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# Tecnia Journal of Management Studies

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***Editorial Office & Administrative Address***

***The Editor***
Tecnia Institute of Advanced Studies,
3-PSP, Institutional Area,
Madhuban Chowk, Rohini,
Delhi-110085.
Tel: 011-27555121-124,
Fax:011-27555120

E-mail: journaltias@tecnia.in
Website: http://www.tecnia.in



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# *From The Editor's Desk*

I take this opportunity to thank all contributors and readers for making ***Tecnia Journal of Management Studies*** an astounding success. The interest of authors in sending their research-based articles for publication and overwhelming response received from the readers is duly acknowledged. I owe my heartfelt gratitude to all the management institutes for sending us their journals on mutual exchange basis, and their support to serve you better.

We are happy to launch the Twenty Nine issue of our academic journal. The present issue incorporates the following articles:

- Conceptual Parameters of Evaluating Financial Performance of Commercial Banks in India
- Entrepreneurs Initiative Towards Economic Growth
- New Paradigms in Human Resource Management Practices
- Power Sector in India: Shift in Paradigm
- Analysing The Growth of Women Entrepreneurship in India
- Usage and Impact of Social Media on the Quality and Ease of Education of B.Ed. Students from a Private University of Noida, UP
- Innovative Practice in Classroom Teaching for Undergraduate Students
- Implications of GST on Various Stakeholders: An Empirical Study
- Role of Competitiveness and Corporate Governance in Growing Economies: An Empirical Analysis
- International Financial Reporting Standards (Ifrs) in India: Problems and Perspectives in Implementation
- A Study of Organisational Culture Influencing Work- Life Balance of Public and Private Bank Employees

My thanks to the authors, Dr. Ashish Mohan, Dr. Mrityunjay Kumar, Rajendra Kumar Joshi, Dr. Ritesh Gupta, Sanjiv Verma, Dr. Ashok Aggarwal, Subhash Kumar Dwivedi, Sukriti Bagh, Sana Ahmed, Dr Kanchana, Prof. M K Gupta, Dr.Gautam Prasad, Dr. Kuldeep Sharma, Dr. Shiv Prasad Dongare, Dr. Nishikant Jha, Dr. Rajendra Kumar, Dr. Praveen Gupta, Dr. Abhay Kumar Mittal, DR. Jasveen Kaur, Dr. Anand Sharma, Prof. Jaipal Sharma, Prof. K.S.Jaiswal and Ms. Shivani Vaid who have sent their manuscripts in time and extended their co-operation particularly in following the American Psychological Association (APA) Style Manual in the references.

I extend my sincere thanks to our Chairman Dr. R. K. Gupta, who has always been a guiding light and prime inspiration to publish this journal. I am grateful for his continuous support and encouragement to bring out the Journal in a proper form. I also appreciate Editorial Committee Members for their assistance, advice and suggestion in shaping up the Journal. My sincere thanks to our distinguished reviewers and all team members of Tecnia family for their untiring efforts and support in bringing out this bi-annual Journal.

I am sure the issue will generate immense interest among corporate members, policy-makers, academicians and students.

**Editor**

# Contents

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# Conceptual Parameters of Evaluating Financial Performance of Commercial Banks in India

**Ashish Mohan***

***Abstract:*** *The financial performance of the commercial banks in India has always been a matter of public concern and under the scanner of the investors, depositors, government and public in general. After globalisation which paves the way to private and foriegn banks to start their operation in India, the competition has grown tremendously and performance of nationalised banks has been affected. Now question arises that what are those parameters on which performance of the banks can be measured. It is most important to decide appropriate parameter at the time of measuring financial performance of banks. Till today many experts have given their opinion on parameters of financial performance of banks, even enormous numbers of research are available on financial performance of banks which has used different parameters for measuring financial performance. In terms of financial performance of banks, besides other parameters of financial performance, I believe that time period also play a crucial role in terms of selection of financial parameters. The financial parameters that we should select in 1990 or before must be different from that of parameters selected in 2010 -11 or from parameters selected at present because since independent Indian banking is passing through lots of changes which does not permit us to evaluate on same parameters and force us to update according to the current scenario. One more important aspect which one should highlight at the time of selecting financial performance parameters is availability of data on selected parameters for desired time period. This article seeks to discuss all those parameters through which performance of commercial banks can be judged. The paper tries to include all important relevant parameters to evaluate the performance of commercial banks.*

***KEYWORDS:*** *Commercial Banks, Financial Performance, Parameters, Globalisation*

## INTRODUCTION

Banking in India in the modern sense originated in the last decades of the 18th century. The first banks were Bank of Hindustan (1770-1829) and The General Bank of India, established 1786 and since defunct. The three presidency banks were established under charters from the British East India Company, these are Bank of Calcutta in June 1806, which almost immediately became the Bank of Bengal. Bank of Bombay in 1840 and the Bank of Madras in 1843. All three banks merged in 1921 to form the Imperial Bank of India, which, upon India's independence, became the State Bank of India in 1955. Reserve Bank of India was established in 1935 and nationalised in 1949.

In 1969, first phase of nationalisation took place when 14 major banks were nationalised on 19th July, 1969. They are run under a structure know as 'profit-making public sector undertaking' (PSU) and are allowed to compete and operate as commercial banks. Again on 15th April, 1980, 6 banks were

**Dr. Ashish Mohan, Research Scholar (D. Litt.), University Dept. of Commerce & Business Management, Ranchi University, Ranchi*

nationalised. In the early 1990s, the then government adpoted a policy of liberalization, licensing a small number of private banks. These banks are known as New Generation tech-savvy banks and included Global Trust Bank (the first of such new generation banks to be setup), which later amalgamated with Oriental Bank of Commerce, UTI Bank (currently renamed Axis Bank), ICICI Bank and HDFC Bank etc.. This move, along with the rapid growth in the economy of India, revitalized the banking sector in India, which has seen rapid growth with strong contribution from all the three sectors of banks, namely, government banks, private banks and foreign banks.

The next stage for the Indian banking has been set up during globalisarion with the proposed relaxation in the norms for foreign direct investment, where all foreign investors in banks may be given voting rights which could exceed the present cap of 10% at present. It has gone up to 74% with some restrictions. These private banks and foriegn banks pose serious threats and competition to the nationalised banks on the performance criteria.

At present an enormous restructuring is going on and many big public sectors banks are merged in order to form few but large banks. All scheduled commercial banks in India are categorized into five different groups according to their ownership and/ or nature of operation. These bank groups are:

- State Bank of India
- Nationalized Banks or Public Sector Banks
- Private Sector Banks
- Foreign Banks
- Regional Rural Banks.

In the bank group-wise classification, IDBI Bank Ltd. is included in Nationalized Banks. Scheduled Co-operative Banks consist of Scheduled State Co-operative Banks and Scheduled Urban Cooperative Banks.

