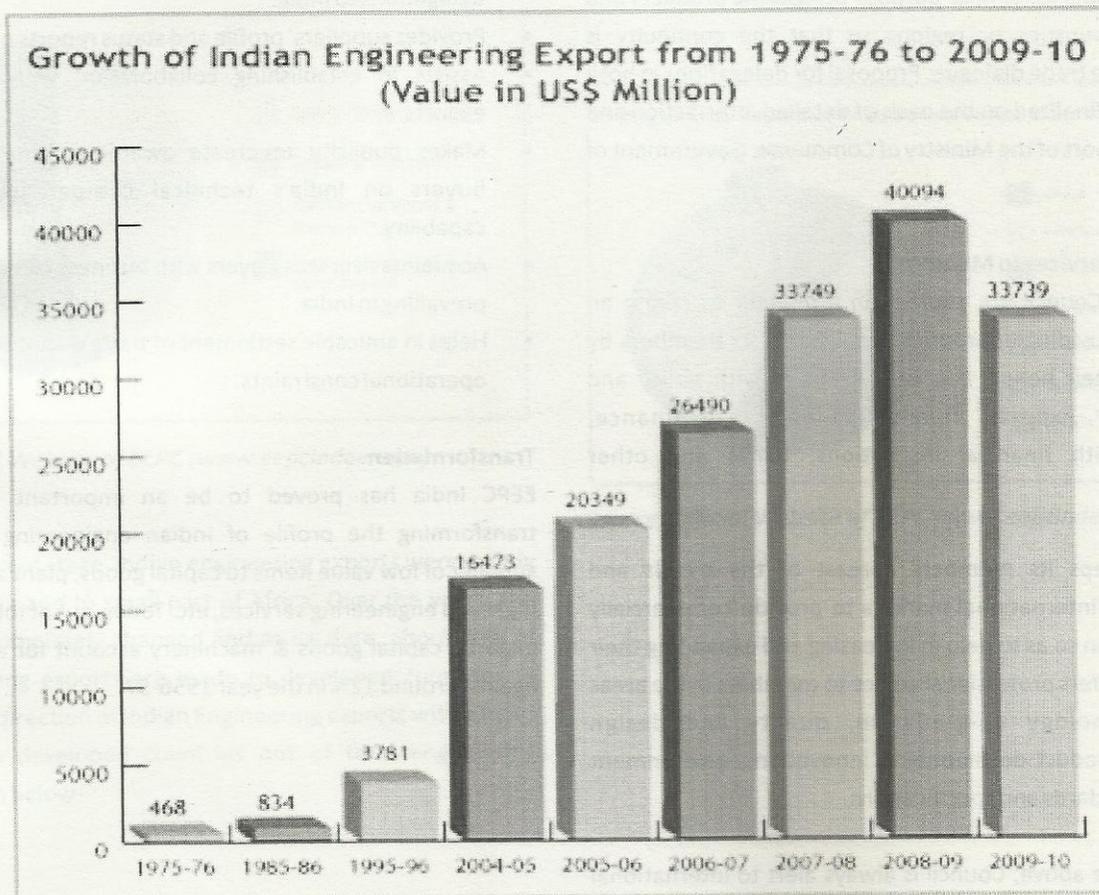
- Publicity & Promoting the 'Made in India' brand
- Organizing INDEE Exhibition
- Participation at leading Exhibitions and Trade Fairs
- Organizing Seminars and Conferences
- Sending Trade Delegations and Organizing Buyer-Seller Meet
- Opening and Maintaining Foreign Offices of the Council
- Providing Export Related Services to Members

Export Performance of EEPC

During last five decades, EEPC India has been playing a pivotal role in increasing country's engineering exports and as on the date, engineering exports stands at US\$ 34 billion in the year 2010-11 in comparison to US\$ 10 million in the year 1956-57. Engineering exports have been registering steady growth each year and has registered a growth of 25% during 2010-11 over the previous year.

Seminars and Conferences

The Council organizes on regular basis seminars and conferences, both in India and abroad, on a wide range of topics to foster increased trade and formation of strategic alliances. Such conferences had earlier been held in Paris, Houston, Tokyo, Dusseldorf and other major cities on the issues related to third country cooperation in projects and sub-contracting.



Source: Drawn by Researcher on the basis of Data taken from Annual Reports of EEPC (Various Issues).

The focus on such conferences have, of late, taken a paradigm shift and today they are oriented to focus on trade exchanges between India and trading blocks. The most recent of such conferences like Euro-India conference on sub-contracting collaboration, trade with SAARC, Afro-India, Indo-Lac, Indo-NAFTA were organized in which participants from these regions were invited for interaction with their Indian counter-parts on such platforms. The participants in these events, from both the sides, found the meets to be extremely useful and were also immensely benefited.

Trade Delegations and Buyer-Seller Meets

The Council sponsors, on regular basis, the visit of Multi-product Trade Delegations to identified markets overseas to foster closer cooperation to promote strategic alliances and joint ventures with overseas companies. It also sponsors the visit of overseas delegations to India for similar purpose on specific products and from various countries or regions so that the continuity is maintained in the trade dialogue. Proposal for delegations in both the directions is finalized on the basis of detailed inter-action and with the full support of the Ministry of Commerce, Government of India.

Export Related Services to Members

Services of the Council are planned in a manner to create an ambience for providing appropriate services to its members by taking up, on their behalf, the issues related with policy and procedures for exports, timely availability of finance, coordination with financial institutions, banks and other institutions.

The Council keeps its members abreast of the trends and opportunities in international markets to provide commercially useful information so as to help in increasing and expanding their exports. It also offers professional advice to members in the areas such as, technology up-gradation, quality and design improvement, product development, innovations, environment protections, standards and specifications.

In addition to the above, Council is always alert to international demand and ever changing needs of the small and medium

enterprises in recognition to their commitments to exports and substantial contribution to engineering exports. It highlights the issues related to small, medium and tiny sector exporters with concerned authorities and also plays an active role in providing Market Development Assistance (MDA) for the cause of export marketing and market entries.

Services to Buyers

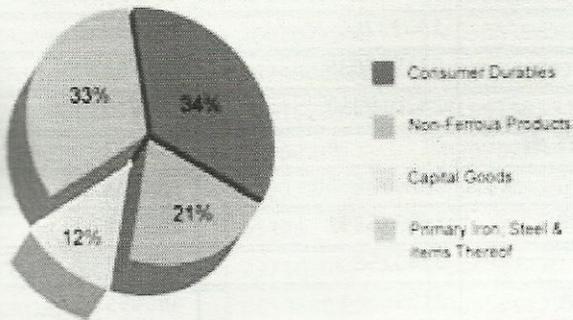
EEPC provides a host of services to overseas buyers at no cost so as to facilitate in their sourcing of engineering goods & services from India. This includes-

- Acts as a dynamic vehicle and trusted link between Indian exporters and foreign buyers so to maintain mutual rapport.
- Identifies suitable suppliers in India who are able to cater goods and services conforming to buyers' needs.
- Arranges visits of overseas buyers, exploratory missions, delegations to India.
- Provides suppliers' profile and status reports on request.
- Assists in establishing collaboration with third country exports.
- Makes publicity to create awareness amongst overseas buyers on India's technical competence and supply capability.
- Acquaints overseas buyers with business climate and policies prevailing in India.
- Helps in amicable settlement of trade disputes and removing operational constraints.

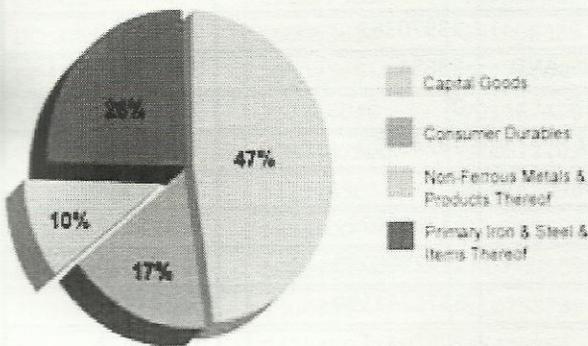
Transformation

EEPC India has proved to be an important instrument in transforming the profile of Indian engineering exports as a supplier of low value items to capital goods, plant and machinery, high-end engineering services, etc. Today, out of total engineering exports, capital goods & machinery account for around 47% as against around 12% in the year 1956-57.

Composition of Indian Engineering Exports (1956-57)



Composition of Indian Engineering Exports (2009-10)



Source: Official Website of EEPC (www.eepcindia.com)

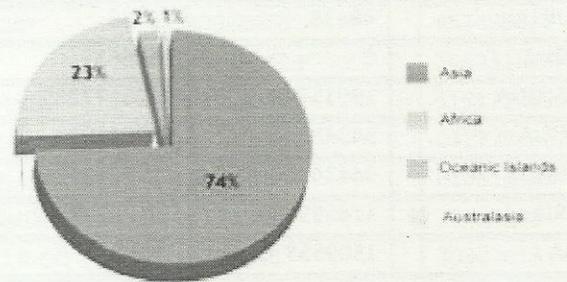
Diversification

During the nascent stage, Indian engineering exports were mainly confined to Asia and to small part of Africa. Over the years, the scenario has completely changed and as on date, about 40% of total engineering exports are made to developed countries. A table showing direction of Indian Engineering exports with a focus on exports to developed countries out of total engineering exports is given below-

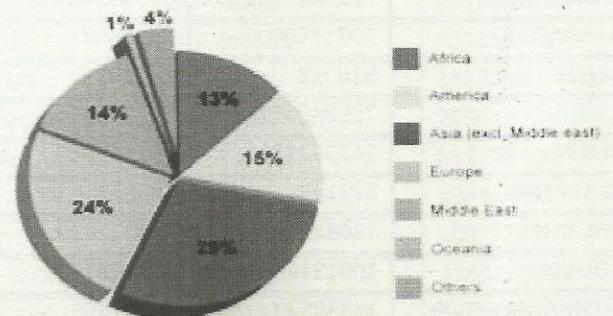
Region	1956-57	2009-10
Europe	0%	24%
America	0%	15%

Source: Results drawn by Researcher on the basis of Data taken from the Reports of EEPC.

Regionwise Export of Engineering Goods & Services (1956-57)



Regionwise Export of Engineering Goods & Services (2009-10)



Source: Official Website of EEPC (www.eepcindia.com)

Exports of EEPCC Products from India during 2011-12 and 2012-13

Country	Value (INR) 2011-12	Value (INR) 2012-13	Country	Value (INR) 2011-12	Value (INR) 2012-13
AFGHANISTAN TIS	1058261359	1225012055	LEBANON	832984161	870523292
ALBANIA	47270089	26036621	LESOTHO	14023766	12109912
ALGERIA	1796854188	2387010875	LIBERIA	441937835	446752203
AMERI SAMOA	1803016	7887564	LIBYA	242019958	1428153606
ANDORRA	11154730	1118217	LIECHTENSTE IN	0	203942
ANGOLA	1478465619	1156384563	LITHUANIA	2484936398	353021778
ANGUILLA	48438	60763	LUXEMBOURG	169525391	163712700
ANTIGUA	0	9666635	MACAO	3346258	11045719
ARGENTINA	1901574394	1925177285	MACEDONIA	21336664	48069534
ARMENIA	54948962	77004193	MADAGASCAR	179679492	289274599
AUSTRALIA	9443432443	11982401343	MALAWI	1966782897	998074737
AUSTRIA	1749596895	1917527384	MALAYSIA	11187611554	15567338712
ARUBA	1509553	18183	MALDIVES	370732114	357882581
AZERBAIJAN	123960374	172211120	MALI	861472116	795671259
BAHAMAS	40064273	630457	MALTA	38970369	28443319
BAHARAIN IS	2543242396	4676270649	MARSHALL ISLAND	98654	3231822
BANGLADESH PR	12122470109	17984349740	MARTINIQUE	0	172204
BARBADOS	30717600	6336392	MAURITANIA	28248320	51137445
BELIZE	816048	10339393	MICRONESIA	0	188715
BELGIUM	7558499726	5777425606	MAURITIUS	612993622	664181179
BENIN	1473525281	981145580	MYANMAR	1722908795	5565407963
BERMUDA	372145	645667	MEXICO	5576261190	5824396897
BHUTAN	1368222913	888132429	MOLDOVA	10676411	12183927
BOLIVIA	109181048	265208701	MONGOLIA	85866879	150072983
BOSNIAHRZGOVIN	33339527	39841465	MONACO	443974	96906
BOTSWANA	200859729	207762263	MOROCCO	1165144725	3774641010
BRAZIL	16052557115	19388849193	MOZAMBIQUE	1484519588	2279724439
BR VIRGN IS	1833954	278393	NAMIBIA	79334917	63695044
BRUNEI	501999304	28535229	NAURU REP	28583	75761
BULGARIA	280994280	447603092	NEPAL	7147730183	8397052011
BURKINA FASO	457662238	817765251	NETHERLAND	8884832749	11894561539
BURUNDI	63460007	208957041	NETHERLANDANTIL	4885376	1193600
BELARUS	216282444	212095639	NEUTRAL ZONE	672790	0
CAMBODIA	314056944	285326137	NEW CALEDONIA	1673323781	194658819
CAMEROON	535420212	1095093796	NEW ZEALAND	501830729	1756568488
CANADA	6285276262	5955533145	NICARAGUA	296863783	171280460
CAPE VERDE IS	2595630	3983369	NIGER	109137015	100324528

CAYMAN IS	209844	150812	NIGERIA	15604642452	19389118837
C AFRI REP	58073299	84263864	NORFOLK IS	485381	0
CHAD	244068864	232425894	NORWAY	1429657124	975817203
CHILE	1321114027	1450120128	OMAN	6389367587	9781302568
TAIWAN	2892077048	4659530625	PACIFIC IS	0	286913
CHINA P RP	18749463115	23009278773	PAKISTAN IR	1289511586	1923187381
COLOMBIA	1761520180	3193166334	PANAMA REPUBLIC	201984478	321739847
COMOROS	21962366	33575208	PANAMA C Z	0	5319833
CONGO P REP	882721769	1094709398	PAPUA N GNA	252587789	301711531
COOK IS	95326	0	PARAGUAY	380048683	463488071
COSTA RICA	237169651	304707770	PERU	1365392419	1469312657
CROATIA	685364915	306561727	PHILIPPINES	3832658722	5191710255
CUBA	55696530	173209810	POLAND	2002121552	2427785572
CYPRUS	128145638	130643469	PORTUGAL	793058063	610612157
CZECH REPUBLIC	1644817821	1525036226	EAST TIMOR	10159145	23400385
DENMARK	2003148735	1805518224	PUERTO RICO	20782086	30303613
DJIBOUTI	2929775357	1388620174	QATAR	2639153932	4251381555
DOMINIC REP	160053639	391608335	REUNION	6773528	3431710
DOMINICA	20502115	31179269	ROMANIA	1303493521	1934410909
ECUADOR	357764046	701187480	RUSSIA	5075682893	9019809323
EGYPT A REP	7087447920	9286222010	RWANDA	403208801	801350273
EL SALVADOR	112118303	460165096	SAO TOME	2235875	1469562
ESTONIA	638300007	247665782	SAUDI ARAB	19165355912	29564408490
ETHIOPIA	5095282840	7056095099	SENEGAL	1684284262	817798800
ERITREA	45048997	110750789	SERBIA MONTNGRO	39085490	1263540211
EQTU GUINEA	9499459	43425861	SEYCHELLES	125098584	100778459
FAROE IS.	0	82080	SIERRA LEONE	700302150	2583222966
FALKLAND IS	0	67312	SLOVAK REP	309801832	561688371
FINLAND	896167046	880144051	SINGAPORE	30082196388	28048001823
FIJI IS	184335080	212141088	SLOVENIA	891951274	1049669686
FRANCE	12110568118	15171798631	SOLOMON IS	2713214	32641523
FR GUIANA	312548	122264032	SOMALIA	55571980	91849451
FR POLYNESIA	86400	5504167	SOUTH AFRICA	9470512452	13288017482
GABON	200581915	396642926	SPAIN	12702041276	10621743804
GAMBIA	85418471	72136702	SRI LANKA DSR	12800699409	15221770305
GEORGIA	242218559	389403670	ST KITT N A	652461	242075
GERMANY	39366917811	41155842719	ST LUCIA	7474577	2157718
GHANA	4775895712	4492584574	ST VINCENT	1625032	1758597
GIBRALTAR	3183679	1201342	SUDAN	5521887469	3435508709
GREECE	550916397	482444389	SURINAME	24295004	922966759
GREENLAND	0	54591	SWAZILAND	40761172	30603597

GRENADA	11132517	3482360	SWEDEN	3244998016	3478481230
GUADELOUPE	2179392	547570	SWITZERLAND	4577245979	6009890052
GUAM	11934470	510590	SYRIA	2479123861	2016419672
GUATEMALA	1322783920	1928687940	TAJKISTAN	76999354	52199228
GUINEA	261673029	432051595	TANZANIA REP	4731330987	6340204904
GUINEA BISSAU	6504128	22190957	THAILAND	12146918522	22393768871
GUYANA	105263318	163818532	TOGO	526009837	587924937
HAITI	81249757	73938337	TOKELAU IS	0	163796
HEARD MACDONALD	0	62732	TONGA	110093	520254
HONDURAS	243561982	363218888	TRINIDAD	181408101	143240907
HONG KONG	3805654499	4763417444	TUNISIA	625283655	757866785
HUNGARY	2789903233	3180403168	TURKEY	11552125926	12684244733
ICELAND	18518301	31025785	TURKMENISTAN	836022870	2320279342
INDONESIA	13146554748	18199072589	TURKS C IS	127083	95872
IRAN	10622676903	16916819773	TUVALU	6637	0
IRAQ	2731835166	5394478010	UGANDA	2688980058	2989444572
IRELAND	692037534	1195280275	U ARAB EMTS	38105595568	47264658530
ISRAEL	2635101791	2988150679	U K	35004159789	36931322102
ITALY	18647288880	18990478620	UKRAINE	937512949	853331488
COTE D' IVOIRE	332974413	761856124	U S A	99448721789	116554231214
JAMAICA	62932921	36168441	URUGUAY	511637946	425431392
JAPAN	8606606446	12532867086	UZBEKISTAN	716291124	972593483
JORDAN	1510737100	3446712932	VANUATU REP	2323332	903635
KAZAKHSTAN	650001176	1189320733	VENEZUELA	1349612705	1824134005
KENYA	9982110840	12475929085	VIETNAM SOC REP	8095379153	6260144000
KIRIBATI REP	7331825	779774	VIRGIN IS US	542377	3411652
KOREA DP REP	872648422	514483581	SAMOA	6608066	3971967
KYRGHYZSTAN	32745256	27247760	YEMEN REPUBLC	1199192647	1761159042
KOREA REP	6532825324	7851584095	CONGO D. REP.	7227298	597917294
KUWAIT	6293791094	6244187359	ZAMBIA	2421896591	3087454112
LAO PD REP	172731967	55215791	ZIMBABWE	1608326203	1251068665
LATVIA	161114234	89943115	UNSPECIFIED	2128926241	328299788

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“Pradhan Mantri Jan Dhan Yojana”: An Economic Boost “Come, Join hands and give boost to Indian economy”

Jyoti Kumari*

Abstract

Indian government and Reserve Bank of India (RBI) are trying from so many years to bring all the people in the ambit of banking. On the eve of 68th Independence Day, Prime Minister Narendra Modi publicized “Pradhan Mantri Jan Dhan Yojana” to reduce financial untouchability by including millions of people in the financial mainstream. By joining hands with the people at the ‘bottom of the pyramid’, this programme will give a new height to our economy. This paper aims to highlight the benefit of this programme to the bank, the Government and the life of millions of people. This paper focuses on very important shortcoming of this programme. This paper will also suggest the complementary measure for long run and definite success of this programme and highlight some of the challenges ahead. Hence, this paper tries to focus on the impact of new programme initiated to reduce poverty, social upliftment and for economic boost.