The IT revolution has had a great impact on the Indian banking system. The use of computers has led to the introduction of online banking in India. The use of computers in the banking sector in India has increased many folds after the economic liberalization of 1991 as the country's banking sector has been exposed to the world's market. Indian banks were finding it difficult to compete with the international banks in terms of customer service, without the use of information technology.

The RBI set up a number of committees to define and co-ordinate banking technology.

- In 1984 was formed the Committee on Mechanization in the Banking Industry (1984) whose chairman was Dr. C Rangarajan, Deputy Governor, Reserve Bank of India. The major recommendations of this committee were introducing MICR technology in all the banks in the metropolises in India. This provided for the use of standardized cheque forms and encoders.
- In 1988, the RBI set up the Committee on Computerization in Banks (1988) headed by Dr. C Rangarajan. It emphasized that settlement operation must be computerized in the clearing houses of RBI in Bhubaneshwar, Guwahati, Jaipur, Patna and Thiruvananthapuram. It further stated that there should be National Clearing of inter-city cheques at Kolkata, Mumbai, Delhi, Chennai and MICR should be made operational. It also focused on computerization of branches and increasing connectivity among branches through computers. It also suggested modalities for implementing on-line banking. The committee submitted its reports in 1989 and computerization began from 1993 with the settlement between IBA and bank employees' associations.
- In 1994, the Committee on Technology Issues relating to Payment systems, Cheque Clearing and Securities Settlement in the Banking Industry (1994) was set up under Chairman W. S. Saraf. It emphasized Electronic Funds Transfer (EFT) system with the BANKNET communications network as its carrier. It also said that MICR clearing should be set up in all branches of all those banks with more than 100 branches.
- In 1995, the Committee for proposing Legislation on Electronic Funds Transfer and other Electronic Payments (1995)[ again emphasized EFT system.

## Results and Discussion

### Parameters of Financial Performance of Commercial Banks in India

### Definition of Financial Performance

"The performance of banks measured on the financial parameters such as capital adequacy ratios, deposits, advances, investments, net profit, return on investments, NPA, business, operating profits, cost of deposits, cost of borrowings, cost of funds, return on advances, return on funds, operating expenses and sectorial deployment of credit."

For this article, financial performance of banks is measured by selected financial performance parameters which are divided into seven categories such as capital adequacy ratios, debt coverage parameters, balance sheet parameters, management efficiency parameters, profitability parameters, employee's efficiency parameters and non performing assets parameters.

There will be a vast difference in terms of selecting parameters for financial performance, when we are talking about financial performance of any individual bank and financial performance of banking sector, as Indian banking sector is divided into different sectors such as SBI, nationalized banks, old private sector banks, new private sector banks, foriegn banks etc…which have distinct characteristics in terms of its operations, rules and regulations etc.

The diversity of Indian banking sector makes it more difficult to determine and come up with a final list of parameters for financial performance of banking sector which give equal representation to all banks and also depict true picture about financial performance of Indian banking.

In this research work by going through lots of literature review and other secondary data sources such as internet, books, website of RBI etc., I summarized the final list of parameters for measuring financial performance of banks which are discussed below:

## 1. Capital Adequacy Ratio

Capital adequacy ratio (CAR) is also known as Capital to Risk Weighted Assets Ratio (CRAR). It is an international standard that measure a bank's risk of insolvency from excessive losses. CAR is the measure of a bank's capital. It is expressed as the percentage of a bank's risk weighted creditexposures. CAR is used to potect depositors and promote the stability and efficiency of finncial systems around the world. CRAR is divided into two parts – Tier I and Tier II. Tier I Capital, under the Basel Accord, measures a bank's core capital. Tier I Capital measures bank's financial health, its core capital relative to its total risk-weighted assets(RWA).

Tier I Capital = [(Paid Up Capital + Statutory Reserves + Disclosed Free Reserves) - (Equity Investments in Subsidiary + Intangible Assets + Current & Past Losses)]. It can absorb losses without a bank being required to cease trading. Measuring credit exposures requires adjustments to be made to the amount of assets shown on a bank's balance sheet. The loans disbursed by a bank are weighted, according to their degree of riskiness, for example to Governments are given a 0 % weighting whereas loans to individuals are weighted at 100 %. As per international standard, minimum requirement of ratio of tier I capital to total risk weighted credit exposures is 4 %.

Tier II Capital is composed of supplementary capital of the bank. This can absorb losses in the event of a winding-up and so provides a lesser degree of protection to depositors.

Tier II Capital = [(A) Undisclosed Reserves + (B) General Loss reserves + (C) Hybrid debt capital instruments and subordinated debts].

As per international standard, total capital (Tier I + Tier II ) to total risk weighted credit exposures should not be less than 8 % .

## 2. Debt Coverage Parameters

Debt coverage parameters focus on bank's ability to fulfill demand of cash by their customers. Debt Coverage parameters are also considered as liquidity parameters. It is very important for any financial system to have adequate liquidly in economy. Banks has to play a vital role for maintaining the same. Followings are the some of ratios fall under this category:

### (i) Cash to Deposit Ratio

Cash Deposit Ratio is the amount of cash balance with the branch needed to maintain to meet their liabilities. It indicates the bank's ability to fulfill demand of cash on day to day basis. It is 0.75% of the total deposit usually. The formula to calculate cash to deposit ratio is as under:

Cash Deposit Ratio = Total Cash Requirement * 100 / Total Deposits

### (ii) Credit to Deposit Ratio

Credit Deposit ratio (CDR) is the ratio of how much cash a bank lends out of the deposits it mobilized. It indicates how much of a banks core funds are being used for lending, the main banking activity. A higher ratio indicates more reliance on deposits for lending and vice-versa. This ratio indicates the total advance as percentage of total deposit. The formula to calculate credit to deposit ratio is as under.

C-D Ratio = Total Advances * 100 / Total Deposits

Total Deposits includes demand deposits, savings bank deposit and term deposits.

Total Advances includes bills purchased & discounted (short term), cash credits, overdrafts & loans (short term) and term loans.

**(iii) Investment to Deposit Ratio**

This ratio is the percentage of total investment to the total deposit. This ratio indicates the firm's ability to make investments from the total deposits it attracted. The formula to calculate investment to deposit ratio is as under:

Investment Deposit Ratio = Total Investments * 100 / Total Deposits

**(iv) Ratio of Deposit to Total Liabilities**

This ratio indicates the total deposit as percentage of total liabilities. As we onow that deposit is only the part of total liabilities of the bank. This ratio expresses share of deposits in total liabilities of the bank. The formula to calculate ratio of deposit to total liabilities is as under.

Deposit – Total Liabilities Ratio = Total Deposits * 100 / Total Liabilities

Total liabilities include capital, reserves & surplus, deposits, borrowings, and other liabilities & provisions.