Keywords: Financial Inclusion, Pradhan Mantri Jan Dhan Yojana, Economic Boost, People, Government, Bank.

Introduction

Banking facility is one of the fundamental necessities of the people and everyone must be the part of civilization. This not only helps people in becoming the part of civilization but also help them in contributing towards the growth and development of the economy. Banks not only act as finance provider but also act as a friend, custodian, and financial advisor and can also play the role of mediator between government and public. In case of India, where large number of people belongs to middle and low income group who have tendency to spend a very small proportion of their income and to save more and more for their future need. But still, in India, millions of people are facing the problem of financial untouchability. In India, according to census 2011, around 68.68 percent of total population lives in rural areas and 31.2percent lives in urban areas and out of this, only 54.4 percent households of total rural population and 67.8 percent households of total urban population have access to banking services. Hence, these figures reflect that even after 68th year of Independence Day and

lot of efforts from the side of previous government and Reserve Bank of India (RBI), the problem of financial untouchability continues to persist in our economy. Therefore, Prime Minister highlighted this problem by stating Economic Times Bureau (2014) that not even 68 percent of Indian population has access to banking services even after 68 years of Independence. Thapar (2013) stated the actual challenge to the banking industry is from the people who are not availing its services. She also emphasized on the significance of financial services for development of human being and economy at a large. Gandhi (2013) highlighted banking services as a fundamental element to alleviate poverty.

To overcome this problem RBI urged banks to follow the objective of financial inclusion, in this way this word was first featured in India in 2005. The term financial inclusion refers to ‘impart of banking services to the deprived and low income group people at reasonable cost’. Leeladhar (2006) defined financial inclusion as a means to deliver banking services to the huge sections of the disadvantaged and low-income groups at an affordable cost. This financial inclusion will help poor to liberate from the clutches of

traditional and informal finance provider and motivates them to change their lifestyle and in this way it will prove to be the move towards modernization. Through successful implementation of this programme, the banks will reach to the village level.

Indian government and RBI are trying from so many years to bring all the people in the ambit of banking. To achieve this objective, Prime Minister Narendra Modi announced "**Pradhan Mantri Jan Dhan Yojana**" on the eve of 68th Independence Day to reduce financial untouchability by including millions of people in the financial mainstream and targeted to open 7.5 crore bank accounts till 26th January 2015. Thus, this scheme is going to cover poor and underprivileged not only from rural areas but also from urban areas and all the accounts opened under this scheme will be linked to the Aadhar card and provided the facility of debit card under the Ru-pay scheme. Two bank accounts will be opened per household at zero balance. Those who open accounts by 26th January 2015, they will be entitled to receive Rs. 30000 as life insurance over and above Rs. 100000 as accidental insurance for his entire family. These amounts will definitely support the poor family who do not have enough money to insure the life of their family or self and many a times it happens that the earning member of the family caught in the accident and family left with no means of livelihood and were forced to opt either wrong way to earn livelihood or to beg or to commit suicide, in such cases this accidental insurance will prove to be the ray of hope in the life of those poor people. After satisfactory operation of account for six months and account linked to the Aadhar card, every individual opened account under this scheme will become eligible for overdraft facility of Rs. 5000 which will be decided by the bank and also all the benefits will be directly transferred from the government to the beneficiaries and this reduces leakages and corruption. This overdraft amount will also act as strong tool which support family to start small business and assist people to live life with dignity.

Review of Literature

Various literatures have been reviewed which highlights the fundamental necessity of banking services in the life of the people and in the era of economic reforms, Thapar (2013) mentioned

that the biggest challenge for the banks is from the people who are not availing the banking services. In present scenario, where people have reached to the space, it is very shameful for our country where neither millions of people have even reached to the banks nor banks are capable to reach to those millions of people. Ravichandran & Alkathlan (2009) mentioned financial exclusion as one of the emblematic reasons for poverty in India. If financial inclusion is properly implemented for each and every segment of society, then this will definitely raise the living standard of millions of poor and make India proud. Gandhi (2013) also highlighted financial exclusion as one of the problem of our economy which needs an urgent attention to attain the objective of equitable and sustainable growth. He also said that may be this task will prove to be the responsibility of the bank in the short run but it will convert into the business opportunity in the long-run. He emphasized on the fact that increased saving motivates the risk taking capacity of the people which encourage investment and hence lead to the development of new business opportunities. Rao & Bhatnagar (2012) underlined that greater financial access will invite attention of several global market players to our country which result in increasing business opportunities and employment. Jagannathan (2014) focussed that the use of banking services will reduce the financial cost because the purchase and sale of goods and services can be done without the use of money and this will reduce the printing cost of currency. But he also questioned that whether this yojana will prove to be the hidden loan fair which in future going to increases the Non Performing Assets (NPA) of the banks? This is due to the fact that if the overdraft facility availed by the people are not repaid then lastly all the burden of those NPA will be bear by the governments because government has the ownership right over most of the banks.

Mobilization of savings through opening of bank account will help bank to fulfill the growing credit demands in the economy. Mohan (2006) emphasized that financial inclusion will fortify financial deepening and offer means to the banks to enlarge credit delivery. Thus, financial inclusion helps in financial development which further accelerates economic growth. Mas (2010) emphasized financial inclusion as an engine for reduction of poverty as it assign poor people with more tools to manage their lives and plan routes out of poverty. Mitton (2008) indicated that the financial

inclusion must be the priority of the government because it reduces the problem of social exclusion. Hannig & Janse (2010) argued that the better financial inclusion offers opportunities to augment financial stability. Khan H., (2012) stressed that both financial inclusion and financial stability must coexist to attain the objective of inclusive growth in sustainable manner.

Only integrating people with the financial mainstream is not satisfactory but in order to make effective utilization of banking services and for successful implementation of this programme, this requires proper banking education to the people. Morawczynski et al. (2010) argued that financial education must be assimilated with the financial inclusion then only people will effectively utilize the financial services. Damodaran (2013) highlighted that financial inclusion will help in faster and more stable growth and development of an economy. It upsurge the standard of living of the people, guarantees the systematic growth and prove to be the strongest tool to break the wall between rich and poor. Kelkar (2009) focused on multi-dimensional benefit of financial inclusion like it will help farmers in reducing their problem of indebtedness, encourage modernization of agriculture, promote equitable and inclusive growth as it mobilize the people from the 'bottom of the pyramid', encourage grass-root entrepreneurs and innovations. Thus, it will prove to be the pre-condition for supporting comprehensive growth. Sarma & Pais (2008) found the existence of strong positive co-relation between financial inclusion and human development with certain exceptions and highlighted that the financial exclusion is certainly the reflection of social exclusion. Khan (2012) believed financial inclusion ensures to attain the objective of inclusive growth with financial stability. Financial inclusion will raise the awareness and raises the ambitions of the poor because banks will convert the wishes of poor into reality and give them wings to fly high. Subbarao (2009) claimed financial inclusion to be the win-win prospect for the poor, for the banks and for the nation.

Bhatia & Chatterjee (2010) mentioned financial inclusion to be the buzzword and will take long time to become reality. Leeladhar (2006) stressed that the banks must reform their business strategies to integrate specific plans to encourage financial inclusion of poor people by considering it be the business

opportunity as well as a corporate social responsibility (CSR). Shetty & Deokar (2014) underlined that the "Pradhan Mantri Jan Dhan Yojana" is not a new programme but there were various programmes initiated by RBI and Ministry of Finance, but due to lack of co-ordination among people, government and RBI, the objectives of all those programme has not been achieved till now. Hence, only formulation of programme is not sufficient for conversion of dreams into reality, but this requires effective and transparent implementation of that programme at the ground level with co-ordination of government, bank and public.

Need/ Significance of the Study

There are around 135 million household who do not have access to banking services even after nationalization of 14 banks in 1969 with the purpose of financial inclusion. This show that even after 45 years of nationalization of banks and various other steps taken by RBI, this problem still persist in our economy. Therefore Prime Minister Narendra Modi took initiative through "Pradhan Mantri Jan Dhan Yojana" to take people in the realm of banking. As we know there is a very big wall between the rich and poor in our economy. At one side, there are various people in our country who have ample amount of cash balance but do not have access to banking facility, and they use to keep their money in the pot under the land or in the wall. Hence we can say there is lot of money which fails to circulate in the economy. There are many people holding black money (unaccounted money) earned through legal or illegal sources and they also use to keep that in the same way. Therefore, opening of bank account will boost the economy through conversion of black money into white and by increasing the volume of circulation of money. On the other side, there are many people who were caught in the grip of moneylenders and sahu-kars who exploit them and charge hiked interest rate from those poor people. Even at the time of emergencies, these poor people sometimes fails to arrange money even for the medicines to their family and in the shortage of and limited sources of finance; they even lost their near and dear ones. Many times, due to urgent needs, these people were even forced to sale their children in the hands of cruel people who exploit them extremely also they are so deeply fall in the well of loan that their seven generation even fails to overcome that

situation. Hence, in this 21st century, where many miracles have taken place due to the grace of science, now it is the time to pull those millions of people from the grip and clutches of moneylenders and sahu-kars and to give them opportunity to live the life with dignity. Therefore, this study is significance in the manner that it emphasis on how this programme is going to benefit the bank, the Government, the life of millions of people and economy as a whole. This study also emphasis on the very important shortcoming of this programme. This paper will also suggest the complementary measure for long run and definite success of this programme and also highlights some of the challenges ahead. Hence, this paper tries to focus on the impact of new programme initiated to reduce poverty, social upliftment and for economic boost. Hence this paper is going to check the relevance of the programme initiated by Prime Minister.

Objectives of the study

The objective to launch this programme is to bring millions of people in the ambit of banking which is the major challenge for the banks. After travelling such a long distance of Independence, there are still around 68 percent of total Indians who are not included in the financial mainstream. Although many efforts have been taken in India to eradicate financial untouchability but those efforts have not got success. The main aim behind this programme is to link Indians together to move towards the path of economic growth and development. This study was undertaken in the light of programme announced by the Prime Minister. The objectives of the study are mentioned below:

To find out the prospective benefit of "Pradhan Mantri Jan Dhan Yojana" to the people, banks, government and the economy as a whole,

To find out demerits of the programme,

To find out thathow this programme is effective to remove poverty,

To find out prospective challenges ahead this programme.

Prospective Relevance of "Pradhan Mantri Jan Dhan Yojana"

The opening up of zero balance account will not only help poor to be included under the financial mainstream but also benefit the

bank, the government and hence the economy at large. As we know that the importance of small needle cannot be met by the sword similarly touching the lower segment of the pyramid will bring a very drastic change in the economy because these people are in the lower segment of the pyramid but when these Indians join their hands with the mainstream then they give a new boost to Indian economy and assist India to move towards the path of developed economy. When these financially excluded people get connected with the bank by opening their account then they start depositing their small savings with the bank in lure of interest and safety and that small-small savings will become such a large amount that when put to investment will generate greater employment opportunities, which in return generate income which produce demand and this will encourage further production and employment generation and again will boost saving and investment. Hence, this effort of the government will bring movement to the vicious cycle of growth and bring major favourable changes in the economy in the long run. If we take only one aspect of the plan that is the overdraft facility of the bank then also we may come to know that if the bank decided to give overdraft facility to both the account holder from one house then with the help of Rs. 10000, that household can start very small business and hence that overdraft facility will act as a backbone for the family. This scheme will eradicate the role of mediator who act as parasite and eats up the benefits given by the government to the people because with the help of this scheme all the subsidies and benefits will directly be deposited in the account of the beneficiary by linking account with the Aadhar card. The role of Sahu-kars and Mahajans will also be reduced because now people will go to the bank in their emergency period and not to those traditional lenders. In this way, this programme assists in reducing poverty upto certain extent. This scheme will also convert the black money (unaccounted money) into white money, reduce the problem of corruption because when everything will become online then people hesitate and fear in doing wrong deeds. Hence, in this way this scheme will not only increase the circulation of money but also bring multi-dimensional benefit to the economy.

Table 1: Benefits of Pradhan Mantri Jan Dhan Yojana

Basis of Benefits	Person	Government	Bank
Financial inclusion	Poor and deprived will be included in the financial mainstream	Have record of each and every person	Increase in cash balance with the banks
Impact on saving	People motivated to save more and more in the lure of safe custody and interest rate.	Mobilize savings which leads to enhanced circulation of money and enhance investment in the economy.	Give new wings to banking business.
Reduction in corruption	Direct transfer of benefits from government to the beneficiaries.	Reduction of currency printing expenses and enhances transparency in work.	Continuous flow of money in the new account and reduces the chances of NP!s in the banks.
Reduces the role of sahuakars and mahajans	Emancipation of poor people from the grip of traditional money lenders.	Reduces gap between government and public and hence leads to social welfare.	Enhance lending business of banks.
Impact of overdraft facility	Work as a tool for emergency assistance.	Increase faith on government.	Enhance additional source of interest.
'Digital India Scheme'	Through direct deposit of subsidies in the account, it motivates people to change their lifestyle and step-up towards modernization.	Complementary to government's 'Digital India Scheme' as it is move towards cashless economy.	Limit the role of cash in an economy.
Economic growth	Increases employment opportunities in the long run.	Attain the objective of reduction in poverty and attain the objective of maximum social welfare.	Expansion of banking branches and personnel.
Reduction in poverty	People get means to earn livelihood.	Sustainable and continuous economic growth.	Regularity and certainty of account.
Social upliftment	Raise the living standard of people and help them to become the part of civilization.	Reduction in corruption and leakages by limiting the role of middlemen.	Accounting of all black money which proves to be the effective tool for development.
Economic growth Cycle	Deposits of saving ensure the continuous flow of economic cycle.	Increased investment generates employment opportunities which increase income and purchasing power and give boost to production and growth cycle continues.	Increased saving with bank encourage more and more lending for investment purposes.
Strong Financial Position	Idle deposits circulate in the economy.	Circulation of money increases in the economy and economy will become financially strong.	Strong financial position of banks by joining hands with millions of financially excluded people.
Reduction in Financial Cost	Risk of carrying and handling cash reduces.	Reduction in burden and cost of printing of currency and helps in making India green by saving trees.	Less chances of wear and tear of notes.
Role of Self-employment	Two accounts from each house and the total amount of overdraft facility will help poor to start some small business.	Responsibility of government to provide employment to vast population decreases upto certain extent.	Deposits with banks increases and chances of NPA reduce.