**(v) Ratio of Priority Sector Advance to Total Advance**

To boost the priority sector RBI has specified certain rules and regulation for banks where banks have been directed to allocate a certain percentage of advance to priority sectors out of total advances the banks made. As per RBI guideline it is mandatory for all commercial banks to follow. Priority sector advances include advance given to agriculture, micro, small and medium enterprises, export credit, education, housing, social infrastructure and renewable Energy sector.

## 3. Profitability Parameters

These set of parameters is for measuring the profitability of banks. There is vast difference between a term "profit" and "profitability". Profit is a quantitative term which deals with numbers while profitability is a term which relates profit with other term such as assets, equity, advance, investment etc because of which meaningful conclusion can be drawn.

**(i) Ratio of Interest Income to Total Assets**

The ratio of interest income to total assets indicates interest income as percentage of total assets. It is also known as net interest margin.

Interest Income to Total Assets Ratio = Interest Income * 100 / Total Assets

Total Assets includes cash in hand, balances with RBI, balances with banks inside/outside India, money at call, investments, advances, fixed Assets and other Assets.

**(ii) Ratio of Non - Interest Income to Total Assets**

The ratio of non interest income to total assets indicates non interest income as percentage of total assets. It is also known as non interest income margin. Following formula is used to calculate ratio of non interest income to total assets:

Non-Interest Income to Total Assets Ratio = Non-Interest Income * 100 / Total Assets

**(iii) Ratio of Operating Profit to Total Assets**

Ratio of operating profit to total assets indicates percentage of operating profit of total assets. Operating profit is excess of interest income over operating expenses. It tells the firm's ability to utilize the assets to earn operating profit. Following formula is used to calculate ratio of operating profit to total assets:

Operating Profit to Total Assets Ratio = Operating Profit * 100 / Total Assets

## 4. Management Efficiency Parameters

These set of ratios evaluate the management's ability to utilize their assets for generating revenue in form of interest income, non interest income and operating profit. So this parameter is considered one of the important parameters in evaluating the financial performance of the bank.

**(i) Return on Assets (ROA)**

Returns on Asset ratio is the net income (profits) generated by the bank on its total assets (including fixed assets). Higher the proportion of average earnings, the better would be the resulting returns on total assets. Return on assets is one of the important parameters for measuring profitability of the banks. This ratio indicates the return as percentage of total assets. Higher ratio indicates better financial performance of the firm.The formula to calculate return on assets is as under:

ROA = Net Profits / Total Assets

**(ii) Return on Equity (ROE)**

Return on equity is also one of the important parameters for measuring profitability of the banks and hence management efficency to use shareholders' net worth. Return on assets measures profit as percentage of total assets while return on equity measures profit as percentage of equity capital of banks. Higher ratio indicates better financial performance of the firm. The formula to calculate return on equity is as under:

ROE = Net Income / Shareholders' Fund

**Shareholders' Fund** includes capital and reserve & surplus.

**(iii) Cost of Fund**

Ratio of cost of fund indicates the total cost the firm has incurred for collecting fund either from way of deposit or from borrowing. Lower ratio indicates better financial performance of the firm. For calculation of this parameter, total fund includes both borrowing and deposit collected.

### (vi) Return on Advance

Ratio of return on advance indicates profit as percentage of total advance. It shows the efficiency of banks in terms of utilizing its advance. The formula to calculate the return on advance is as under:

Return on Advance = Net Income / Total Advance

## 5. Employee Efficiency Parameters

Human Resource ids the most important assets of the organisation. Development of any organization is largely depends on how the employees of that organization works. Efficiency of the employees is the most important and crucial for any organization. These set of parameters deals with the measurement of the efficiency of employees of banks. Although it is total injustice to measure employee's efficiency in quantitative term such as profit per employee, business per employee, wages as percentage of total expenses and wages as percentage of total income still these ratios give us idea about the performance of the banks.

**(i) Profit per Employee**

This parameter indicates the amount of profit generated per employee of banks. Higher the profit per employee, higher the efficiency of the bank. It is calculated by following formula:

Profit per Employee = Net Profit / No. of Employees

**(ii) Business per Employee**

This parameter indicates the amount of business generated per employee of banks. Higher the business per employee, higher the efficiency of the bank.

Business per Employee = Total Turnover / No. of Employees

Higher ratio indicates better financial performance of the firm. Total business includes total advances plus total deposits.

**(iii) Wages to Total Expenses**

This parameter indicates the wages expenses as percentage of total expenses of any banks. Lower the ratio indicates the good efficiency of employees of banks.

Wages to Total Expenses = Total Wages / Total Expenses

**(iv) Wages to Total Income**

This parameter indicates the wages expenses as percentage of total income of any banks. Lower the ratio indicates the good efficiency of employees of banks.

Wages to Total Income = Total Wages / Total Income

## 6. Non Performing Assets Parameters

NPA is the most important parameters for evaluating financial performance of any bank. Non Performing Assets concept was introduced by reserve bank of India on 1 April 1991. These are to be identified on balance sheet date only. This non-recovery of advances is techinically termed as Non Performing Asset (NPA) i.e. the assets which are not generating income for the banks any more. NPA adversely affect the overall performance of the commercial banks. Now a day's almost all banks face the problem of high NPA. High NPA is considered as very bad signal for the financial performance of any banks. NPA can be measured with the help of following ratios:

**(i) Gross NPA to Gross Advance**

This parameter indicates the gross NPA as percentage of gross advance of any banks. Lower ratio indicates the good performance of banks.

**(ii) Gross NPA to Assets**

This parameter indicates the gross NPA as percentage of assets of any banks. Lower ratio indicates the good performance of banks.

**(iii) Net NPA to Net Advance**

This parameter indicates the net NPA as percentage of net advance of any banks. Lower ratio indicates the good performance of banks.

**(iv) Net NPA to Assets**

This parameter indicates the net NPA as percentage of assets of any banks. Lower ratio indicates the good performance of banks.

## 7. Balance Sheet Parameters

This set of parameters helps analyst to judge about strength of balance sheet of banks. Strength of balance sheet not only in terms of their assets and liabilities but also in terms of following guideline of RBI in terms of priority sector advance, secured advance, term loan, investment etc also.

## Conclusions

Thus, from various secondary sources I have gathered the information that abovementioned parameters are generally considered to evaluate the performance of commercial banks in India. Since banks in India differ in structure and characteristics, therefore, the application of these parametrs also differ. But eventually banks resort to these parameters to evaluate their performance.

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# ENTREPRENEURS INITIATIVE TOWARDS ECONOMIC GROWTH

**Mrityunjay Kumar***

***Abstract:*** *Entrepreneurship has emerged as an important element in the organization of economies, and has long been considered a crucial mechanism of economic development. The consequences of entrepreneurship, in terms of economic performance, have generated an extensive literature. Theoretically, an entrepreneur is an elusive character in economic theory due to the difficulty of providing an accurate description. Hence, not all economists grant entrepreneurs a central role to explain economic growth. While entrepreneurship does not have an explicit role in economic growth theory; there are many empirical studies that find a positive relationship between entrepreneurial activity and economic performance. However, the empirical analyses suggest that entrepreneurship does not have an effect on economic growth in low income countries, in contrast to transition and high income countries where especially growth-oriented entrepreneurship seems to contribute strongly to macroeconomic growth. The different types of entrepreneurs in developed and developing countries are expected to be responsible for such results.*

***KEYWORDS:*** *Entrepreneurship, Economic Performance, Industrial Development.*

## INTRODUCTION

Entrepreneurship lies at the center of economic development. The relationship between entrepreneurship and economic development is similar to the relationship between cause and effect. It is the spirit of enterprise among people that leads to the development of particular society. Entrepreneurship is directly and indirectly responsible for the all-round development of the country. It has not only contributed to the economic development of the country but also largely contributed for the industrial development of the country. Even today, entrepreneurship is required in agriculture, horticulture, sericulture, etc. for the development of country as a whole. Entrepreneurship, therefore, in our country has to sub-serve the national objective. There is an apparent conflict between social objective and economic imperatives. This conflict has to be resolved first by the individual entrepreneur in his own mind and make economic growth, which includes industrial development, as one of the instruments of attaining the social objectives. A high sense of social responsibility is thus an essential attribute of the emergent entrepreneurship in India.

Entrepreneurship plays an important role in economic system. Economic system determines the nature and scope of entrepreneurship. Economic system grows and takes shape under the influence of industrial policy, economic policy, socio-political and cultural ideas of the people. Entrepreneurship gives a fillip to new organizational forms and the economy has to adjust to these demands. There is a direct correlation between the level of economic development and the level of entrepreneurship. An entrepreneur is a creator of wealth which is key to economic development. Entrepreneurship

**Dr Mrityunjay Kumar, Doranda College, Ranchi*

is the most important and indispensable part of the social and economic growth of any country - developed, developing or underdeveloped. This entrepreneurship is very scare source in the country. It has rightly been said that entrepreneurs are not boom but prepared/ produced. The entrepreneurship has direct relationship with the people. Those who take up the challenge to start their own business/ industry are recognized as entrepreneurs. The development of entrepreneur has been recognized widely as the key to economic growth, development and human welfare. It has therefore, become necessary to find out suitable entrepreneurs. To bring out the hidden entrepreneurship ability of people, it is necessary to motivate them. Entrepreneurial skill is very much essential for industrialization and to meet the employment.

Entrepreneurs initiate, increase and sustain the process of economic development in the ways e.g. (a) Capital formation; (b) Increases per capita income; (c) Generation of employment; (d) Economic independence; (e) Balanced regional development; (f) Earning foreign exchange; (g) Increase in purchasing power of people; (h) Contribution to tax; (i) Solving unemployment and underemployment; (j) Harnessing youth vigor; and (k) Increase in national production for the country's inclusive growth.

With more facilities available in urban areas, there will be a tendency on the part of entrepreneurs to start enterprises in and around big cities, causing migration of rural manpower. This creates an imbalance in growth of urban and rural areas besides causing heavy financial burden on the local authority and government for providing basic and essential amenities like housing, water, transport etc. for the migrated population. Entrepreneurship balances the regional development. Government encourages the entrepreneurs to establish their business undertakings in backward, rural, hilly and mountain areas. This way such areas can be developed for industrial and commercial activities, this in turn, ultimately helps the areas to get employment, and to remain in touch with the modern changes in the world. They can improve their standards of living. Government is providing various types of financial and non-financial assistance and other infra-structural facilities required by the entrepreneurs to start business/industrial units. Government directly and indirectly helps in establishing industrial estates in backward and rural areas so that there will be a balanced regional development in the country.

Government provide various types of assistance to establish the business units in backward, rural, less developed, hilly and mountain areas to the entrepreneurs who initiate their enterprises in such areas where there is no banking facilities, transport facilities, power facility, repairs and maintenance facilities, communication facilities, etc. There are number of places, where only one or few factories were started. With the passage of time, these places gained importance and attracted other industries. As a place gains in industries, certain facilities usually begin to develop. Entrepreneurship has not only contributed to the economic development of the country but it has also largely contributed to the industrial development of the country. The success or progress of any country, today, largely depends on industrial development of that nation. Entrepreneurship has initiated, increased and sustained the process of industrial development in India in following ways: (a) Increase in industrial unit production; (b) Improvement in standard of living; (c) Use of advanced technology; (d) Expansion of market; (e) Use of natural resources; (f) Development of new industries and ancillary units for inclusive growth of the country; and (g) Innovation through research and development.

Entrepreneurship helps in establishing new industrial units, at the same time also assists the industrial units to increase their production. Today India has regain self-sufficiency in many products due to entrepreneurship development. The process of developing new entrepreneurs is going on and they will adopt new technology that will improve the quality of their products and will find out new products or substitute products in the market. As soon as new entrepreneurs set up new industrial unit's employment opportunities and production of new products are going to take place. This, in turn, increases the additional output in industrial world. Entrepreneurship development program assists the manufacturers in increasing their output. It provides knowledge to entrepreneurs about the latest technological development and also assists them in making fuller utilization of natural and other resources available to them. It is the entrepreneurship development due to which modernization and renovation take place in the industry.

India is one of the largest and fastest growing economies of the world, but what has been the most disturbing fact about its growth is that its growth has not only been uneven but also discrete. It has been uneven in the sense that there has been no uniformity in its growth performance and it has been discrete and disconnected with regard to growth and distribution of growth benefits to certain sectors of economy. The Indian economy, though achieved a high growth momentum during 2003-04 to 2007-08, could not bring down unemployment and poverty to tolerable levels. Further, a vast majority of the population remained outside the ambit of basic health and education facilities during this high growth phase. In recent decades, economic and social inequalities have increased alongside high growth rates which have increased regional inequalities. Over 25% of Indians continue to live in abject poverty. As a result, Inclusive growth has become a national policy objective of the Union Government. And thus the need for inclusive growth comes in the picture of Indian economic development. In context of Indian growth planning it is a relatively new terminology which got the attention of policy makers in the Eleventh Five Year Plan.

## DISSUSSION

Inclusive growth as the literal meaning of the two words refers to both the pace and the pattern of the economic growth, it basically means, broad based, shared, and pro-poor growth. As per the Planning Commission of India- The term 'inclusive' should be seen as a process of including the excluded as agents whose participation is essential in the very design of the development process and not simply as welfare targets of development programs. In a simpler and wider sense it means that inclusive growth as a strategy of economic development should not only aim at equitable distribution of growth benefits but also at creating economic opportunities along with equal access to them for all. In the present paper an effort has been made to understand the inclusive growth phenomenon its need and financial inclusion as an instrument to attain it with reference to its extent in Indian States.