Source: Author's contribution

Prospective Challenges of "Pradhan Mantri Jan Dhan Yojana"

As we know that "The path of success is not easy and smooth" similarly there are many challenges in front of the "Pradhan Mantri Jan Dhan Yojana". The very biggest challenge is its

implementation because opening of bank account is not the big issue but to maintain regularity and continuity of those accounts is very important. Opening of 7.5 crore zero balance bank account till 26th January is very biggest task in front of bank. This requires

patience among the banking personnel because the people opening bank account have not used the banking facility till now so many people may ask very silly questions which banking personnel has to respond softly. After opening of account, the next challenge in front of bank and government will be to open various branches of banks to make banks upto the reach of the people and then to appoint various personnel to look after day to day working of the banks and then to keep an eye on various accounts and decide the sanction of overdraft facility. After sanction of overdraft limit the work of bank doesn't get complete because after that bank has to check about the utilization of overdraft limit and also have to take various steps to collect the amount of overdraft otherwise the amount of NPA of banks increases when people fails to repay then finally government has to bear the burden of NPA because almost for all the banks government has the ownership right. Also the use of Ru-pay debit card and banking services needs proper training and education so that no one can misguide these people. Hence, this is required by the bank to undertake training programme in order to educate these people for effective utilization of banking services in reality and for successful implementation of this programme. Thus, lot of precautions and safety must be undertaken while implementation of this programme. Therefore, this requires efforts not only from the side of the government but also from the side of the public and the bank. Some of the challenges are as under:

- Challenge to manage the workload by the banking personnel.
- Challenge to launch training programme at a very large scale and to motivate people to join this programme.
- Challenge to open various banks at different places for successful implementation of this programme.
- Challenge to maintain transparency for effective implementation of the programme.
- Chances of increase in the amount of NPA's due to incapability of the poor to repay the borrowed amount.

Suggestions

One of the important demerits of this programme is the issue of Ru-pay debit card at a very short interval of time and without any prior training, therefore there are chances of mis-utilization of

debit card. Therefore, to overcome that evil, movement is prerequisite to be launched to instruct people about how to use the debit card and this can be done by taking help of non-government organization (NGO's) and other banking staffs. Morawczynski et al. (2010) emphasized that the financial education must be integrated into the financial inclusion programme, and then only people will effectively exploit the banking services.

If people, in the short run, avail the facility of overdraft facility without any continuous and certain flow of income, then the facility of overdraft and its interest will slowly and gradually becomes burden for the poor people and if they fail to repay then banks will deduct the same from their credited subsidies and if it fall short then their goodwill vanished in the eyes of Banks and again, this force them to go in the hands of traditional lenders who treat them crudely. Hence opening of account will definitely reduce the corruption and break the chain of mediator but in order to remove poverty at the ground level it requires people to be offered with the means to earn livelihood then only people will be able to maintain their account and our country will move towards the real growth and development.

Conclusion

For effective implementation and success of this program sincere efforts are required not only from the side of banks and government but also from the general public. This programme is not only going to benefit the public at large but also to the banks, the government and give boost to the economy. In the long run, this programme will generate employment at large scale for all types of workers whether skilled, semi-skilled or un-skilled. Hence we can say that this programme will not only open-up zero balance account but also a step to alleviate poverty by generating employment opportunities which improves the living standard of millions of people. This programme is going to speed up the growth cycle of economy by motivating savings which further motivates more and more investment, which encourages employment, this in turn increases the income and purchasing power, this encourage production, this will lead to effective and optimum utilization of resources and lead to economic growth

and development and ultimately a move towards higher living standard and modernization. But this will take time.

Limitation of the Study

One of the important limitations of this study is that it is based on secondary data. If instead of secondary data, its response is collected from the concerned people, then the conclusion will be more fare and relevant. Also this study ignored the actual calculation of cost, burden and duration relating to the opening of bank branches to make banking facility to the reach of those people.

Scope for future research

After complete implementation of this programme, further primary research needs to be conducted to judge the actual performance and success of "Pradhan Mantri Jan Dhan Yojana". A separate research can also be conducted related to the burden of NPA's to the banks after implementation of the programme. Presently, primary research can be conducted to check the burden and response of banks while implementing this programme and also the prospective expenditure incurred on opening and maintaining the account. A research can also be conducted to find out the expenditure to be incurred on maintaining and composing prospective infrastructure, human talent to hold out daily activities of the banks and boost to the economy in terms of generation of employment opportunities and development of infrastructure facilities.

"Link Indian and move India"

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A comparative study of Talent Management Practices implemented by Information Technology Companies & Automobile Companies in Pune

Prof. Shraddha Purandare*

Abstract

The purpose of this article is to explore various talent management practices implemented by IT Companies & Automobile companies and its overall impact on retention of the talent and organizational performance. In the first phase of the survey, data collected from the sample of 280 employees using structured questionnaire. In second phase, in depth interviews of HR heads were conducted to get an idea about talent management practices implemented by them.

Findings reveal that the major factors for attrition were career development opportunities, incentives, inter personal relations. Finding also revealed that there is no significant difference between practices implemented by IT companies & Automobile companies. The positive aspect of the study was data collected through data triangulation i.e. data collected through literature, structured questionnaire & in depth interviews. Employee turnover is high in these companies & has direct impact on employee retention & overall performance of the organization.

For sustainability in the market, there is a need of adopting & executing strong talent management practices. Effective implementation of robust talent management practices will help to control the retention. This would enable organization to control cost & perform in a better manner

Keywords: Talent Management, retention, organizational performance, employee turnover

Introduction

Talent Management is an issue which is bothering the growth orientation of companies be it engineering, service, manufacturing or IT. Talent Management has become a buzz word in today's HR profession. In fact CEO's are also increasingly involved in talent management process (Economist Intelligence Unit, 2006). People are the most valued asset of the organization and they significantly impact the organization transformations. Talent management is management's main priority (Michaels, Handfield-jones, H. & Axelrod, 2002) Challenge has shifted from organizational growth to organizational sustainability (Collings, 2009). Among all the factors that could influence the effectiveness of organizations in the future, the foremost driver is talent (Buckingham & Vosburgh, 2001) It has become a growing field for researchers and attracted attention of industries &

academicians. Talent Management has been considered as main strategic priority (Kalomayra, 2009). The competitive advantage for organizations come from having superior talent and managing it appropriately (Oakes2006). Corporations now appear ready to embrace this concept (Oakes, 2006).Talent management is all about manpower planning, acquiring and placing right people for right job, selection, succession and as well as retention of the employees (Byham,2001; Heinen & O'Neill, 2004 Mercer, 2005). Competition and the lack of availability of highly talented and skilled employees make finding and retaining talented employees' major priorities for organizations (Fegley, 2006).

It is difficult to retain the talent with high performance ratings that's why it has become critical for HR to perform this function (Walker & Larocco, 2002). Introducing talent management process in a company needs to have clear objective and an

understanding about the expected achievements. Kumar (2007) showed that talent is a critical driver of corporate performance and potential competitive advantage. Due to this many organizations invest their financial resources to attract, deploy, and try to retain talent by application of various initiatives. Talent management has moved away from being an administrative process to a continuous organizational practice with a strategic focal point that drives organizational outcomes. Recently, substantial analysis has focused on the association between talent management and enhanced performance (Boudreau and Ramstad, 2007; Cappelli, 2008; Collings and Mellahi, 2009; Huselid et al. 2005, Ready and Conger, 2007)

Through this research, researcher has tried to find out various talent management practices implemented by the companies from different sectors & its overall impact on performance.

Literature Review-Talent Management

McKinsey & Company first coined the term talent in their report *The War for Talent* (1997; Michaels, Handfield-Jones, and Axelrod 2001), revealing the 'war for talent' as a strategic business challenge and a critical driver of corporate performance. Goffee and Jones (2007) defined talent as a handful of employees whose ideas, knowledge and skills give them the potential to produce the disproportionate value from the resource they have available from them. Tansley, et.al. (2006) pointed out that talent can be considered as a complex amalgam of employees' skills, knowledge, cognitive ability and potential. Employee's values and work preferences are also of major importance.

Different sets of opinions have been formed for managing the talent due to which perceptions of managing this talent diverge. Companies have found that they not only need to acquire good talent worldwide but they need to retain it as well (P.A. Grobler 2010). Retaining top talent is becoming the key challenge for companies which depend on knowledge-workers and intellectual capital as the main resource (M.S. Srinivasan, 2011). A benchmarking study conducted by DDI (Development Dimensions International - Retaining Talent 2007) also stated that organization needs to come up with different strategies to handle employees of older & younger generations. Talent has become

the key differentiator for human capital management and for leveraging competitive advantage.

Grounded within strategic HRM (Gratton, 2000; Becker et al., 2001), the management of talent seems to be one of the key functions that HRM is playing strategically in organizations (Bhatnagar, 2004). Pfeffer and Sutton (2006) quoted that the typical HRM/talent mindset, which looks at performance results as an opportunity for an "assessment" of ability, leads to lower performance and unhappy staff who do not fulfill their potential.

As per the survey conducted by Lewis and Heckman (2006), there was a "disturbing lack of clarity concerning to definition of Talent Management. They were of the opinion that conceptualizing Talent Management in terms of the functions of traditional HRD seems to add little or nothing new to our understanding of how to manage talent strategically.

Talent Management has evolved into common management practice and while originally focused on recruitment (Michaels et al. 2001). Talent management is still evolving between the employer & employees. There are 3 stages of development of this relationship between employer & employee as mentioned by Cheloha, R., & Swain, J. (2005).

1. Personal Control
2. People Development
3. Talent Multiplication.

At the last stage, talent is managed for getting competitive advantage over competitors. This will create value for the organization.

Spherion (2002-03) in *Introduction to Talent Management* has stated that talent management involves individual and organizational development in response to changing and complex operating environment. It includes creation and maintenance of supportive, people oriented organization culture. Talent management implies recognizing individual inherent skills, traits, personality and offering a matching job. P.B.S Kumar (2006) in an article on Talent Management has stated that talent management implies recognizing inherent skills, traits, personality and offering

a challenging job. Every person has unique talent that suits a particular job profile and any other position would cause discomfort.

As the meaning of talent varies for every organization, definition of talent management has been seen from different perspectives. Sengupta S.B. (2010) has mentioned these perspectives as follows:

1. The process perspectives
2. The cultural perspective
3. HR planning perspective
4. The competitive perspective
5. Developmental perspective
6. Change management perspective

Harvard Business Review mentioned that Talent Management is simply a matter of anticipating the need for human capital and then setting out a plan to meet it. Tanton (2007) explains effective talent management is essential to achieve organizational excellence and is a driving force for business success. Talent management recognizes that different people make different contributions to the enterprise and that top talent is the key competitive differentiation (Forman, 2005).

Garvin David (2001) has mentioned that the future success of any organizations relies on the ability to manage a diverse body of talent that can bring innovative ideas, perspectives and views to their work. Author has opined that, the challenge and problems faced of workplace diversity can be turned into a strategic organizational asset if an organization is able to capitalize on this melting pot of diverse talents. Author has further stated that, with the mixture of talents of diverse cultural backgrounds, genders, ages and lifestyles, an organization can respond to business opportunities more rapidly and creativity, especially in the global arena, which must be one of the important organizational goals to be attained.

According to Morton (2005) "Talent management is integral to engaging employees in the organization". Fegley, 2006 stated that competition and the lack of availability of highly talented and skilled employees make finding and retaining talented employees' major priorities for organizations.

Talent management is a multi-faceted concept that has been championed by HR practitioners, fueled by the war for talent and built on the foundations of strategic HRM (Julia Christensen, 2008). She defined Talent management as both a philosophy and a practice. CIPD (2009) defines Talent Management as 'the systematic attraction, identification, development, engagement/retention and deployment of those individuals with high potential who are of particular value to an organization'. Boston Consulting Group's (2007) report identified talent management as one of five critical challenges for HR in the European context.

Various researches indicate talent management as a key driver for this strategy, and is on the agenda for HR executives in 2007 and beyond (HR Focus, 2006, Focus, 2007). According to SHRM's (2006) Talent Management Survey Report, 53% of organizations have specific talent management initiatives in place. Of these companies, 76% consider talent management a top priority.

Leo Webster (2008) has expressed that talent management has become high priority for many companies in their human resources organizations under pressure of cut costs even after increasing productivity. Talent management is therefore being positioned as the latest weapon in the human resource arsenal in the ongoing struggle to elevate the practice of human resource management to one of strategic importance (Hughes 2008). As stated by Fernandez, Groysberg & Nohria (2011), in the war of Talent, the most effective weapon is the careful management of the candidate for the jobs.

Various researchers have studied the theme moving around talent management. Jacob Walner (2000) has stated that trusting talent to succeed means showing the talented people that you have confidence in their capabilities by giving them responsibility in the most important activities. Author has opined that, talented people find this to be motivating, and it increases their feelings that they are valued, a crucial factor in their desire to stay with the organization.

Richard S Wellins, Audrey B Smith and Scott Erker (2010) have highlighted that organizations remain well aware of the requirement of best talent to succeed in hyper-competitive and

increasing complex global economy. Quinn J.B. (2000) has opined that talented individuals in the organizations are naturally motivated to seek career advancement, opportunity to contribute, learning and sharing opportunities, and independent work assignments. Rani and Joshi (2012) address how recruitment and selection, a traditional function of HRM, need to be managed in an organizational context that has the focus on talent management.

James B Quinn, Philip Anderson and Sydney Finkelstein have expressed, in their article that, most organizations aimed to enhance returns from investments in physical assets-property, plant and equipment. While discussing on the significance of talent management, authors have stated that, Command and control structures made sense when management's primary task was to leverage such physical assets.

Leigh (2004), mentioned work performance is a product of ability and motivation, which can be enhanced through talent management.

For successful talent management system, Novona Duglas (2005), has suggested five points implementing plan. These points are- a) Discover what you are talking about. b) Describe what is all means is transparent c) Discuss career aspirations with employees d) Determine who belongs where e) Differentiated development. He has mentioned that, this plan will ensure that people get exactly the kind of growth which they want and they must be prepared for future technological changes and competition.

Martin & Schmidt (2011), mentioned 6 common mistakes while managing the talent like assuming that high potential are highly engaged, equating current high performance with future potential which is a big No, delegating down the management of top talent, shielding rising stars from early derailment, expecting star employees to share the pain and finally failing to link your stars to your corporate strategy. Due to these mistakes top talent gets disengaged & their disengagement & derailment can lead to depleted leadership ranks which damages employee commitment & retention across the firm.

Significance of the study

The Indian economy has been witnessing a growing contribution of the service sector to the gross domestic product (GDP). Services now contribute more than sixty percent to the GDP. Due to its very nature the service sector is highly dependent on the value of its human resources. The employee costs constitute around 40 to 70 percent of the total turnover of business in this sector. This study aims to understand talent management practices implemented by the organizations, Effective talent management practices enable companies to gain competitive advantage by helping themselves to establish standard practices for improving the effectiveness of HR function and in turn, that of the organization.

Objectives

In the view of above background, following are the objectives behind this study.

1. To understand the various Talent Management practices implemented by the organizations & its correlation with performance.
2. To understand whether Rewards & Recognition policies helps to retain the Talent.
3. To study the differences in the responses of automobile industry and IT service sector employees with regard to talent management.

Research Methodology

The study was exploratory in nature and aimed at understanding the perceptions of employees, regarding employee relations practices & its impact on overall performance of the organization. The directors & VP - HR of 10 companies from Automobile & IT sector, were contacted through a formal letter of request seeking permission for the research. After satisfying themselves about the academic nature of the study, 6 organizations (3 IT & 3 Automobile) granted permission. In the 1st phase of the study, the structured questionnaire was mailed to 350 employees, with follow up letters to non-respondents, two weeks later. Questionnaires were received from 280 employees, with a

response rate of 80%. The sample comprised 62% males & 38% females. In the 2nd phase of the study, the researcher used in depth interviewing technique as an efficient and qualitative approach to understand the efforts taken by them for implementing employee relations practices in their organizations & its overall impact on organizational performance. All HR heads of the above 6 companies were interviewed. These interviews lasted for an average of 65 minutes. The profile of the respondents shows that their average duration of working as a human resource manager is 7.5 years.

Hypothesis of the study

1. There is a positive correlation between Talent Management & the organizational performance.
2. Rewards & Recognition policies are highly correlated with talent retention.
3. There is a significant difference in the responses of employees of Automobile Sector and employees of IT sector with regard to perception of Talent Management practices.

Table I: Demographic Profile of Respondents

Demographic Variables	Categories	Respondents	
		Number	Percentage
Gender	Male	174	62
	Female	106	38
Age	20-25	65	23
	25-35	80	29
	35-45	75	27
	45 & above	60	21
Education	Graduate	162	58
	Post Graduate	118	42
Total Experience	Less than a year	70	25
	1- 5 years	85	30
	5-10 years	60	32
	Above 10 years	65	28

Research Instrument

A structure questionnaire was designed comprising of 25 questions. Quantitative analysis was conducted with factor analysis. The measures used a seven point Likert scale response format. (Ranging from 1- strongly disagree to 7- strongly agree). Content validity was checked by discussing with experts, Industry resources. Reliability (Internal consistency of the scale) was tested by computing Cronbach Alpha. The items along with their factor loadings and Cronbach's alpha values are reported in Table II. Alpha values found to be higher in each & every dimension.

Results and Discussions

A principal component analysis with subsequent rotation (varimax) was conducted on 7 items related to Talent Management. All communalities (i.e., proportion of variance explained by the common factors) varied from 0.925 to 0.785.

Table II: Factor wise reliability statistics

Reliability Values Scale			
Sr. No	Factors related to Talent Management	No. of questions	Alpha values α
1.	Manpower Planning & Talent Acquisition	4	.785
2.	Compensation & Benefits	4	.769
3.	Career development	5	.910
4.	Appreciation & Recognition	4	.925
5.	Retention Strategies	4	.904
6.	Organizational Performance	4	.828

Correlation Analysis

The results of the opinion of the employees towards talent management & organizational performance are given in table IV. For all the variables, the employees have agreed strongly. The employees strongly feel that talent management practices help in

retaining employees & overall performance of the organization. On the basis of the correlation analysis between talent management & business performance, it was found that these factors were positively & significantly correlated with the other (See Table IV).