On 15 August India marked 70 years of independence from the British Empire, a monumental triumph in social and political liberalization. Today, India is in the midst of an equally monumental struggle in economic liberalization. The stakes could not be higher. An economic future of broadly shared prosperity and vanishing poverty for more than 1.2 billion people is within grasp. To get there, however, calls for advancing inclusive growth.

India's economic performance in recent years has been outstanding in relation to both its own historical record and the global economy. Between 2010 and 2016, for example, annual real gross domestic product (GDP) growth in India averaged 6.7% despite a relatively weak post-crisis global economy that averaged only 2.7% annual gains. Yet the economic optimism in recent years is now tempered by a growing recognition that many deficiencies in the economy remain deep-seated and if not effectively addressed could undermine future growth.

Despite strong economic growth in the last decade, job growth averaged only approximately 2% a year in the formal sector. Such growth is basically flat when adjusted for the growing population. In the coming decades, some 12-15 million Indians will enter the labor force each year, and if the current job growth trends persist, fewer than half of them will be able to secure formal employment of any kind. For those who fail to find formal employment, their only option is to work in the informal economy.

It is estimated that about 80% of India's labor force works in the informal economy. Jobs in the informal economy are typically insecure, with neither employment contracts nor regular pay, and very often workers are engaged on a day-to-day basis. The working conditions in the informal economy therefore resemble a low-productivity trap. This is why advancing inclusive growth is so important in India today. At the most basic level, economic growth results from labor force growth and productivity growth of workers. With 80% of the labor force stuck in low-productivity activities in informal employment, it is not surprising that the Indian economy is performing far below its true potential.

More recently, it appears that technological change, globalization, deregulation, shifts in the labor supply, variety in demand, and resulting higher levels of uncertainty have shifted industry structure away from greater concentration and centralization and toward lesser concentration and decentralization. A series of empirical studies find two systematic responses in the industry structure to the changes in the underlying determinants. The first is that the industry structure is generally shifting toward an increased role for small firms. The second is that the extent and timing of this shift varies across countries. Apparently, institutions and policies in select countries facilitate a greater and more rapid response to technological change and globalization, along with the other underlying factors, by shifting to a less centralized and more dispersed industry structure than is present in other countries. The question of whether countries that have shifted toward a greater role for entrepreneurship enjoy stronger growth is of great importance to policy makers.

The reevaluation of the role of small firms is related to a renewed attention being paid to the role of entrepreneurship in firms. If the size class distribution has an influence on growth, it must be differences in organization that matter. The major difference between the organization of a large firm and that of a small one is the role of ownership and management. In a small firm, usually there is one person (or a very small group of people) in control who shapes the firm and its future. The role of such a person is often described using the term "entrepreneurship." Furthermore, many stress the role of the entrepreneur in implementing innovations. Attention is also given to the more aggregated role of entrepreneurship in economic development, i.e., in the functioning of markets. Many economists and politicians now note the positive impact of entrepreneurship on the growth of GDP and employment.

## RESULT AND IMPLICATIONS

Achieving inclusive growth and development is undoubtedly a fundamental challenge facing developing countries like India today. Over the past few decades, the economic growth performance of developing countries as a group has improved markedly, with real GDP growth increasing from 4.7 per cent in 1991–2002 to 7 per cent in 2003–2007 and 5.3 per cent in the post-crisis period 2008–2012. Compared with the 1990s, recent growth has led to significant reductions in poverty rates in developing countries. The proportion of people living on less than $1.25 a day, that is, extreme poverty, fell from 47 per cent in 1990 to 27 per cent in 2005 and 22 per cent in 2010. Despite this positive development, in many countries, recent growth has also been associated with an increase in the absolute number of poor people. There has also been an increase in inequality in many countries. These developments have raised concerns that the recent growth experienced by developing countries has not been inclusive and that more needs to be done to ensure that growth is broader based and touches the lives of vulnerable groups in a positive way.

While growth is a prerequisite for inclusive development and prosperity, it does not automatically reduce poverty or vulnerabilities; neither does it ensure that its benefits are fairly distributed. Studies have shown that growth is a necessary but not a sufficient condition for poverty reduction and that the degree of inequality plays an important role in determining the ultimate impact of growth on poverty. In this context, achieving inclusive growth and development would require, among others, policies aimed at reducing inequality in income and assets; fostering social dialogue, particularly among workers and employers; promoting social justice and reducing vulnerabilities. The vulnerability of population groups has been a major factor inhibiting inclusive development; therefore, efforts towards a more inclusive development path and process should focus on addressing this issue. Poverty is a major source of vulnerability because the poor have the fewest buffers or resources to cope with hazards or shocks. However, vulnerable people do not only include the poor, but also, among others, the elderly, the ill, the unemployed, women and minorities. In this regard, policies to enhance social inclusiveness must be based on a holistic view of vulnerability to ensure that all population groups benefit from the development process.

There are two main reasons why recent growth in developing countries has not been inclusive. First, the growth model with the implementation of different entrepreneurship development programs and processes followed by most developing countries like India over the past few decades did not generate enough good-quality jobs; second, most countries either do not have social protection mechanisms, or if they do, the mechanisms are weak. This makes it difficult for vulnerable groups to participate in the growth process and for the benefits of growth to be better distributed.

Although developing countries have enjoyed high growth over the past decade, they were unable to create sufficient jobs to absorb the rapidly growing new entrants to the labor market. One of the reasons why growth did not create sufficient employment, particularly in less developing countries is that it has not been transformative. Many developing countries have not gone through the "normal" process of structural transformation characterized by a shift from low- to high-productivity activities within and across sectors and an increase in the share of manufacturing and modern services in GDP as incomes rise. The structural transformation observed has been marked by an expansion of the services sector without significant manufacturing development; growth in that sector has been dominated by low-productivity activities often taking place in the informal sector. Given that the potential for employment creation is very high in manufacturing and a large percentage of the labor force in agriculture, the increasing dominance of the services sector has had a negative impact on employment. Another reason why recent growth has not led to significant employment creation, in the case of mineral and oil-rich countries, is the dominant role of the extractive industries in the production process of these economies. Since these industries are capital and not labor-intensive and they operate in an enclave with very limited linkages to the local economy, the potential for employment creation is limited.

## PRESENT SCENARIO

Recent growth has not gone hand in hand with the development of productive capacities – that is another reason why it has not led to the creation of adequate employment. In many developing countries productive capacities remain weak due to low investment rates, slow technological progress and lack of economic diversification and transformation. Low levels of financial capital, infrastructural bottlenecks and weak human capital have also constrained entrepreneurship and the development of production linkages necessary to strengthen productive capacities and lay the foundation for sustained growth in employment. The low investment rate observed in many developing countries is a crucial constraint to employment and output growth. Investment can unlock growth directly and indirectly through the provision of better infrastructure (transport, energy, water and so forth), which enhances firm productivity, thereby creating an incentive for entrepreneurs to invest and employ more people. Recent studies suggest that investment is a key driver of long-run growth and development and that a minimum average investment rate of 25 per cent is required for poor developing countries to create employment and achieve significant reductions in poverty.

The employment challenge associated with the growth process in developing countries is not only about the quantity of jobs – it is also about the quality of existing, as well as new jobs, created. In developing countries- "the shares of working poor remain high and most workers tend to be employed in vulnerable jobs in still expanding informal sectors". Furthermore, in developing countries, over half of workers in the informal sector work under very poor and challenging employment conditions. In addition, one in three workers life in poverty, which is not surprising, given the prevalence of low wages in developing countries, the lack of basic social protection, the neglect of basic measures of safety and health in the workplace and the lack of credible mechanisms to promote social dialogue between employers and workers. These facts underscore the need for policymakers to focus not only on increasing the number of jobs, but to pay more attention to the quality of jobs created.

The second factor that explains why growth has not been inclusive relates to the lack of sufficient and effective mechanisms to distribute the benefits of growth. Indeed, growth and social exclusion often co-exist, and growth has often led to and exacerbated existing inequalities, jeopardizing social cohesion and political stability. To redistribute the benefits of growth, lower inequalities and poverty, and ensure that vulnerable population groups can actively take part in the growth process; governments need to implement well-designed programs, such as social protection schemes. Social protection programs can play a crucial role in reducing people's exposure to risks. They enhance the capacity of individuals to protect themselves against loss of income and other events that can push people into poverty. They are particularly useful in enhancing the participation of vulnerable groups such as women in the growth process. Despite this potential role of social protection programs, many people in developing countries either lack or have weak access to social transfer schemes and services.

## CONCLUSION

In many countries, governments are facing the challenges of low productivity growth, weak trade and investment, and rising or persistently high inequality of income, wealth and well-being. These challenges were exacerbated by the 2007-08 global crises, but they also reflect structural conditions. In addition, governments are seeking innovative solutions to seize opportunities and mitigate risks that emerge from major transformations in economy and society, such as increased globalization, digitalization, the new industrial revolution, the changing nature of work, demographic changes, and the circular economy and the transition to a low carbon economy. These mega-trends have far-reaching consequences for productivity and income distribution, and for the role that policy can play to enhance inclusive growth. Small and medium-sized firms (SMEs) are central to the collective goal of increasing productive potential, reducing inequality and ensuring that the benefits from increased globalization and technological progress are shared. Furthermore, SMEs can help countries adapt to other major transformations in the global environment, seizing new opportunities and contributing to mitigate risks.

In addition, entrepreneurial opportunities represent an important vector for economic and social participation and upward mobility, by allowing disadvantaged or marginalized groups, including young people, women, seniors, migrants, ethnic minorities and the disabled, to participate in the economy. Increasing entrepreneurship among these groups, as well as improving the quality of their business start-ups, represents an opportunity to increase participation in the labor market and boost productivity and will be much effective for the country's inclusive growth.

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# New Paradigms in Human Resource Management Practices

**Sanjiv Verma***
**Rajendra Kumar Joshi****
**Ritesh Gupta*****
**Ashok Aggarwal******

***Abstract:*** *This paper identifies and proposes a number of approaches and practices that are designed to help organizations grapple with new work-place realities, the impact of globalization and international competition. The proposed measures signal a shift in some of the traditional human resource management practices, which are increasingly becoming inadequate. The measures are mainly focused on promoting new work-place cultures, organizational language, multi-skilling and customer focus. The researchers however conclude that a number of tested and established human resource management practices need to be combined with the new paradigm in order to achieve significant productivity improvements that can lead to widespread superior corporate performance. The study suggests further research of empirical flavour in order to establish the effectiveness of the commendatory propositions made.*

***KEYWORDS:*** *Human resource management, human resource practices, human capital*

## INTRODUCTION

There is a growing consensus that the key to superior corporate performance lies within the milieu of the human elements of an organization. Without doubt, human beings, more than any other set of resources, determine the success or failure of organizations. For instance, in any private or government, profit or not-for-profit establishment, it is people that set the agenda, objectives and strategies; they create, design, produce and deliver the goods and services and control their quality; they procure, allocate and distribute financial resources; and, they market and sell the end products or services of the organization. So central is the role of people that it can safely be argued that they are the most influential and responsible resources for the efficiency and effectiveness of an organization (Milkovich & Boudreau, 2004). At the societal level, it is people who are equally responsible for policy-making and implementation, program and project design and implementation, as well as other socio-economic activities required for the smooth running of societies and systems. Indeed, human resources (HR) have no credible or perfect substitutes, as it is difficult to comprehend any other resource or element that can match the abilities, talents, skills and motivation of people to deliver on organizational requirements (Noe, Hollenbeck, Gerhart & Wright, 2004). This realism puts added pressure on the managers of the human resources, just as it raises stakeholders' expectation. At the firm or micro level and societal or macro levels, the quality of the human resources, in terms of their skills, knowledge, training, experience, flexibility, adaptability and insights, is what determines the value of this resource class. As such, the higher the quality of the human resources, the more productive and competitive the people, the organizations they work for and the society become. The sum of the collective productivity

*Sanjiv Verma, Research Scholar, IGNOU, Maidangarhi, New Delhi.*
***Rajendra Kumar Joshi, Researcher Scholar, IGNOU, Maidangarhi, New Delhi.*
****Dr. Ritesh Gupta, Prof. Deptt of Management Studies, Chitkara University, Chandigarh.*
*****Dr. Ashok Aggarwal, Deptt of ABST, University of Rajasthan, Jaipur, Jaipur*

of human resources in organizations within and across industry sectors therefore represents a critical economic development mechanism. A discussion of the management of human resources in the twenty first century assumes a new complexity owing to the fresh realities surrounding people's needs and demands, organizational stakeholder's expectations, workplace dynamics and other emerging issues. As in other aspects of management, virtually all known principles and assumptions of managerial practice have been called into question in recent times (Lancourt & Savage, 1995). To begin with, the typically traditional approaches and tools for managing the human content of the organization have become inadequate, moribund and even inappropriate in today's business environment. The changing nature of work, owing largely to: the rapid development in technology; productivity concerns of investors and other corporate stakeholders; stricter government regulation and enforcement; a shift from industrial economy to a knowledge-based one; and, the expectations and pressures of employees at the workplace have all made this so. In addition, growing consumer sophistication and discernment, intense intra-industry competition and rivalry, and the impact of globalization all mean that for any organization to survive, grow and thrive, its human resource management vehicle needs to drive in a different direction and gear. In view of this, managing the human assets effectively demands new attitudes, perspectives and competencies that largely focus on encouraging and enhancing creativity and innovation across the organization. This widespread innovation, amongst other things, is the basis for creating and transforming organizations into engines of corporate and societal growth and development. In the light of these recent developments, our main objective in this conceptual paper is to identify new perspectives and approaches that have the potential of helping firms enhance the value of their human capital. We therefore propose that firms that embrace and adopt these new approaches are the ones that will heave themselves above their rivals, dominate their respective markets and position themselves as world-class. We commence our thesis by examining the traditional human resource management practices. This lays the foundation for examining the HR manager's role in organizations. We then identify new paradigms for managing an organization's workforce and then discuss a number of emerging concepts and practices of human resource management designed to guide HR managers in their role.