Table III: Inter Correlation amongst Talent Management & Organizational Performance

		Talent Management	Organizational Performance
Talent Management	Pearson Correlation Sig. (2-tailed) N	1.00	.786**
Organizational Performance	Pearson Correlation Sig. (2-tailed) N	.786**	1.00

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

The Pearson's correlation coefficient for talent management and organizational performance level is 0.786. These values show that the correlation is significant at 0.01 levels (2 tailed)

Evidence shows that all the organizations were fully applying talent practices for the organizational effectiveness. This shows that organizations have realized the importance of talent management on the effective and efficient performance of their employees and in turn for the organization. All the respondents

from the organizations surveyed agree that talent management implementation positively influence performance of their organization. After implementation of talent management practices effectively, retention level of employees has increased, which helped to save the cost. Hence, financial performance has also improved.

Thus we accept the 1st hypothesis, Talent Management practices have significant impact on the organizational performance.

Table IV: Inter Correlation amongst Rewards & Recognition and Talent Retention

		Reward & Recognition	Talent Retention
Talent Management	Pearson Correlation Sig. (2-tailed) N	1.00	816**
Organizational Performance	Pearson Correlation Sig. (2-tailed) N	816**	1.00

The Pearson's correlation coefficient for reward & recognition and talent retention is 0.816. These values show that the correlation is significant at 0.01 levels (2 tailed)

organization are effectively implemented. This has helped to retain the talent. Employee turnover rate has reduced after revamping the reward & recognition policies.

All the respondents from the organizations surveyed strongly agreed that reward & recognition policies adopted by their

Thus we accept the 2nd hypothesis, Rewards & Recognition policies are highly correlated with talent retention.

Table V: Mann-Whitney U-Test

Variables	Industry	N	Mann-Whitney (U)
Manpower Planning & Talent Acquisition	IT	145	0.662
	Automobile	135	
Compensation & Benefits	IT	145	0.638
	Automobile	135	
Career development	IT	145	0.561
	Automobile	135	
Appreciation & Recognition	IT	145	0.699
	Automobile	135	
Retention Strategies	IT	145	0.586
	Automobile	135	
Improved organizational performance	IT	145	0.687
	Automobile	135	

An independent group Mann-Whitney U Test was conducted to evaluate the hypothesis that significant differences existed between the responses of two sectors. Table VI displays Mann-Whitney U value and the significance level. For all the variables the significance value is more than .05 (i.e. 5% significance level). Thus the result shows that there is no significant difference in responses of the IT Sector and Automobile Sector employees in understanding the importance of talent management. **Thus hypothesis 3 is rejected.** Employees' perception towards talent management practices is similar throughout the sectors.

Output of the in depth interviews

As mentioned, in 2nd phase of study, in depth interviews of HR heads were conducted, which focused on understanding talent management practices implemented by the organizations. Most of the organizations have followed more or less same practices, focusing on right acquisition of talent, conducting employee surveys, overall growth & development of employees. Some organizations have exclusive practices, which turned to be differential factor. Below are these practices-

1. Employee Management Connectivity programs
 - a. 'Reach Program' to understand inclusive culture,
 - b. 'Connect program' to get connected with company employees
 - c. 'Let's talk', a 24*7 help line to resolve the issues.
2. Work life balance strategies- Apart from regular practices like, Flexi time, Work from home; some organizations have taken help from NGO's. These NGO's representatives work for parents of onsite employees & visit them on quarterly basis.
3. Career development strategies- , Internal training centers catering the needs of various divisions named as "Gurukuls", horizontal as well vertical growth in career ladder, job rotation, free seminars, workshops, sponsored higher education, people tool kit program.
4. Apart from these, Appreciation & Recognition - Recognition in the form of cash award, on the spot awards, VCA, worldwide profit is shared with the employees etc. are given to employees to motivate them. All companies have strong CSR activities. Employees get involve in these activities to serve for the betterment of the Society, which gives them joy as well as satisfaction.

This study suggested that all organizations need to boost up the implementation of talent management practices. Study suggested relations between employees & management should be harnessed through appreciating & recognizing potential of employees, by providing learning & development opportunities and investing in career development.

This finding showed that through proper implementation of talent management, organizational performance has improved. This was captured through assessing Annual Reports of all the companies participated in the survey. Assessment showed upward trends in their business as well as profits. Same thing was also emphasized by the HR heads of all the organizations.

Conclusion

Thus, this study revealed that talent management has become crucial for the survival & sustainability in the market. Study suggested that most of the talent management practices followed

across the organizations irrespective of their sectors are more or less same. So employees from both the sectors did not find any difference between the policies. As one of the strategy of talent retention, all the organizations are paying attention to career development of the employees & provide them enough opportunities for growth. Organizations which would view it as a strategic human resource practice would definitely find higher levels of success and sustain for the future. It is equally of value that firms should train and retrain their work force to develop needed talent in the staff. Care must be taken of providing growth opportunities. As mentioned by Fernandez Claudio (HBR 2014), pushing high potentials up a straight ladder won't accelerate their growth- uncomfortable assignments will. Thus appropriate opportunities created for development of employees play enormous role in overall performance of the organization.

Recommendations

Given the research findings, effective implementation of talent management practices are essential for organizational success. Therefore, it is important for human resource practitioners to align their strategies with the business strategy and to take a strategic approach to meeting these imperatives. Resources such as sound talent management policies are needed for retaining talent & better performance of the organization. The correlation between profitability and talent management cannot be overstated. It is therefore recommended that:

- Firms should separate between their talent management scheme and the total human resources management style of the firm.
- Talent management should be treated as a result oriented and not another human resources management style without result in focus.
- The focus of talent management should be on overall development of the employee, which further help in retention of the talent.

Future Scope for Study

Most of the organizations, today, focus on competencies in hiring and developing talent. But as business is too unpredictable, it is

necessary to get the right talent. Organizations should focus more on potential, adaptability of the employee. Most of the current researches are focusing on competencies of employees as an essential requirement of talent management, but hardly few of them have discussed about importance of potential of employees, their adaptability to change etc. Thus, there is need of undertaking research in this area. This would help HR department to come up with assessment parameters for prospective employees which would ultimately result in retention of employees.

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Teachers and Computer Technology: Principal Views

Dr. Neetu Sharma*

Abstract

This study aims to display the views of the primary school supervisors who apply supervision and guidance activities in computer technology class. The study was conducted in Mersin, Turkey, with 69 primary school supervisors. Data collection tool developed by the researchers as a form consisting of open-ended questions. The obtained data were analyzed with descriptive analysis method. According to the findings, computer-aided education is beneficial especially in science and technology lessons, social studies and life science courses. The presentations and projection images are reflected and thus computer technology is beneficial for teachers. The results indicate that teachers need in-service training on computer-aided education.

Keywords: Education supervisor, computer technology, classroom teachers, elementary education, instructional technology

Introduction

It is an accepted fact that technology has great influence on the field of education as well as in all other social sciences. To access information and skills requires that one should be following the technological developments to use it effectively to educate individuals. This has been the main function of schools today and teachers are supposed to use technology in schools. It is essential to trace and use developments in computer technology and teachers are required to have a course if required. They see concrete action, especially with children at primary education. The classroom teachers are expected to create learning environments that will attract the interest of students in lessons. Technology crucially effects education like all others in their field. Raising individuals endowed with reaching and utilizing the information abilities, following the technological developments closely and using that information effectively are basic functions of the schools. Many important missions about enabling the technology in schools fall to teachers. Teachers should benefit

from technological improvements, especially from the computer technology during the lesson. Because, "The most important component and sharer of the schools are teachers. Teachers' being open to changes and adaptable to innovations, modern and up-to-date is highly important since those are the most important indicators of the training quality in schools" (Adiguzel, 2009: 90). "What has been revealed after many scientific researches is that computers about which many big projects and studies have been carried out to popularize because of its importance in education contributes to teaching-learning process with the preparation of effective educational software. Although there have been qualitative and quantitative discussions and criticism about necessary teacher training and studies about popularizing computers in educational environment, computerization process' taking its place in the educational environment has been in a quick progress" (Tor and Erden, 2004: 122).

Classroom teachers who carry out their duties in the first grade of the elementary schools, in which the children in concrete operational period have education, are expected to establish a

*Asst. Prof. Commerce and Management, Department of Commerce, Career College, Barkatullah University Bhopal (M.P.)
Email: anilshrm206@gmail.com

learning environment that can arouse the interest of the students during the lesson. The most important contributor for teachers to provide this is, no doubt, the computer technology. Because, thanks to this technology, a large number of course materials become easily accessible.

In the field of "Benefiting from information technologies for career development and communication", it has been stated that Ministry of National Education Teacher Training Directorate (MEB ÖYEMG: 160) expect classroom teachers to "use search engines, web sites and portals, databases so as to reach and share the information".

It has been confirmed that computer-assisted training has a positive impact upon students' academic success (Yalcinalp, Geban and Ozkan, 1995; Mioduser, Nachmias, Tubin, Forkosh-Baruch, 2002; Cekbas, Yakar, Yildirim, Savran, 2003; Passey, Rogers, Machell, Mchugh, 2004). In addition, it was precipitated that computer-assisted training influences students' attitudes towards the course positively (Yenice, N., 2003). Moreover, it has been noticed that this also contributes to the development of high-order thinking level (Renshaw and Taylor, 2000; Akbasli, 2000). However, it is clear that teachers cannot adequately benefit from the computer technology for some reasons. On the other hand, complying with the technology has become an obligation for teachers.

All elementary school teachers' having overall effectiveness related to the teaching-learning process is important in terms of running renewed elementary program that fits to its purpose (Adiguzel, 2009:94). For this reason, it is necessary to provide teachers that can use these technologies, encourage and orient them. Teachers, directors of schools, and supervisors, who are the partners of the environment, are in the key positions for fulfilling the possible benefits of technology in higher level (Seferoglu, 2009:404). Education supervisors are required to inspect, observe and guide to teachers in this respect, because "providing, using and protecting course materials, establishing school and classroom libraries, and enabling students to use them effectively are among the inspection and counseling tasks of the supervisors" (Tebliğler Dergisi, 2005).

Aim of the study:

This study aims to reveal inspector's views and recommendations related to classroom teachers' benefiting level from the computer technology during the lessons. The supervisors and teachers meet during the inspection and guidance services. The sub-problems are set out below:

According to the views of the supervisors:

- What is the state of benefiting of classroom teachers from CT (Computer Technology) in the lessons?
- In which lessons do the classroom teachers benefit from the CT?
- What are the reasons of classroom teachers for benefiting from the CT?
- What are the reasons of classroom teachers for not adequately benefiting from CT?
- What are the recommendations of the education supervisors?

Method

The research is a case study designed in survey type. Research data were gathered with an open-ended question form. The question form was developed by the researchers. For the reliability, a pre-study was carried out with seven education supervisors working in Balıkesir and Kutahya provinces. The data were analyzed with the content analysis method. The data obtained were tabulated for a clear understanding. Percentage and frequency distributions were shown in tables. The survey was carried out in Mersin. 80 education supervisors working in Mersin Provincial Directorate for National Education during 2010-2011 academic year participated in the research. This question form was sent to all supervisors and the survey was carried out with 69 education supervisors who unassumingly answered the question form. The participants' personal qualities were shown in Table 1 set out below.

Table 1: information on the Study Group

Variables		F	%
Gender	Male	65	94
	Female	4	6
	1-10 year	4	6
	11-15 year	4	6
	16-20 year	28	7
	21-25 year	10	14
	26-30 year	5	7
	31-35 year	10	14
Graduation	Gazi Un	27	39
	Hacettepe Un	21	30
	100. Year Un.	2	3
	Inonu Un.	8	12
	Anadolu Un	4	6
	ÇOMU	2	3
	Balıkesir Un	1	1
	Istanbul Un	2	3
	9 Eylül Un.	2	3

Findings

1. The state of benefiting of classroom teachers from CT (Computer Technology) in the lessons is in Table 2.

Table 2: Classroom teachers' state of benefiting from CT in lessons

Line	State	f	%
1	Teachers adequately benefit from CT.	30	43
2	As seniority increases, rate of utilization decreases.	15	22
3	They benefit in medium level.	10	14
4	Teachers don't adequately benefit from CT.	9	13
5	As school's physical property increases, the number of users increases.	2	3

When Table 2 has been analyzed, classroom teachers' not adequately benefiting from CT in lessons has become the most frequently (n=30) voiced view of education supervisors. Another remarkable point is the views of supervisors about inverse

proportion between seniority and utilizing from CT in lessons (n=15). Ones who think classroom teachers adequately benefit from CT in lessons are a few (n=9).

- 2- The lessons in which teachers benefit from the CT are given in Table 3.

Table 3: Lessons that Classroom Teachers Benefit from CT in

Line	Lessons	f	%
1	Science and Technology	50	72
2	Social Studies	33	48
3	Science of Life	28	41
4	Turkish	14	20
5	Mathematics	14	20
6	First Reading and Writing	10	14
7	Foreign Language	6	9
8	In Whole Lessons	4	6
9	Music	4	6
10	In No lessons	2	3

When Table 3 has been analyzed, education supervisors indicate that classroom teachers mostly (n=50) benefit from CT in science and technology lesson. Subsequent to it, it has been used in social sciences (n=33) and science of life (n=28). Use of CT in Turkish (n=14) and Mathematics (n=14) lessons are also mentioned by some education supervisors. A few education supervisors mention that classroom teachers do not use CT in any lessons (n=2).

- 3- The reasons of classroom teachers for benefiting from the CT are given in Table 4.

Table 4: Reasons for Teachers' Benefiting from CT

Line	Reasons for utilizing CT	F	%
1	For projecting onto the wall	24	35
2	For giving the lessons with prepared education CDs.	20	29
3	For prepared presentations.	10	14
4	For downloading presentations from the Internet.	8	12
5	For assessment and evaluation.	8	12
6	For presenting pictures and figures.	8	12

7	For preparing and presenting their own presentations.	7	10
	For making plans.	7	10
	For film presentations.	4	6
	For reading texts and stories.	2	3
	For using smart board.	1	1
	For presenting how to conduct an experiment.	1	1
	For using DYNED.	1	
	For project and performance assignments.	1	1

According to the data in table 4, education supervisors' mentioning classroom teachers' mostly use of CT for projecting the presentations (n=24) can clearly be seen. Subsequently, it has been mentioned that CT has been utilized for prepared education CDs (n=20) and presentations (n=10) to teach the lessons.

Discussion

It is possible to say that, in the current situation, classroom teachers have serious incompetence about benefiting from the education technology. Especially, classroom teachers' reasons for not using technological equipments must be revealed (Yilmaz, 2007: 165). In this study, it has also been precipitated that classroom teachers do not adequately benefit from the computer technology. Great majority of the supervisors (43%) participated in the survey explained that the observed classroom teachers do not adequately benefit from the computer technology. The rate of the ones who have been thought to benefit from this technology adequately is very low (13%). In the studies that have been carried out, similar results have been made out. In a study by Adigüzel (2009), it is clear that the classroom teachers think that education supervisors should set an example to use technology sources and they have difficulty in teaching them. In the studies carried out by Karsli, Gunduz, Titrek and Hametoglu (2002), it has been precipitated that teachers and administrators have low competence in using information technologies and administrators are incompetent in using package software. In addition, the interest in new technologies is too low and the internet opportunities are never utilized. Isman (2001), also, carried out a research with 137 teachers performing their duties

at elementary schools. The study was about their competence in education technologies and it revealed that use of traditional education materials is at middle level and the use of new technologies is at the lowest level.

Another remarkable finding in the survey is the view of education supervisors about the inverse proportion between seniority and benefiting from CT in lessons (22%). In a study carried out by Ozelik and Askim Kurt (2007), it is precipitated that there has been an inverse proportion between elementary school teachers' computer self-sufficiency belief and age. These results make us think that ones who have graduated in recent years are better equipped with the computer technology and necessary training has been taken during on-the-job training. Moreover, The Ministry of Education's requiring computer training before appointments has been very beneficial for this situation.

Education supervisors mention that classroom teachers mostly benefit from the computer technology in science and technology (73%), social studies (48%) and science of life (41%) lessons. But, nonetheless, it is clearly seen that the number of education supervisors who think classroom teachers benefit from the computer technology in all lessons is too low (6%).

It is seen that teachers use computer technology mostly for projecting things on the wall (35%). Subsequent to it, it has been told that CT has been utilized for presenting education CDs in lessons (29%) and presentations (14%). It is also clear that classroom teachers' main reason for benefiting from CT in lessons is giving presentations in classroom. Similar usage has also been seen in the study carried out by Balki and Saban (2009).

Education supervisors also mention that the main reason for the teachers' not benefiting adequately from CT is their incompetence in using CT (52%). Then, having no computer in classroom (41%) and unwillingness of teachers to use CT in lessons (16%) are the other reasons. In the survey by Balki and Saban (2009), they mention the problems that teachers have confronted about information technologies arise from lack of equipments and materials in classrooms and technical equipment in the schools, and also from the fact that they lack knowledge and skill related to the use of technology.

It is hard to say that there have been facilities in classrooms by which they can benefit from the computer technology. However, Ministry of Education have begun studies about providing Internet and computer to all classrooms. Especially by the help of FATİH Project (Movement of Enhancing Opportunities and Improving Technology), prepared in 2010, they aim to provide all the classrooms with computer technology. In this context, computers, smart boards and Internet have been provided to all classrooms. With the FATİH project, all the classrooms having the computer technology will enhance the opportunities of classrooms in terms of education.