## An Overview of Human Resource Management Framework

Put simply, human resource management (HRM) is that part of the management process that specializes in the management of people in work organizations (Bratton & Gold, 1999). It consists of a series of decisions that concern employees and employers. Human resource management is primarily intended to influence the effectiveness of employees and employers, and it affects many constituencies and has ramifications for the overall success of the system (Milkovich & Boudreau, 2004). By determining who works for a firm, human resource management impacts significantly on organizational performance, which is often measured by profitability or cost-efficiency, product or service quality and delivery, and customer satisfaction. Where human resource management practices are effective, employees and customers tend to be more satisfied and the organization becomes more productive, while developing a favorable reputation for itself in the market (Noe, Hollenbeck, Gerhart & Wright, 2004). In view of this, the real challenge for the human resource manager is how to attract, motivate and retain good people (Oyesola, 2011). The framework for the management of human resources consists of five main activity areas that operate in an overlapping continuum: planning; staffing; compensation; employee training and development; and, employee relations. Performance management exists as a cross-cutting process that has relevance and influence on all the main activities. Planning as the first and basic activity of HRM captures all actions involving the gathering of data and information from both the organization's internal and external environments (consisting of the economic; socio-cultural, government legislation and regulation, and unions, industry and market, geographic, population and demographic, technological, and global sub-systems of the operating environment), analysis and interpretation of the implications of the changes in the factors surrounding these sub-systems. It also consists of analysis, synthesis and design of work, formulation of compliance rules and provision of support for the organizational strategies. Proper human resource planning helps reduce to the barest minimum the uncertainties of environmental threats, while also helping the organization take advantage of emerging opportunities. The Staffing activities draw directly from the results of planning, as they necessarily comprise actions geared towards ensuring adequacy of the quality and numbers of people. It is about attracting and retaining the right number and skills that should help in the achievement of organizational objectives. Staffing essentially involves planning for staffing, recruitment, selection and placement of human elements within the organization. Where the human resource manager focuses on developing staffing plans with emphasis on quantitative analysis that express the organization's people requirements in terms of figures and types of skills needed, planning for staffing is considered to be hard. Whereas, planning is viewed as soft where the planner downplays numbers and rather focuses on staffing on the basis of the right type of attitude, behavior, commitment and high levels of intrinsic motivation. Of all HRM activities, staffing has the most far-reaching implications for an organization. Its ramifications encompass operating cost (and therefore, profitability), in the sense that employing the right types of people can translate into savings arising from efficiency and productivity; or losses necessitated by frequent retraining. Similarly, severance and litigation costs can sometimes severely affect an organization when it becomes imperative that an employee who does not fit the needs of the system must be dropped. Beyond this, staffing provides an opportunity for an organization to secure competitive edge over its rivals using its pool of skilled people. Compensation includes all forms of financial returns, tangible services and benefits an employee gets rewarded with in return for the services he renders as part of his covenant with the organization. This pervasive and sensitive activity centers on the amount of pay an employee should receive for the work done. Managers here are typically confronted with the dilemma of making pay decisions based on either the nature of work; the ability, knowledge, skills and experience of the employee; the financial condition of the organization or the health of the industry or economy; the value of the goods or services the employee creates; or, on the employee's or their union's negotiating power. The HR manager needs to balance the organization's need to minimize wage bill expenses and employees' demands and expectations. Employee training and development includes training, upgrading, re-tooling and skills-optimization activities that are carried out with a view to enhancing employees' performance, and therefore the productivity of the workforce. Training and development usually come in the form of orientation, skills training and executive development. Investments made in training and development often ultimately translate into effectiveness and superior market-place performance for firms. This activity has implications, not just for raising employees' skills levels, but also for increasing their motivation – a factor that is critical for job satisfaction, productivity and long term commitment to the organization. The employee relations activities comprise a set of actions and programs aimed at facilitating commitment, loyalty, a sense of belongingness and cooperation on the part of employees. By ensuring employee protection, safety and health, transparency, equity and fairness (particularly in compensation, training and development, and discipline), cooperation and assistance, communication (constant update of policies and other information) and creating a generally good-place-to-work-in, an HR manager helps in raising employees' perception of the organization's value and importance in the achievement of their individual goals. In a significant way, this ensures employees' fidelity to the organization and achievement of its set goals. Good employee relations practices usually guarantee minimization of conflicts between the internal stakeholders of the organization. Performance management involves the measurement, evaluation and adjustment of specific areas of employees' performance to ensure that their activities and output contribute sufficiently to the achievement of organizational goals.

## The Roles and Requirements of the HR Manager

The human resource manager plays a number of roles in addition to carrying out or managing the aforementioned activities. For instance, the HR manager operates as a key advisor to the managers in other functional areas of the organization. The support offered in this regard is invaluable, as all the other areas virtually depend, for all their activities and operations, on the people the HR manager is responsible for bringing into the system. More critically, the HR manager becomes a coach and facilitator for the development of people-management skills in the line managers - who are increasingly finding themselves involved in the management of people, and whose productivity they are being held responsible for. Another major role played by the HR manager is that of facilitating ethical behavior on the part of employees. Here, the manager constantly creates opportunities using the various channels available to ensure that the organization's core ethical values, principles and expectations are adequately communicated and inculcated to its members. The HR manager is also responsible for facilitating the creation of high performance work systems in which the organizational structure, technology, work processes and people function together to deliver some competitive advantage for the organization in the market place. To be effective in playing these roles, the HR manager often needs to be equipped with the requisite technical, human relations, leadership and decision-making skills. These skills are especially essential in building and sustaining quality workforce, constructing attractive incentive schemes, and facilitating cooperation between management and union (Erasmus, Swanepoel, Wyk & Schenk, 2004).

## Emerging Human Resource Management Concepts and Practices

In order to position itself to sufficiently cope with and overcome the challenges posed by new developments, human resource management is evolving in its outlook, content and context. A number of human resource practices signal a new paradigm in the management of people in organizations. Key among these include: a shift of human resource management responsibility to line managers; development of the human resource management function as a business partner; change in language; building flexible, adaptable and multi-skilled teams and shift in focus to the customer (Lancourt & Savage, 1995).