Education supervisors recommend that classroom teachers should take on-the-job training (13%). Teachers should adequately benefit from this technology in lessons (7%) and computers (6%) and projections (6%) should be provided to classrooms.

Conclusion

The data clearly indicate that there is a problem about computer use in the classrooms. There can be many reasons for it. However, the results obtained in this study imply that, according to the education supervisors, classroom teachers are generally insufficient about benefiting from CT in lessons. For this reason, it has been recommended that first of all basic but obligatory training should be given to the teachers. Secondly, CT should be utilized in as many lessons as possible and classrooms should be provided with adequate support for CT use. In addition, sufficient training should be provided in instructional technology, material design and computer lessons during classroom teachers' on-the-job training.

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Business/ IT Alignment as a key Contributor for IT Implementation in Delhi NCR Region: A Study

Dr. Deepika S. Joshi*
Prof. Sanjive Saxena**

Abstract

The demand of today's business world is the appropriate alignment of Business-IT and the subsequent implementation of the IT. This research paper is an attempt to study the business-IT alignment with the IT implementation. The design of the paper follows a structured approach. It starts with the introduction highlighting the need for alignment of business-IT and their role in IT implementation. The paper then moves onto the process of defining the meaning of business-IT alignment as used in the paper. Once the definition is scoped the paper moves onto literature review wherein prior work on the topic has been examined. The next part comes the objective of the study and the research methodology wherein the comprehensive process of research work is covered. The analysis and interpretation of follows the research methodology section where in some aspects of the study has been analyzed. The limitations and the future scope of the research comes as the natural consequence of the research paper. Appropriate references have been accounted for in this paper.

Keywords: Alignment, Application, Business units, Process, Value addition

Introduction

The business world of today is in the throes of hyper competitiveness in a sense that it is being jostled by cumulative affects of myriad forces each of them having potential to severely impact the survival of business. The business units, thus, are required to wrestle with contributory forces of recession, the wavering and dithering demand of customers, who, it appears to have developed an attitude of dictating terms when it comes to placing requirements on vendors, the forces arising out of rampant advancement of technology and its impact on customers as well as its resultant affect on their requirements. To be fulfilled by the business units and above all the business units are required to meet mandatory and statutory requirements of green peace initiatives as well as to meet the compliance to various international standards such as ISO, CMMI and ISI.

However, despite the above forces in operation, business units, necessarily, are required to stay competitive so as to survive in this hyper competitive world. This invariably means that business units are required to contemplate, identify, evaluate and adopt business objectives which are aligned with the above so as to meet 'requirements' for survival in current business world. Information Technology or IT, is one of the *technological* forces which has *and* is greatly impacting the business world. The units which have quickly and rapidly scaled and aligned their objectives are leaders while those who fail to align are struggling to survive.

This paper, is thus, an attempt to study the alignment of business with Information Technology as a key contributor for IT implementation in Delhi and NCR regions.

Meaning of Business / IT Alignment

The term '*Business-IT alignment*' means application of

*Asst. Prof. (IT & HR), Jaipuria School of Business, Ghaziabad. Email: dsagta@gmail.com

**Associate Professor, Jagan Institute of Mgmt. Studies, Sector-5, Rohini, New Delhi. Email: sanjive.saxena@gmail.com

Information technology so as to achieve business objectives. Careful examination of above reveals the following

- It is the **application** of Information Technology
- This application of Information technology is necessarily focused (*or designed*) to achieve objectives of business
- It is a supporting function which assists the management in meeting the business objectives

However, the focus of study being, IT implementation in Delhi-NCR, with inputs from IT business alignment the following is vividly observed

- The objectives of the business
- The knowledge and working of processes required to attain business objectives
- The success criterion which will assist the management in determining the business - IT alignment for IT implementation

Literature Review:

Despite of the apparent importance of aligning IT and business, the majority of publications are rather vague in terms of how to define or practice alignment (Maes et al. 2000). The first question seems to be focused on defining the word 'alignment'. Other expressions used in the same context are 'fit' (Venkatraman, 1989), 'harmony' (Luftman et al. 1993), 'integration' (Weill and Broadbent 1998), 'linkage' (Henderson and Venkatraman 1993), 'bridge' (Ciborra 1997) or 'fusion' (Smaczny 2001). A second question is whether IT aligns to business or business to IT? Or both? Wieringa et al. (2005) define Business IT Alignment (BIA) as 'the problem of matching IT services with the requirements of the business', identifying business as leading. This logical, but also traditional, approach is opposed by Poels (2006) who states that Business IT Alignment (BIA) implies a 'mutual influence' between business and IT. Another question is whether Business IT Alignment (BIA) is a 'state' or level that can be achieved or a 'process' to get to a certain (higher) state. The concept of Business IT Alignment (BIA) as a 'state' is further developed by Luftman (2000), who assesses the BIA maturity level of organizations. Also Reich and Benbasat (1996) 'measure' a degree or level of BIA. The process approach to BIA can be found in the methodologies of IT planning developed in the '70s and '80s (IBM Corporation 1981,

Martin 1982). Also Weill and Broadbent (1998) support the process view when they state 'Alignment is a journey, not an event'. Chan (2002) distinguishes two prevailing conceptualizations of the alignment problem. The first one focuses on planning and objectives integration and views alignment as the degree to which the business mission, objectives and plans are supported by the ICT mission, objectives and plans. This view can be found with Reich and Benbasat (1996), Kearns and Lederer (2004) and Hirschheim and Sabherwal (2001). A more holistic conceptualization of BIA can be found with Henderson and Venkatraman (1993). Their widespread framework of alignment, known as the Strategic Alignment Model, describes BIA along two dimensions (Figure 1). The dimension of strategic fit differentiates between external focus, directed towards the business environment, and internal focus, directed towards administrative structures. The other dimension of functional integration separates business and IT. Altogether, the model defines four domains that have been harmonized in order to achieve alignment. Each of these domains has its constituent components: scope, competencies, governance, infrastructure, processes and skills. Henderson and Venkatraman pay extensive attention to the different approaches of achieving this alignment. In the model this can be visualized by starting the process of alignment from any one of the four domains. Maes et al. (2000) refine the Strategic Alignment Model by identifying three, instead of two, columns: business, information/communication and technology column, and three, instead of two, rows: strategy, structure and operations.

The importance of Business/IT Alignment has been eminent and well accepted since the late 1970's (e.g., McLean & Soden, 1977; IBM, 1981; Mills, 1986; Parker & Benson, 1988; Brancheau & Whetherbe 1987; Dixon & Little, 1989; Niederman et al., 1991; Chan & Huff, 1993; Henderson, J., & Venkatraman, N. 1996; Luftman & Brier, 1999). Over the years, it persisted among the major concerns of business executives. Alignment seems to grow in importance as companies strive to link technology and business in light of dynamic business strategies and continuously evolving technologies (Papp, 1995; Luftman, 1996). Besides its importance, the main hurdle is a blurred vision towards how to get and maintain this synchronization linking business and IT, how to evaluate the alignment.

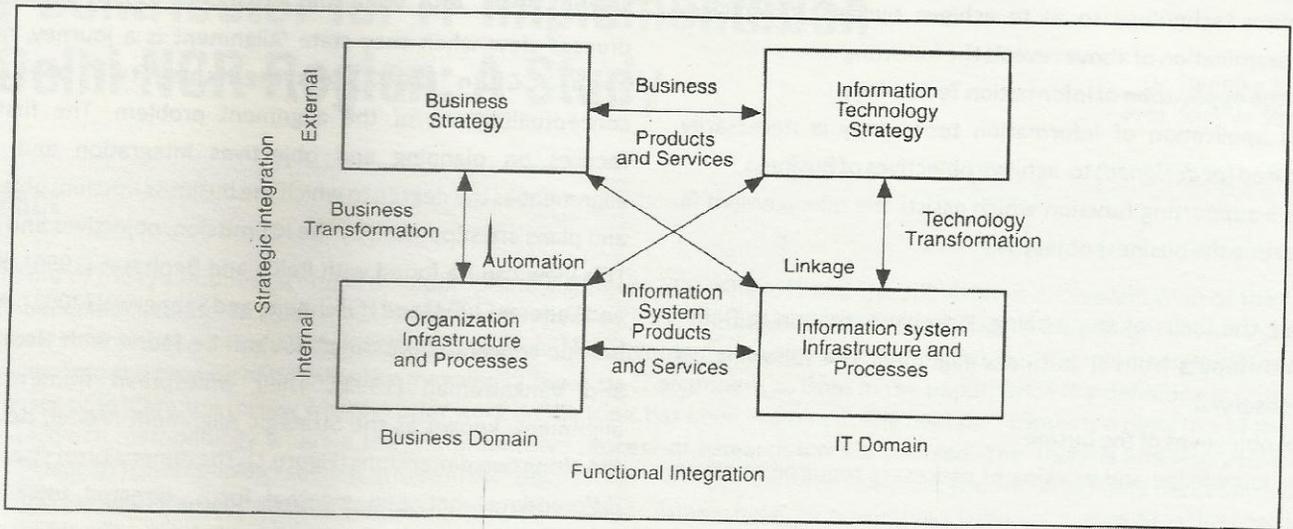


Figure 1: The 'Strategic Alignment Model'

Objective of the study

The following are the objectives of study of the research paper

- Identification of the business objectives
- Identification of the business processes which will ensure the achievement of those business objectives
- Alignment of these objectives and the processes with the information technology
- Implementation of Information Technology as the driver for achieving the identified objectives

Research Methodology

For the development of the paper, the following research methodology was adopted.

- Extensive literature review was performed from various sources utilizing Internet, journals, reference materials, magazines and books
- Based on the findings of literature review gaps were identified pertaining to the various perceptions, views and contexts that are prevalent in academia and industry. Some of the major findings have been covered under the section literature review
- The next step involved the process of formulation of definition for the business-IT alignment and based on this

definition the development of the paper commenced accordingly

- The next involved the setting up of the objective of the research. The objectives, have been covered under the section research objectives
- The next step involved designing of questionnaire inline with research objectives. Some of the questions were multiple choice, some of them were single valued while other questions were based on ranking. The format of the questions is given as an appendix.
- The next step comprised of sample selection. While selection the samples, the following strategy was adopted
 - Samples were selected from various sectors such as public sector, health services, tourism, telecom and others. The following is the breakup in terms of % of sample data of 800 companies which provided the data

• Public services	30.6%
• Health services	18.7%
• Tourism	12.5%
• Telecom	15.6%
• Other	22.6%
 - The next step comprised of selecting the companies with a certain limit on the turnover of the company. For the selection of the companies, the following criterion was set

- For public services the annual turnover to be more than Rs. 300 Millions
- For health services the annual turnover to be more than Rs. 100 Millions
- For tourism the annual turnover to be more than Rs. 50 Millions
- For telecom the annual turnover to be more than Rs. 75 Millions
- For others the annual turnover to be more than Rs. 90 Millions

There were some exceptions on the choice of the selection of the samples and these were considered in the sample selection based on criterion such as new startup companies which though failed to appear in the annual turnover criterion but have gained market standing by sound alignment of business-IT integrations

- Similarly while selecting the samples a criterion was set regarding the capital spend as % in the IT budget. For most of the sectors, the percentage to be more than 20%. However, some exceptions were there but they were adequately taken care off
- Once the above criterion was set the next step comprised of collection and treatment of data. The data was collected from the participants who were at different levels in the business hierarchy. The main aim was to get the feel the workforce from different perspective regarding the IT implementation
- Once the data was collected it was subjected to verification and validation process. The incomplete, inaccurate and the conflicting data was discarded.
- The complete data was then transferred to MS Excel worksheets to be kept in electronic form. At least three sets of the worksheet were kept as a backup so as to ensure the safety and avoid the unnecessary risks in the analysis process.
- The next step comprised of treatment of data that is subjected to statistical tests comprising of descriptive statistics. The following tools were used in the treatment of data
 - MS Excel, 2010 with built statistical functions
 - SPSS version 17.0 used sparingly for data calculations which MS Excel was unable to perform

- Once the data was treated it was subjected to analysis and interpretation for determining the future implications of the study

Analysis & Interpretations

Table 1 below depicts the analysis and interpretation of the collected data for the two parameters public services and health services.

The following are the interpretations

- In the case of public services where the organizations view IT implementation as value adding partner there the implementation has been successful to the extent of 3.62% meaning that out of 800 companies only 29 have been successful. Further, it is observed that the positive impact of the IT implementation has been due to the strategic alignment of the business objectives and Information Technology. Though the figure of 3.62% is small but it leaves ample scope for further study as it demonstrates that Business IT alignment remains a challenge.
- Again in the case of public services, where the view of IT in business is seen as supplier of services the success of IT implementation is seen as stretching with the positive impact being that IT operations are co-ordinated with business aspirations. The value in this case being 3.37% which is marginally lower than the companies where IT is seen as value adding partner. This again leaves ample scope for further study in the sense that though being viewed as supplier of services and yet be near to value adding partner. The reasons for the same needs to be ascertained as future scope of study.
- In the case of health services wherein the IT is viewed as value adding partner and where the IT implementation has been successful it is observed that it aligned with corporate structure and governance to the tune of 2.62% which is very small.
- Further it is observed that in the case where IT is viewed as supplier of services, the corresponding figure goes down to 0.87% although the IT is aligned with corporate structure and governance. This particular aspect can be the basis of future

scope of study to the fact that whether this figure of 0.87% be increased further

- Again there is sharp contrast to the place where one single parameter is changed to the see the effect of IT

implementation as stretching. Here it is observed that the value goes down to the figure of 0.25% despite being aligned with corporate structure and governance

Table 1: Showing the success of It implementation and its alignment with Business objectives

Sr. No.	Industry	View of IT in Business	IT implementation successful	Degree of positive impact as aligned to Business -IT	Percentage
1.	Public Services	Value adding partner	Successful	Aligned to strategic Business alignment	3.62 % (29 /800)
2.	Public Services	Supplier of Services	Stretching	IT operations co-ordinated with business aspirations	3.37% (27/100)
3.	Health Services	Value adding partner	Successful	Aligned with corporate structure and governance	2.62% (21/800)
4.	Health Services	Supplier of Services	Successful	Aligned with corporate structure and governance	0.87% (7/800)
5.	Health Services	Supplier of Services	Stretching	Aligned with corporate structure and governance	0.25% (2/800)

Limitation of The Study

The following are the limitations of the study which was carried out in order to assess the Business-IT alignment with respect to IT implementation

- Unwillingness, unavailability and hesitation in providing company's business objectives and the processes which are required to achieve those objectives. This was the major limitation which was observed during the course of data collection process.
- Due to limited information on business objectives and the process of gathering data pertaining to implementation of IT became quite cumbersome as the respondents too were unable to provide the correct response to benefits they were able to derive by the IT implementation process. Perhaps this could be the reason for low values that we have observed in the table 1 above

- The nature of the sample being varied this posed a limitation on the part of the process of gathering data for the study. For example, in one of the company, the benefits of the IT implementation was given by one respondents wherein his work was simplified but on the whole the IT implementation project was viewed as supplier of services

Future implications and Research

The study has opened several areas or avenues for research on account of the following key points

- The study has opened new avenues for research wherein the success criterion for IT implementation can be defined and generalized or can be customized with measurable parameters. For example in the case of public services, the success criterion can be defined in terms of ROI for the last 4 months with IT being viewed as value adding partner. This measurable concept will assist the organizations to improve their process and move towards optimization. For instance, if

the ROI for the last 3 months is Rs. 3000/- then in the next quarter can the process be improved to increase it to Rs. 3200/-

- Further, the research has opened avenues to the fact, that can IT implementation project itself assist the organizations in aligning the business objectives i.e. Reverse process. For example, can the IT demonstrate that by using a particular type of component it can increase carbon credits. With this information can the business units formulate the business objectives

Conclusion

From the above discussions, it becomes imperative that when it comes to the process of aligning business-IT with IT implementation there are several avenues which are required to be taken into account. As this is an area which is still in incipient stage several studies are still being conducted.

However, it will definitely take time to arrive at a generic solution to the process of alignment of IT with business objectives.

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Appendix

Questionnaire

- Q. What industry does your company operate in?
- Q. What is the current annual turnover of your organization?
- Q. What is your capital spend as % of your IT budget?
- Q. How do you think the business views IT?
- Q. How would you rate IT/Business alignment in your organization?
- Good
 - Fair
 - Excellent
 - Poor
- Q. What is the degree of positive impact on your company's outcome largely would you predict could be achieved as a result of aligning each of the following?
- IT functions and business aligned to IT strategy
 - IT organization and authority specially aligned with corporate structure/governance
 - IT expenditure clearly designed and calculated against corporate priorities
 - IT operational aims coordinated with company business aspirations
 - Applicable IT performance metrics defined in terms to be realized by corporate executives (CEO, CFO, COO, VP Sales, etc.)
- Q. Overall, how successful has your company been in its work to align IT in each of the following areas?
- IT operational goals matched to corporate business goals
 - IT operations and organization aligned to stated IT strategy
 - IT spending aligned with corporate priorities
- Q. Was IT Implementation Project Successful?
- Successful
 - Unsuccessful
 - Stretching
- Q. If not successful, What are the factors which contributed for failure?
- Lack of IT/Business Alignment
 - Lack of User Involvement
- Q. What were or should be the priority factors to be considered for a successful IT Implementation?
- Focus on filling the gap b/w Business & IT
 - Focus on achieving a healthy ROI
 - Constant Review
 - Appropriate Communication

Screen shot of collected Data

S.No	What industry does your company operate in?	What is the current annual turnover of your organisation	What is your capital spend as % of your IT budget?	How do you think the business views IT?	How would you rate IT/Business alignment in your organisation?	What is the degree of positive impact on your company's outcome largely would you predict could be achieved as a result of aligning each of the following?	Overall, how successful has your company been in its work to align IT in each of the following areas?	Was IT Implementation Project?
175	174 Business	51-100 Million INR	2	21-40%	2 Value Adding Partner	3 Good	3 aligned to state IT strategy	Successful
176	175 Public Sector	101-300 Million INR	3	21-40%	2 Value Adding Partner	3 Good	3 aligned to state IT strategy	Stretching
177	176 Manufacturing	101-300 Million INR	3	21-40%	2 Cost Centre	2 Good	3 aligned to state IT strategy	Successful
178	177 Other	0-50 Million INR	1	21-40%	2 Value Adding Partner	3 Excellent	4 business aspirations	Successful
179	178 Financial Services	51-100 Million INR	2	21-40%	2 Value Adding Partner	3 Fair	2 business aspirations	Successful
180	179 Public Sector	101-300 Million INR	3	0-20%	1 Supplier of Services	1 Fair	2 business aspirations	Stretching
181	180 Business	51-100 Million INR	2	21-40%	2 Value Adding Partner	3 Good	3 aligned to state IT strategy	Successful
182	181 Financial Services	51-100 Million INR	2	21-40%	2 Value Adding Partner	3 Good	3 business aspirations	Successful
183	182 Business	0-50 Million INR	1	0-20%	1 Value Adding Partner	3 Good	3 aligned to state IT strategy	Stretching
184	183 Business	0-50 Million INR	1	0-20%	1 Value Adding Partner	3 Poor	1 business aspirations	Unsuccessful
185	184 Financial Services	>300 Million INR	4	21-40%	2 Cost Centre	2 Excellent	4 aligned to state IT strategy	Successful
186	185 Manufacturing	101-300 Million INR	3	0-20%	1 Value Adding Partner	3 Good	3 CFO COO VP Sales etc.)	Successful
187	186 Financial Services	51-100 Million INR	2	21-40%	2 Value Adding Partner	3 Good	3 corporate strategy	Successful
188	187 Public Sector	51-100 Million INR	2	21-40%	2 Value Adding Partner	3 Good	3 aligned to state IT strategy	Successful
189	188 Business	51-100 Million INR	2	21-40%	2 Value Adding Partner	3 Good	3 corporate priorities	Successful
190	189 Business	51-100 Million INR	2	21-40%	2 Value Adding Partner	3 Good	3 aligned to state IT strategy	Successful
191	190 Financial Services	51-100 Million INR	2	21-40%	2 Value Adding Partner	3 Fair	2 corporate structure/governance	Stretching
192	191 Manufacturing	51-100 Million INR	2	21-40%	2 Value Adding Partner	3 Good	3 aligned to state IT strategy	Successful
193	192 Health Services	51-100 Million INR	2	21-40%	2 Supplier of Services	1 Fair	2 corporate structure/governance	Successful
194	193 Financial Services	51-100 Million INR	2	21-40%	2 Value Adding Partner	3 Good	3 corporate priorities	Successful

Understanding The Pattern of Usage of Social Networking Sites in India

Dr. Tripti Barthwal*
Dr. Akanksha Srivastava**

Abstract

Social Networking Sites (SNSs) have witnessed an exponential rise in usage within the last few years all over the world & India not an exception to this. Several studies around the world have focused on the usage patterns of these SNSs. However, the contemporary scientific literature addressing the usage patterns of social networks in the Indian context is scarce. Therefore, this study is intended to provide empirical insight into the patterns of usage of SNSs in India ie... whether Indians are addicted to SNS addiction and the pattern of usage of SNS across gender, age & marital status. It is based on a survey of respondents spread across different parts of the country.

Keywords: Social Networking Sites, SNS, Facebook, Blogging, Net Addiction

Introduction

Social Networking is an umbrella term used for many different aspects of the social internet like Facebook, blogging, to so many different elements of the social web that it is confusing to define exactly what social media is. For this paper, Social Networking has been used to mean the sites where people connect with others directly through the use of internet.

In recent years, there has been an explosion in the number of online social networking sites and traffic to these sites. These websites allow users to create a personal profile that can contain personal information, photographs, videos and sound clips.

Some activities which individuals undertake on the Internet may be potentially addictive. Rather than becoming addicted to the medium per se, some users may develop an addiction to specific activities they carry out online. Addiction usually refers to compulsive behavior that leads to negative effects. In most

addictions, people feel compelled to do certain activities so often that they become a harmful habit, which then interferes with other important activities such as work or school.

One of the objectives of the paper is to find out whether the level of SNS usage in India can be termed as addiction or not. In order to understand the phenomenon of addiction, we discuss the common characteristics of an addict. The individual (addict) consumes in excess, the substance to which he is addicted to. He individual constantly looks for opportunities to get & use the substance to which he is addicted and serious attempts to give it up are unsuccessful. The person gives up some activities eg: social, recreational activities, etc because of addiction & the addiction continues despite health problem awareness. The individual continues taking the substance regularly, even though he develops illnesses linked to it & may spend more and more time and energy focusing on ways of getting hold of their substance. He commonly feels that addiction is a means to deal with their problems or to improve their mood. When the level of substance usage goes below a certain level the patient displays

*Professor, Lal Bahadur Shastri Institute of Management & Development Studies, Lucknow. E-mail: drtbarthwal@gmail.com

**Asso. Prof., Lal Bahadur Shastri Institute of Management & Development Studies, Lucknow. E-mail: akanksha.sincere@gmail.com

physical and mood-related symptoms. There are cravings, bouts of moodiness, bad temper, poor focus, a feeling of being depressed and empty, frustration, anger, bitterness and resentment. The individual may not be able to restrain himself in doing the act even if there is risk of being caught. In many cases the addict may take the substance in solitude and even keep this a secret. A significant number of people who are addicted to a substance refuse to acknowledge that they are addicts. As the addiction progresses the individual may stop doing things he/she used to enjoy a lot. The addiction interferes in his personal relations & he & his family faces relationship problems.

Literature Review

According to Pew Internet Project's research related to social networking in USA, 74% of online adults use social networking sites (as of January 2014). In May 2013, 74% of women were users of social networking sites, compared with 62% of men. The annual Social Media Report (2012) by Nielson and NM Incite states that social networks dominate internet usage in USA, with 20% of PC time and 30% of mobile time spent on them: over any other category of site. Females spend more time social networking than males, spending an average of 8.37 minutes social networking on PCs and 9.43 minutes on mobile web and apps, compared to 6.13 and 6.44 minutes for men. 76% of people felt positive after participating in social networking, and key words used were 'connected' and 'informed'.

As far as addiction to SNS is concerned, Young (1999) argues that SNS addiction falls in the category of *cyber-relationship addiction* (i.e., an addiction to online relationships) since the purpose and main motivation to use SNSs is to establish and maintain both on- and offline relationships.

Sherry Turkle (2011), a researcher at the Massachusetts Institute of Technology, in her book, *Alone Together: Why We Expect More from Technology and Less from Each Other*, chronicles some of the negative impacts of constantly being connected by technology, which paradoxically can leave people feeling more alone.

Research (2010) has been done concerning Generation Y's dependence on social media by International Center for Media & Public Agenda at the University of Maryland, which tested a "technology blackout." They used a sample of 200 students and initiated a media suspension for 24 hours. When asked to describe that day, students used the words "in withdrawal, craving, very anxious, extremely antsy, miserable, jittery and crazy."

A behavioral addiction such as SNS addiction may thus be seen from a biopsychosocial perspective (Griffiths 2005). Just like substance-related addictions, SNS addiction incorporates the experience of the 'classic' addiction symptoms, namely mood modification (i.e., engagement in SNSs leads to a favourable change in emotional states), salience (i.e., behavioral, cognitive, and emotional preoccupation with the SNS usage), tolerance (i.e., ever increasing use of SNSs over time), withdrawal symptoms (i.e., experiencing unpleasant physical and emotional symptoms when SNS use is restricted or stopped), conflict (i.e., interpersonal and intrapsychic problems ensue because of SNS usage), and relapse (i.e., addicts quickly revert back in their excessive SNS usage after an abstinence period).

These few existent studies highlight the pattern of SNS usage and the fact that very high levels of SNS usage can lead to a variety of negative consequences that imply a potential decrease in involvement in real-life communities and worse academic performance, as well as relationship problems. Reducing and jeopardizing academic, social and recreational activities are considered as criteria for substance dependence and may thus be considered as valid criteria for behavioral addictions, such as SNS addiction. In light of this, endorsing these criteria appears to put people at risk for developing addiction and the scientific research base outlined in the preceding paragraphs supports the potentially addictive quality of SNSs.

Objectives & Methodology

After going through various studies, it was found that there are many studies on pattern of SNS usage but they are mostly in context of USA. Similarly, there are studies on addiction to internet but there are comparatively fewer studies on addiction

towards Social Networking Sites & the researches could not find any with reference to India.

Thus, the present study has been conducted with the following objectives:

- To determine whether access to SNS sites has become an addiction in India
- To study if there is any difference in levels of SNS usage across genders
- To understand the difference in levels of SNS usage across ages
- To examine the impact (positive or negative) of SNS

Keeping in view the above objectives, the present research was conducted using exploratory research design. For collection of

primary data, a questionnaire containing 20 statements based on the objectives was constructed on a 5 point Likert scale. The questions were designed keeping in view the characteristics of an addict (discussed earlier) with reference to usage of SNS. Secondary data was collected through journals & internet. The universe of the study is India & the researchers have drawn 200 respondents trying to cover the entire country. The analysis was done on SPSS by applying One-Way Anova & Cross Tabulation.

Data Analysis & Findings

The basic information about the respondents is presented in Table 1.

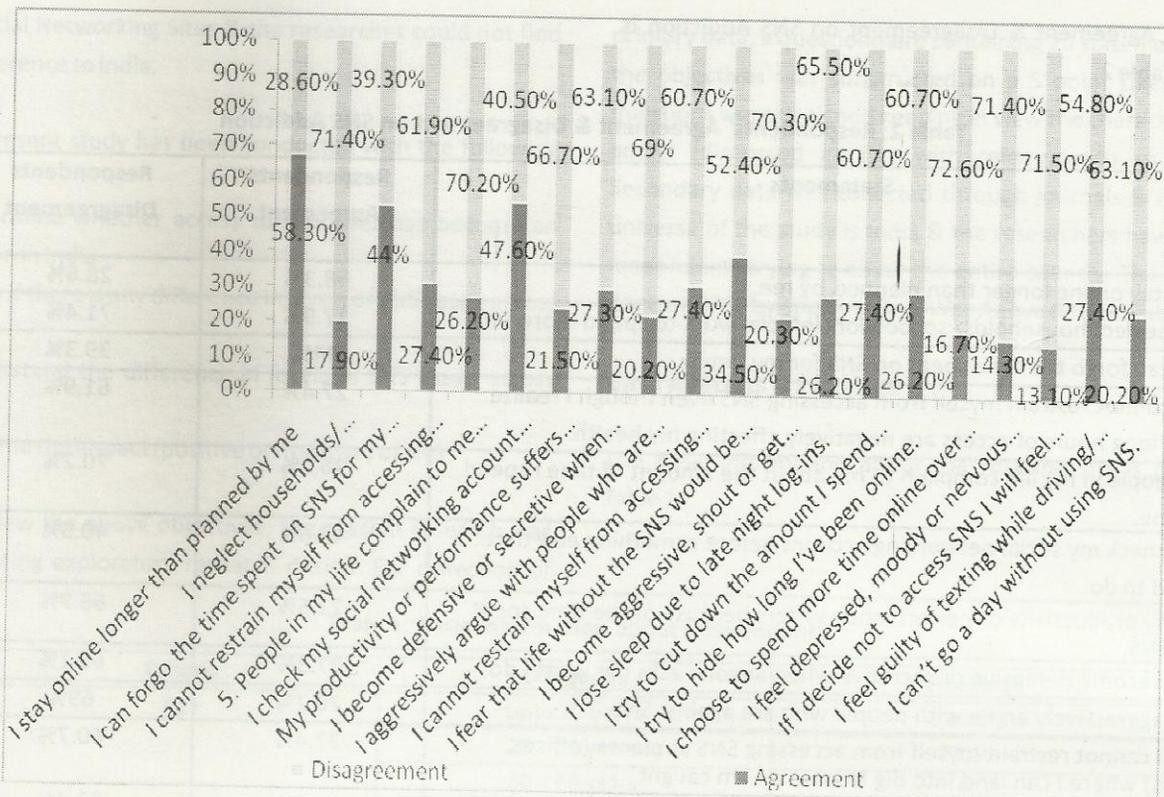
Table 1: Basic Information about Respondents

Criteria	Categories	Percentage
Age	Upto 20 years	2.40
	20 – 30 years	72.60
	30 – 40 years	19.0
	40 – 50 years	3.60
	More than 50 years	2.40
Gender	Male	57.10
	Female	42.90
Marital Status	Single	65.50
	Married	34.50
Current Status	Student	23.80
	Working for an organisation	67.80
	Self-Employed	6
	Housewife	1.20
	Retired	1.20
Social Networking Sites Accessed	Twitter	4.80
	Orkut	1.20
	Facebook	67.80
	Twitter	4.80
	Twitter & Facebook	8.30
	Orkut & Facebook	4.80
	Twitter, Orkut & Facebook	10.70
Any other	6.0	
History of SNS Usage	1 – 2 years	13.10
	2 – 3 years	14.30
	3 – 4 years	20.20
	4 – 5 years	47.60
	More than 5 years	4.80

Respondents' Agreement & Disagreement on SNS Addiction is presented in Table 2.

Table 2: Respondents' Agreement & Disagreement on SNS Addiction

Statements	Respondents Agreement	Respondents Disagreement
1. I stay online longer than planned by me.	58.3%	28.6%
2. I neglect households/ schoolwork/official work to spend more time	17.9%	71.4%
3. I can forgo the time spent on SNS for my family.	44%	39.3%
4. I cannot restrain myself from accessing SNS even though I realize that long hours of access are negatively affecting my health.	27.4%	61.9%
5. People in my life complain to me about the amount of time I spend online.	26.2%	70.2%
6. I check my social networking account before something else that I need to do.	47.6%	40.5%
7. My productivity or performance suffers because of the time spent on SNS.	21.5%	66.7%
8. I become defensive or secretive when anyone asks me what I do	27.3%	63.1%
9. I aggressively argue with people who are against SNS.	20.2%	69%
10. I cannot restrain myself from accessing SNS at places (offices, class) where I can land into big trouble if I am caught.	27.4%	60.7%
11. I fear that life without the SNS would be boring, empty and joyless.	34.5%	52.4%
12. I become aggressive, shout or get annoyed if someone bothers me	20.3%	70.3%
13. I lose sleep due to late night log-ins.	26.2%	65.5%
14. I try to cut down the amount I spend online and fail.	27.4%	60.7%
15. I try to hide how long I've been online.	26.2%	60.7%
16. I choose to spend more time online over going out with others.	16.7%	72.6%
17. I feel depressed, moody or nervous when I am offline, which goes away once I am back online.	14.3%	71.4%
18. If I decide not to access SNS I will feel depressed and incomplete.	13.1%	71.5%
19. I feel guilty of texting while driving/ working.	27.4%	54.8%
20. I can't go a day without using SNS.	20.2%	63.1%



Graph 1: Respondents' Agreement & Disagreement on SNS Addiction

Interpretation: Table 2 and graph 1 clearly shows that Indian population definitely is fond of SNS but yet it has not taken the form of addiction. There are few points like staying online more than planned, less time spend with family and preferring SNS first before other important tasks on which they should work on. So we can say that there is some negative impact of SNS in India.

Next the researchers analysed whether there is any difference in usage of SNS across gender, age & marital status through the following hypotheses. To test these hypotheses researcher used One – Way ANOVA under compare means in SPSS.

H1: Significant difference exists in usage of SNS across the gender.

H1 (Null): There is no significant difference in usage of SNS across the gender.

H2: Significant difference exists in usage of SNS across the age.

H2 (Null): There is no significant difference in usage of SNS across the age.

H3: Significant difference exists in usage of SNS between single and married.

H3 (Null): There is no significant difference in usage of SNS between single and married.

For **H1** the independent variable was **gender** and there were 20 statements. By applying One-Way ANOVA for each separately, it was found that there were 8 statements where value of p is less than 0.05 (i.e. 95% confidence level). Thus, H1 (Null) for these dependent variables (statements) cannot be rejected. So it was concluded that no significant difference exists for these statements across the gender. For every statement where value of p is more than 0.05 (i.e. 95% confidence level), H1 (Null) is rejected & these are shown in Table 3.

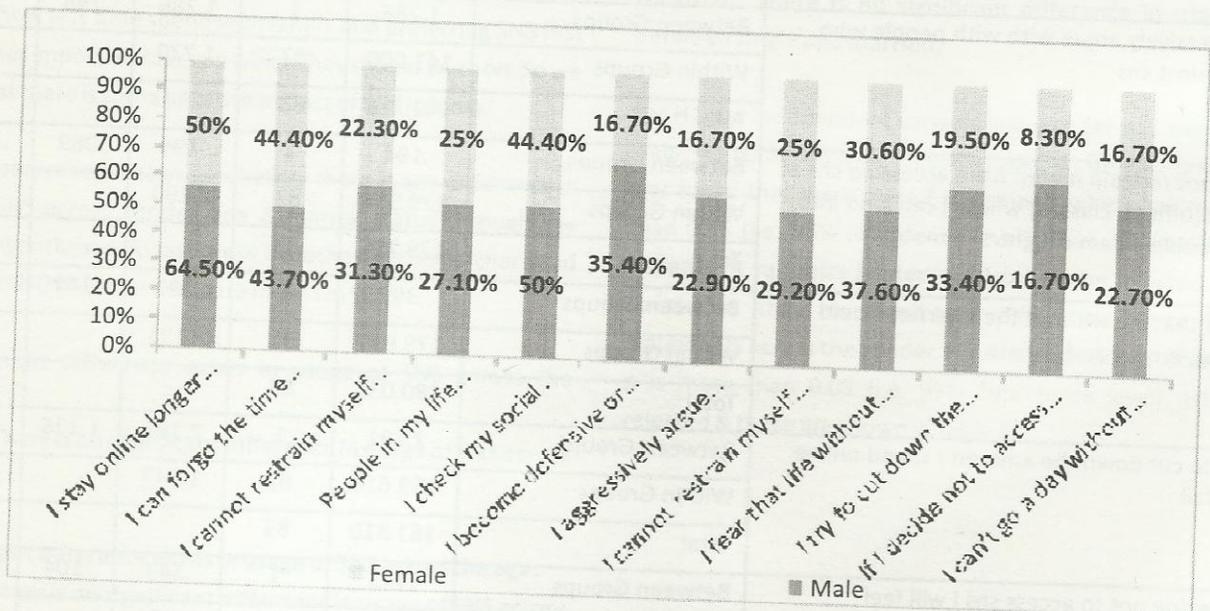
Table 2: Respondents' Agreement & Disagreement on SNS Addiction

Sum of Squares		Sum of Squares	df	Mean Square	F	Sig.
I stay online longer than planned by me	Between Groups	4.321	1	4.321	2.327	.131
	Within Groups	152.250	82	1.857		
	Total	156.571	83			
I can forgo the time spent on sns for my family	Between Groups	1.358	1	1.358	.600	.441
	Within Groups	185.535	82	2.263		
	Total	186.893	83			
I cannot restrain myself from accessing sns even though i realize that long hours of access is negatively affecting my health	Between Groups	1.921	1	1.921	.987	.324
	Within Groups	159.639	82	1.947		
	Total	161.560	83			
People in my life complain to me about the amount of time I spend online	Between Groups	.834	1	.834	.368	.546
	Within Groups	185.868	82	2.267		
	Total	186.702	83			
I check my social networking account before something else that i need to do	Between Groups	.778	1	.778	.311	.579
	Within Groups	205.222	82	2.503		
	Total	206.000	83			
I become defensive or secretive when anyone asks me what I do online	Between Groups	4.587	1	4.587	2.459	.121
	Within Groups	152.972	82	1.866		
	Total	157.560	83			
I aggressively argue with with people who are against sns	Between Groups	1.286	1	1.286	.748	.390
	Within Groups	141.000	82	1.720		
	Total	142.286	83			
I cannot restrain myself from accessing sns at places(offices, classes) where I can land into big trouble if I am caught	Between Groups	.194	1	.194	.089	.766
	Within Groups	179.556	82	2.190		
	Total	179.750	83			
I fear that life without the internet would be boring, empty and joyless	Between Groups	.397	1	.397	.181	.672
	Within Groups	179.639	82	2.191		
	Total	180.036	83			
I try to cut down the amount I spend online and fail	Between Groups	2.191	1	2.191	1.126	.292
	Within Groups	159.618	82	1.947		
	Total	161.810	83			
if i decide not to access sns I will feel depressed and incomplete	Between Groups	.143	1	.143	.104	.748
	Within Groups	112.667	82	1.374		

I can't go a day without using SNS	Total	112.810	83		
	Between Groups	1.834	1	1.834	.926 .339
	Within Groups	162.451	82	1.981	
	Total	164.286	83		

Table 4: SNS Usage Across Gender

Statements.	Agreement (%)	
	Male	Female
I stay online longer than planned by me.	64.5%	50%
I can forgo the time spent on SNS for my family	43.7%	44.4%
I cannot restrain myself from accessing SNS even though I realize that long hours of access are negatively affecting my health	31.3%	22.3%
People in my life complain to me about the amount of time I spend online	27.1%	25%
I check my social networking account before something else that I need to do	50%	44.4%
I become defensive or secretive when anyone asks me what I do online	35.4%	16.7%
I aggressively argue with people who are against SNS	22.9%	16.7%
I cannot restrain myself from accessing SNS at places (offices, class) where I can land into big trouble if I am caught	29.2%	25%
I fear that life without the SNS would be boring, empty and joyless	37.6%	30.6%
I try to cut down the amount I spend online and fail	33.4%	19.5%
If I decide not to access SNS I will feel depressed and incomplete	16.7%	8.3%
I can't go a day without using SNS	22.7%	16.7%



Graph 2: SNS Usage Across Gender

Interpretation: The researchers found that usage of SNS is more in males in comparison to females and this is clearly shown in Table 4 and Graph 2.

For H2 the independent variable was **age** and there were 20 statements. By applying One-Way ANOVA for each statement separately, it was found that there were 2 statements where value

of p is less than 0.05 (i.e. 95% confidence level). Thus, H1 (Null) for these dependent variables (statements) cannot be rejected. So it was concluded that no significant difference exists for these statements across the gender. For every statement where value of p is more than 0.05 (i.e. 95% confidence level), H2 (Null) is rejected & these are shown in Table 5.

Table 5: ANOVA FOR H2 (SNS Usage Across Age)

Statements		Sum of Squares	df	Mean Square	F	Sig.
I stay online longer than planned by me	Between Groups	11.358	4	2.840	1.545	.197
	Within Groups	145.213	79	1.838		
	Total	156.571	83			
I neglect household/school work/ official work to spend more time online	Between Groups	2.750	4	.688	.424	.791
	Within Groups	128.238	79	1.623		
	Total	130.988	83			
I cannot restrain myself from accessing sns even though I realize that long hours of access is negatively affecting my health	Between Groups	10.260	4	2.565	1.339	.263
	Within Groups	151.299	79	1.915		
	Total	161.560	83			
People in my life complain to me about the amount of time I spend online	Between Groups	9.375	4	2.344	1.044	.390
	Within Groups	177.328	79	2.245		
	Total	186.702	83			
I check my social networking account before something else that I need to do	Between Groups	15.973	4	3.993	1.660	.168
	Within Groups	190.027	79	2.405		
	Total	206.000	83			
My productivity or performance suffers because of the time spent on sns	Between Groups	8.110	4	2.027	1.155	.337
	Within Groups	138.700	79	1.756		
	Total	146.810	83			
I become defensive or secretive when anyone asks me what i do online	Between Groups	8.930	4	2.232	1.187	.323
	Within Groups	148.630	79	1.881		
	Total	157.560	83			

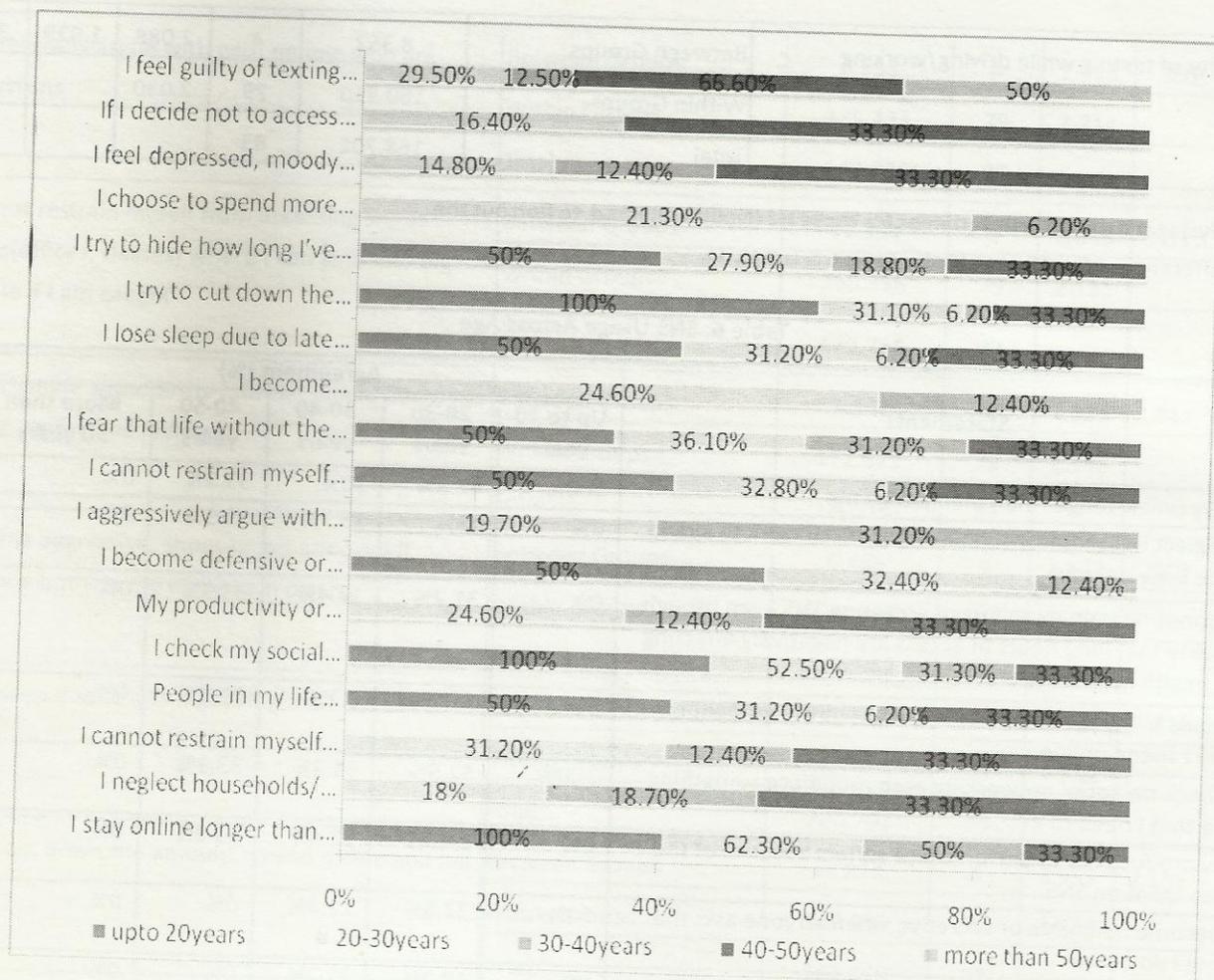
I aggressively argue with with people who are against sns	Between Groups	6.853	4	1.713	.999	.413
	Within Groups	135.433	79	1.714		
	Total	142.286	83			
I cannot restrain myself from accessing sns at places(offices, classes) where I can (and into big trouble if I am caught	Between Groups	11.394	4	2.849	1.337	.264
	Within Groups	168.356	79	2.131		
	Total	179.750	83			
I fear that life without the internet would be boring, empty and joyless	Between Groups	7.357	4	1.839	.841	.503
	Within Groups	172.679	79	2.186		
	Total	180.036	83			
I become aggressive, shout or get annoyed if someone bothers me while I am on sns	Between Groups	6.488	4	1.622	.919	.457
	Within Groups	139.465	79	1.765		
	Total	145.952	83			
I lose sleep due to late nights log-ins	Between Groups	11.728	4	2.932	1.226	.307
	Within Groups	188.974	79	2.392		
	Total	200.702	83			
I try to cut down the amount I spend online and fail	Between Groups	15.814	4	3.953	2.139	.084
	Within Groups	145.996	79	1.848		
	Total	161.810	83			
I try to hide how long i have been online	Between Groups	2.949	4	.737	.308	.872
	Within Groups	189.003	79	2.392		
	Total	191.952	83			
I choose to spend more time online over going out with others	Between Groups	3.266	4	.817	.500	.736
	Within Groups	129.150	79	1.635		
	Total	132.417	83			
i feel depressed, moody or nervous when I am offline, which goes away once I am back online.	Between Groups	3.520	4	.880	.583	.676
	Within Groups	119.290	79	1.510		
	Total	122.810	83			
if I decide not to access sns I will feel depressed and incomplete	Between Groups	6.438	4	1.609	1.195	.319
	Within Groups	106.372	79	1.346		
	Total	112.810	83			

I feel guilty of texting while driving/working	Between Groups	8.352	4	2.088	1.029	.398
	Within Groups	160.350	79	2.030		
	Total	168.702	83			

Further analysing the dependent variables for those H2 (Null) is rejected, to find out the pattern of difference across the age (Refer Table 6 & Graph 3).

Table 6: SNS Usage Across Age

Statements	Agreement (%)				
	Up to 20 years	20-30 years	30-40 years	40-50 years	More than 50 years
I stay online longer than planned by me.	100%	62.3%	50%	33.3%	0%
I neglect households/ schoolwork/official work to spend more time online.	0%	18%	18.7%	33.3%	0%
I cannot restrain myself from accessing SNS even though I realize that long hours of access are negatively affecting my health.	0%	31.2%	12.4%	33.3%	0%
People in my life complain to me about the amount of time I spend online.	50%	31.2%	6.2%	33.3%	0%
I check my social networking account before something else that I need to do.	100%	52.5%	31.3%	33.3%	0%
My productivity or performance suffers because of the time spent on SNS.	0%	24.6%	12.4%	33.3%	0%
I become defensive or secretive when anyone asks me what I do online.	50%	32.8%	12.4%	0%	0%
I aggressively argue with people who are against SNS.	0%	19.7%	31.2%	0%	0%
I cannot restrain myself from accessing SNS at places (offices, class) where I can land into big trouble if I am caught.	50%	32.8%	6.2%	33.3%	0%
I fear that life without the SNS would be boring, empty and joyless.	50%	36.1%	31.2%	33.3%	0%
I become aggressive, shout or get annoyed if someone bothers me while I am on SNS.	0%	24.6%	12.4%	0%	0%
I lose sleep due to late night log-ins.	50%	31.2%	6.2%	33.3%	0%
I try to cut down the amount I spend online and fail.	100%	31.1%	6.2%	33.3%	0%
I try to hide how long I've been online.	50%	27.9%	18.8%	33.3%	0%
I choose to spend more time online over going out with others.	0%	21.3%	6.2%	0%	0%
I feel depressed, moody or nervous when I am offline, which goes away once I am back online.	0%	14.8%	12.4%	33.3%	0%
If I decide not to access SNS I will feel depressed and incomplete.	0%	16.4%	0%	33.3%	0%
I feel guilty of texting while driving/ working.	0%	29.5%	12.5%	66.6%	50%



Graph 3: SNS Usage Across Age

Interpretation: From the table 6 and graph 3, we can clearly see the pattern of SNS usage across the different age groups. The usage of SNS is more in young respondents & this is understandable because at the upto 20 years, they are not responsible for any type of liability like earning money for their livelihood, spouse, kids, parents and other homely assignments. Respondents between 20-30 years, feel their working and life style is affected due to SNS. Respondents between 30-40 years are again less affected because this phase of life is very tough, busy and this is a phase when an individual is more accountable for settling down his life as family responsibilities increase. The usage of SNS amongst respondents between 40-50 years is high because in this age most of the career & family requirements stabilise &

need to connect increases. Lastly, in respondents above 50 years of age usage of SNS is low because they belong to a generation where such things did not exist.

For H3 the independent variable was marital status. By applying One-Way ANOVA for each statement separately, it was found that there are 6 statements for which value of p value is less than 0.05 (i.e. 95% confidence level). Thus, H1 (Null) for these dependent variables (statements) cannot be rejected. So it was concluded that no significant difference exists for these statements across marital status. For every statement where value of p is more than 0.05 (i.e. 95% confidence level), H1 (Null) is rejected & these are shown in Table 7.

Table 7: ANNOVA for H3 (SNS Usage Across Marital Status)

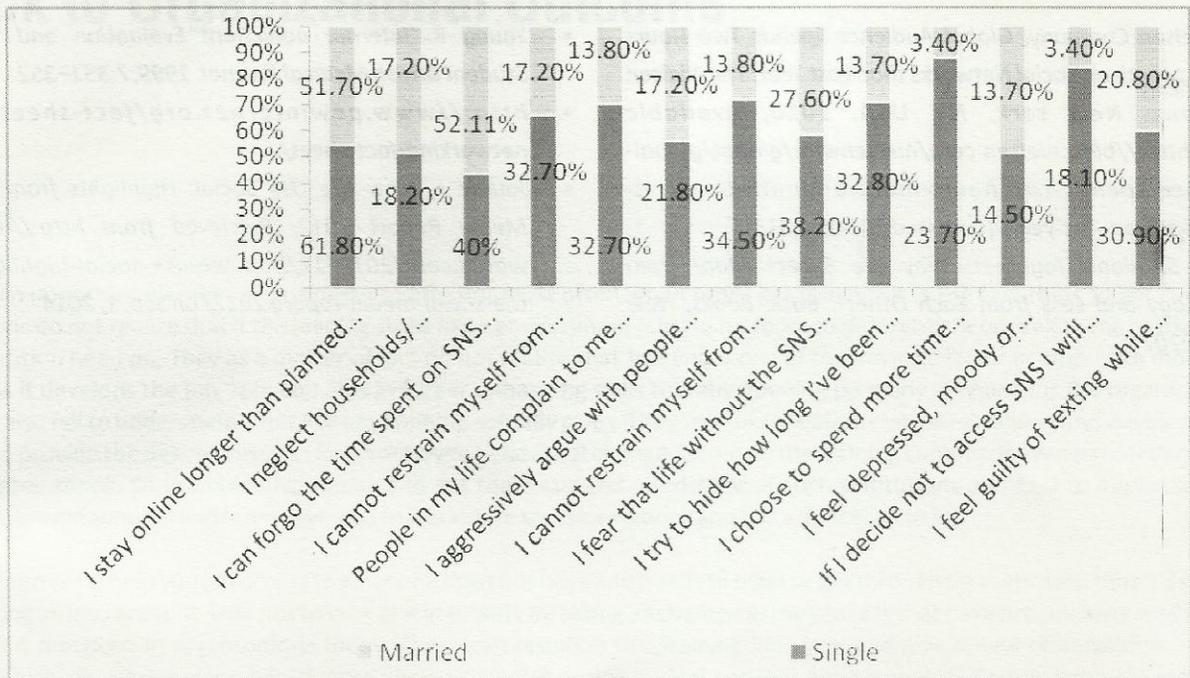
Statements		Sum of Squares	df	Mean Square	F	Sig.
I stay online longer than planned by me	Between Groups	1.552	1	1.552	.821	.368
	Within Groups	155.019	82	1.890		
	Total	156.571	83			
I neglect household/school work/ official work to spend more time online	Between Groups	.589	1	.589	.371	.544
	Within Groups	130.399	82	1.590		
	Total	130.988	83			
I can forgo the time spent on sns for my family	Between Groups	1.298	1	1.298	.573	.451
	Within Groups	185.595	82	2.263		
	Total	186.893	83			
I cannot restrain myself from accessing sns even though I realize that long hours of access is negatively affecting my health	Between Groups	4.958	1	4.958	2.596	.111
	Within Groups	156.602	82	1.910		
	Total	161.560	83			
People in my life complain to me about the amount of time I spend online	Between Groups	8.307	1	8.307	3.819	.054
	Within Groups	178.395	82	2.176		
	Total	186.702	83			
I aggressively argue with with people who are against sns	Between Groups	1.987	1	1.987	1.162	.284
	Within Groups	140.298	82	1.711		
	Total	142.286	83			
I can not restrain myself from accessing sns at places(offices, classes) where I can land into big trouble if I am caught	Between Groups	6.665	1	6.665	3.158	.079
	Within Groups	173.085	82	2.111		
	Total	179.750	83			
I fear that life without the internet would be boring, empty and joyless	Between Groups	1.656	1	1.656	.761	.386
	Within Groups	178.380	82	2.175		
	Total	180.036	83			
I try to hide how long I have been online	Between Groups	8.868	1	8.868	3.972	.050
	Within Groups	183.085	82	2.233		

	Total	191.952	83			
I choose to spend more time online over going out with others	Between Groups	4.837	1	4.837	3.109	.082
	Within Groups	127.580	82	1.556		
	Total	132.417	83			
I feel depressed, moody or nervous when i am offline, which goes away once I am back online.	Between Groups	.126	1	.126	.084	.772
	Within Groups	122.683	82	1.496		
	Total	122.810	83			
if I decide not to access sns I will feel depressed and incomplete	Between Groups	3.000	1	3.000	2.240	.138
	Within Groups	109.809	82	1.339		
	Total	112.810	83			
I feel guilty of texting while driving/working	Between Groups	1.200	1	1.200	.588	.446
	Within Groups	167.502	82	2.043		
	Total	168.702	83			

Further analysing the dependent variables for those H3 (Null) is rejected, to find out the pattern of difference across the marital status (Refer Table 8).

Table 8: SNS Usage Across Marital Status

Statements	Agreement (%)	
	Single	Married
I stay online longer than planned by me.	61.8%	51.7%
I neglect households/ schoolwork/official work to spend more time online.	18.2%	17.2%
I can forgo the time spent on SNS for my family.	40%	52.11
I cannot restrain myself from accessing SNS even though I realize that long hours of access are negatively affecting my health.	32.7%	17.2%
People in my life complain to me about the amount of time I spend online.	32.7%	13.8%
I aggressively argue with people who are against SNS.	21.8%	17/2%
I cannot restrain myself from accessing SNS at places (offices, class) where I can land into big trouble if I am caught.	34.5%	13.8%
I fear that life without the SNS would be boring, empty and joyless.	38.2%	27.6%
I try to hide how long I've been online.	32.8%	13.7%
I choose to spend more time online over going out with others.	23.7%	3.4%
I feel depressed, moody or nervous when I am offline, which goes away once I am back online.	14.5%	13.7%
If I decide not to access SNS I will feel depressed and incomplete.	18.1%	3.4%
I feel guilty of texting while driving/ working.	30.9%	20.8%



Graph 4: SNS Usage Across Marital Status

Interpretation: From the above table 8 and graph 4, it is clear that the usage of SNS is more in case of single respondents in comparison to married and this is quite logical because singles have more time because of less family responsibilities.

Conclusions

- Use of Social Networking Sites is very popular in India & people use them very frequently but still their usage in India cannot be termed as addiction.
- The usage of SNS is higher in males than females.
- The usage of SNS is higher in respondents below 20 years & between 40-50 years than other age groups. The usage of SNS is quite low in respondents above 50 years.
- Single respondents use SNS more in comparison to married ones

Limitations

- The respondents may have not disclosed their real feelings. Hence 100% accuracy cannot be assured.
- The research was carried out in a short span of time, where in the researcher could not widen the study to a greater extent than this.
- The survey is confined to the SNS users who participated in it, hence its results may not be applicable to the entire country.

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Corporate Training: A perspective and its link to Organizational Outcome

Anshuman Das**

Abstract

Training is an important element of business growth. But most often when times get tough this is the first thing to get cut. CEO's and Organizations do not realize that if the leaning stops in an environment it leave no room to differentiate oneself in the market place and face competition head on. They as a matter of fact do not realize that Training is one of the intrinsic factor in employee motivation and retention as it develops the job, role and aids in career enhancing skills thereby opening up many avenues for the organization. Many corporates also fail to understand what ROI any training actually gives. They feel organizations invest in training and development and it often fails to provide the desired results. Real employee behavioral change, based on the training content, is even harder to demonstrate in most organizations. So the objective remains to get the focus and mindshare of such institutions and CEO to appreciate that that Training is more meaningful and is synonymous to workplace transformations and has a direct link to ROI.

What training does is help you get access to what one does not have and needs to build or get through this approach that is demonstrated here by taking all into account. One has to look at it in totality by taking each stage in the process that have articulated some of which are not seen and practiced in organizations today. These can redefine the Training life cycle and give a new dimension to some of the questions which always remains a board room discussion point during budget sessions and company's Annual strategic and Operations planning. Organizations must set signals that learning is important in this organization. It's about creating in employees the mental model that if I engage in this learning, it is to my and organizations benefit. That I as an employee will be more marketable with applied outcomes of such training that one undergoes. This would spring a chain reaction in employees across with a direct link to outcome. You can surely make training and development more meaningful and effective within your organization.

Keywords: Training, In house, External, T&D, Integrate, Outcome, Training & Development Lifecycle, Diagnosis, Field Performance, CEO, Delivery, Design, Develop, Customize, Periodic, Measurable, Periodic Assessment, Success, Schedule, Goal, Organisation, Training Need Identification, Work area, Manager, Action, Application, Practice, Skill, Knowledge, Dissemination, Learning, Methodology, Progress, Action based, Reward, Recognition, Link, Soft skill, Strategic plan, Boardroom, Result, Leader, Engage, Succession Planning, Assessment Centers, Leadership, Intervention, Reinforce, Career, Progression, Goal, OJT, Leadership, Seminars, Conferences, Workshops, Role Plays, Training, Business Objective, KRA, Performance, Evaluation, Trainer, Influence, Measure, Outcome, KPI, TNI, Capability Building.

Introduction

Training is one of the intrinsic factor in employee motivation and retention as it develops the job, role and aids in career enhancing skills thereby opening up many avenues for the organization. Many corporates fail to understand what return any training actually gives. They feel organizations invest in training and development and it often fails to provide the desired results. Real employee behavioral change, based on the training content, is even harder to demonstrate in most organizations. Training happens to be one of the most important set in any Organisation today.

Most of the Training fail as there is no follow up and there is lack of meaningful assessment once a Training is done.

In fact there are number of myths and vague assumptions and expectations that organizations have about Training.

- 1) They think once the Participant attends Training there has to be immediate signs of change in some form.
- 2) Training is more for those who lack a certain skill and not an enrichment measure for those who already have.

3) Training Need Identification (TNI) should focus on skill gap. In fact TNI should address beyond skill gap to focus on skill enrichment as well.

4) Training Need Identification and analysis thereon is a simple process and its outcome is Performance Appraisal which alone is not true.

This actually starts from time candidate is interviewed and from an appraisal or confirmation stage. Enough time is not spent and lateral thinking is not done.

5) Training is not as important as Revenue generation.

6) A renowned Trainer or Training Organisation is an answer to the Training Outcome.

This is a narrow thought process and will alone not help.

7) Assumption that a reputed Training Vendor will understand the business cycle and having done program in same industry also understands the Training need of your Organisation.

8) That it is the onus of the Training vendor or Trainer to design the program.

While this may be true, in house Training function and business have to provide all support and infact join in designing the program.

9) TNI is enough and that no further engagement may be required before the Training if the Trainer is renowned and has done similar programs in same industry or with competing organizations.

10) Training evaluation is all about feedback on Training Content, Trainer and Training delivery, set up and aids.

These are all erroneous assumptions and myths as you may like to call each one above.

Evaluation should take into account reaction or feedback to the Training and its link thereafter to actual intervention on ground wrt its application and learning outcome. Many Organizations limit themselves to what I described in one of the above points above.

Similarly among other points the organizations mindshare, support from leaders and managers, opportunity to apply, all influence which otherwise is found lacking. It has to come from Top and right message should percolate down to give it its due weightage to reap desired outcomes which will go a long way in positively influencing the bottom line.

Another important aspect that I have seen esp. wrt Leadership Training in Corporate is when such leaders are identified, sent for Training and then not knowing what to do!

1) Organizations in first place do not have a clear methodology to identify such leaders.

2) This identification is not linked to the leaders 3 years, 5 years developmental or Organizational Succession plan. Some large organizations don't even have a robust plan in place.

3) If at all some are identified because of their performance, breadth, geo spread and sheer volume of people or revenue they are handling; they don't have a direction as to what next after attending the Training. In cases CEO's mindshare limits it to apply in off case or once back from a training the key takeaways are briefed to next in line which is end of story. The Internal Training function does not take it ahead beyond this and there is no road map on how to derive the best of where Organisation spends so much for the senior leaders.

4) In some cases I have seen Organizations have assessment centers and have a clear cut strategy in place wrt their Succession Planning. In this case also link with such leadership training and its aftermath is a weak link and it is not applied or disseminated properly for Organisation to benefit at large.

- 5) At other times the leaders identified for such programs lack self-drive to share with their colleagues and get engrossed in the day to day business once they are back from such training. Some also wonder after coming back 'why did I go to that training'

So it is important that each stage in the process is linked and a robust Training and Development program is in place with clear objectives through its application and Outcome which can be translated well in terms of Organisation benefits- the ROI.

So what is that organization should do to ensure Corporate Training is useful and leads to proper Organizational outcome.

Develop a Training & Development Life Cycle Process

Create a training and development life cycle process that will ensure that the employee training you do work. Develop one and link each stage in the process. Have a periodic review and ensure you backward integrate at each stage in the process while you advance to next stage in the link.

I having worked in Talent Engagement & Development in some large organizations; seen this sub function very closely having conceptualized and led many initiatives. Based on my experience, practice and being a Trainer tried to come up with some thoughts and approaches which could bring in a drastic change and scale new heights when it comes to making Training more meaningful. These will make your Corporate Training more effective and transferable; the application will result in measurable differences to final outcome.

Develop In-house Trainers and Integrate with External Trainers during Delivery

Organizations differentiate training programs into in-house or external. Time is ripe that organization should realize that the in-house training and external be integrated. In-house trainers should deliver and participate with their experience from being in the organization, come up with case studies and join the external trainers in delivering to make it more productive with a solution centric approach. This must aim to attend use of a variety of

familiar examples from work areas and maximize the similarity between the training situation and the work situation.

CEOs Time & Training as a Leadership KPI

CEOs are often seen focusing on the Business strategy sparing very little time for the Capability building. Their direction and expectation should be very clear from any intervention which is going to have an Organisation wide impact and is foreseen as a game changer. During any such programs a CEOs presence and talk for 10 minutes can make a huge difference. Small and mid-size organizations can still have this liberty which they should embrace as quickly as they can. Large organizations should ensure that their Business heads have the mindshare for this and make it an important KPI for the leadership team.

Effective Training Need Identification (TNI) & Diagnosis:

Familiarity breeds contempt so training needs to vary from year to year with help of an effective TNI and using right diagnostic tools. Training employee's uses up resources, including the cost of hiring staff to replace those who are being trained. For training to be cost effective, training function must ensure that staff have attended training sessions and measure the benefits. Training Need identification (TNI) should not be restricted and drawn only on the basis of the appraisal and/or department and business heads views and inputs. What is important is how much of the depth the Training function gets into while designing a TNI. Need of the hour is to get a 360* view of department performance and organization, customer feedbacks, crosscheck with field on people related gaps in each department and design a TNI.

Link Training Design to Field Performance

Training gets delivered but the measurement and actual ROI always remains a question mark. In continuation, Capability building as a process often is seen as an isolated intervention without taking the ground business realities into account as stressed earlier. While it's true that Training is customized but that more often is restricted to inputs from only chosen few managers or in-house function. I have not seen or heard many organizations do a Training diagnostics to aid in design before imparting the

Training from all the Participants which is a must if you have to bridge the gap between Training design-delivery and Field performance which shows in final outcome.

Internal Training function need to influence Translation of training into practice

There is a need for internal training function to be more than ticking boxes, verify that everyone involved has a seat in a training room to translate and take the plunge to make sure employees are engaged in the training provided to them, learn and apply over a period. They need to play an active role in such transformation. It is but not easy to apply instantly. They have to constantly engage with such staffs and design such model of engagement given their industry and company size to see that transformation and effective change happens.

Creating Training Stickiness before the Employee Training Sessions

In organizations there are different types of employees, some see Training as a great platform for their skill enhancement while there are a few who see it a welcome break from their work schedule. It is important that the stickiness is built before training sessions so that even for those who see it a mere break increase their chances of knowledge gain and application to the workplace.

It is required that the employee thought processes are aligned with the training by showing their gaps and outcome of such training. Provide information to the employee about why the new skills, skill enhancement, or information is necessary - Create the context. Make sure that the employee understands the link between the training and his job.

Self-Development as a KRA in appraisal Linking to Organization goals.

Whenever possible, connect the employee training to the employee's job and work objectives. Make sure the self-development process is integrated as a KRA in appraisal across levels and the connection to the Organization and department objectives are clear. Define a series of KPIs (Key Performance Indicators) for such training programs, such as average number of

training hours per student, How it resulted in Outcome-Quantifiable measure and more.

Give a platform to apply the Training in Work area.

Training function should intervene and along with managers should aid by encouraging a community practice to apply. Involve and Connect the managers to the course expectations and how the same is going to be attained. Get their buy-in early. It is equally important for Training function to engage with managers of such participants of training as with them after the training. It is a good idea to then engage the three levels of managers of the training participants so that this gets an organization wise mindshare in the span.

Develop Trainer's mindshare for the end objective

Like all other stakeholders it is required that the trainers understand and appreciate what the organisation is looking at as an outcome of such training. Apart from involving them in customization, diagnostic and design they need to understand the batch's strengths and weakness in the areas of Training which is planned for them.

Important is to understand the group, use terms and concepts that are already familiar to them and which they can relate to in workplace scenario. These make skill transfer easy and induces change. They should try to hook up the attendee's attention to important aspects of the job. For example if the group is that of Customer service professionals it is important to make them understand what type of customers they may encounter, under what circumstances they may react, how their reaction mechanisms will be, how one as a customer service professional feel then and the likes without straightway getting into how to handle irate customers which I have seen many trainers do.

Trainers should be conscious of the fact that they should relate to situations and impart in a way that can be immediately applicable on the job.

Periodic reassessment of application of Training

I have seen Training is done and that is the end of story for the

participants, In-house Training functional managers and line managers. I stressed earlier that the link should be established to see measurable outcomes. For that it is a good idea to develop a periodic reassessment after 3 months and 6 months on the job.

Training Rewards for practice and outcome in work area.

Organizations and Training functions need to think about recognitions beyond the Training Attendance Certificates, Knowledge enhancement and experience sharing rewards.

It is important to provide rewards and recognition as a result of successful completion and such application of the training in the work area. That in its real sense will be closer to any outcome and getting much needed mindshare and changing perception about Training as another investment which can be cut in the first place when things don't go well.

Conclusion

Training has to bring in transformations in individuals in their skills, knowledge, personality, attitude, behavior and adaptability. The most successful companies in the world recognize the fact that training is not an event but an ongoing process. Business environments are evolving constantly, with new developments being created and existing ones enhanced. Consequently, training is an ongoing exercise without an end date. Best practices are around providing cross-training, providing varied opportunities for existing employees and comprehensive orientation and assimilation training for new hires.

The evaluation and refresher should be done periodically which often is not seen in many organizations. You can surely make training and development better and effective within your organization.