**(i) The shift of human resource management responsibility to line managers**

The need to move towards lean operating systems has necessitated the development of human resource management capabilities in line managers across organizations. This shift signals a whittling-down of the size and scope of human resource management as a separate and distinct organizational function. In its place, line operatives, who themselves deal directly with most of the employees, become empowered to perform most of the core HR activities, including hiring, performance management and training. HR managers restrict their activities to planning and managing compensation, and general coordination of HR decisions and actions. In addition to this, they coach the various line managers in these new or added responsibilities. This concept frees the HR manager from much of the basic technical tasks and allows for concentration on policy, planning and other conceptual HR issues.

**(ii) Development of the human resource management function as a business partner**

As a corollary to shifting HR responsibilities to line managers, firms that adopt this practice redefine the human resources function as a business partner of the organization. In this new role, the HR manager is essentially tasked with facilitating the smooth implementation of new strategies such as integration of acquired companies into the organization and helping in fitting-in the required technical skills for such sensitive and delicate activities as starting new plants or product lines.

**(iii) A change in organizational language**

Language represents a powerful tool for facilitating change in the orientation and direction of an organization. As organizational structures and infrastructures transform and the relationship between employees and managers evolve, so does it become important for the relational language and nomenclature to change for the key jobs. This is a powerful way of reshaping employees' mindset, while better aligning a number of the traditional functions with the new outlook and philosophy of modern firms, particularly those that are evolving into leaner and more people-friendly organizations. Here, words like members, associates, partners and co-workers replace such official descriptions as employees and staff. Similarly, coordinator, coach, leader and sponsor replace titles like manager and supervisor.

**(iv) Customer focus**

A recognition that the business is all about the customer (internal and external), and therefore a refocus on customers' needs and their satisfaction is one of the new directions that transforming organizations now take. This new thinking redirects the focus away from the managers to the customer, in terms of whom the employees are really serving. Overall, this approach drives employee attention and job satisfaction in a direction way that facilitates deeper attention on customer care and satisfaction.

**(v) Building flexible, adaptable and multi-skilled workforce**

Developing a workforce that is made up of a pool of highly versatile persons who have the skills and talent to perform different tasks is important for operating and maintaining lean systems. The process towards achieving this begins at the point of planning, recruitment and selection of only persons who can be readily re-tooled in new skills and areas of competences.

## Discussion and Conclusion

In this paper an attempt has been made to identify a number of new human resource management approaches and practices. It is argued that where these measures are applied, significant improvements in the capabilities of the workforce of organizations can be expected. These improvements result in better performance by the organizations, expressed as an index of their profitability, innovation, productivity and growth. The challenge for human resource managers lies in how quickly they can move away from the stereotype of being administrators of compensation, gatekeepers and watchdogs of conditions of employment to that of leadership in helping organizational members develop their capabilities. Adoption of the suggested new approaches and practices notwithstanding, a number of traditional human resource management practices still need to be strengthened. These include the continued building of quality workforce, provision of attractive incentive schemes and fostering cooperation between management-union in organizations. Additionally, organizations need to promote shared values and transformational leadership. Where organizational members share common values and their objectives align, the need for external control mechanism begins to diminish in importance in the management of people. In structural terms, the creation and maintenance of relatively flat hierarchical structures, which feature the use of teams, also facilitates efficient operation for organizations. Wastes, in terms of time and organizational resources, tend to reduce as decisional or managerial levels decrease. In this connection, flat structures facilitate closer interaction between organizational members and eliminate rigidities in their interaction. This close interaction is of enormous value for the bonding and effectiveness of work teams – which in turn supports the flat and lean organizational structure. Teams not only provide opportunities for shared experience, but are also potent in collapsing structural barriers between the various functional areas of an organization. Furthermore, they provide members with the opportunity to gain new knowledge or skills, as they move from one project to another. Also, by compensating staff for their skills rather than the specific jobs they are hired for, a high level of flexibility and task mobility becomes introduced under which people can be switched in an adaptive way across various jobs and positions. This strategy supports the team building principle or agenda of developing multi-skilled workforce. Building a people-oriented organizational culture is also an imperative that competitive organizations need to focus on. An organizational philosophy that promotes and places emphasis on the welfare and well-being of employees is one that is likely to create a satisfied workforce. This satisfied workforce in turn is one that will concentrate on achieving customer satisfaction. Linked to this is a requirement to focus on becoming a learning organization, in which the continuous development and improvement of employees is a major human resource management task. When employees achieve superior levels of performance, their contributions need to be recognized and appropriately rewarded as a way of facilitating higher motivation. The main limitation of this study is that it is conceptual and non-empirical. In order to establish the effect of the suggested approaches and practices presented in the paper, there is need for further empirical study. Nevertheless, as the propositions made are essentially recommendatory, and not prescriptive in nature, other measures that can be used complementarily with them are also encouraged.

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# Power Sector in India: Shift in Paradigm

**Subhash Kumar Dwivedi***

***Abstract:*** *The power sector in India has undergone significant progress after Independence. When India became independent in 1947, the country had a power generating capacity of 1,362 MW. Hydro power and coal based thermal power have been the main sources of generating electricity. Generation and distribution of electrical power was carried out primarily by private utility companies. Now, Indian power sector is undergoing a significant change that has redefined the industry outlook. Sustained economic growth continues to drive electricity demand in India. The Government of India's focus on attaining 'Power for all' has accelerated capacity addition in the country. At the same time, the competitive intensity is increasing at both the market and supply sides (fuel, logistics, finances, and manpower). Total capacity of renewable energy plants in India stood at 42,850 megawatts as on April 30, 2016, thereby surpassing the 42,783 megawatts capacity of large hydroelectricity projects in the country. Cumulative solar installations in India crossed the 7.5 Giga Watts (GW) mark in May 2016, about 2.2 GW more than all of the solar installations in 2015. India wants Renewable Energy for many reasons. But it also needs coal. Coal will be essential to meet ever growing power demand resulting from greater affluence. Especially from air conditioning, which is projected to be the largest source of demand growth in the coming years? Coal is also central to India's political economy, as an essential revenue source for the central and state government and for Indian Railways, the national largest civilian employer.*

***KEYWORDS:*** *RE- Renewable Energy, Power, Indian Economy, Development*

## INTRODUCTION

Power is the basic foundation for the economic development of a country. It plays a crucial role in industry, agriculture, households, and railways and therefore, consumption of power in the country is an indicator of productivity and growth. So growth of the Indian economy depends heavily on the performance and development of the power sector. In view of this, power development has been given high priority in development program. Indian economy provides a unique blend of modern and traditional forms of technology. This is also true of major energy consuming sectors of the economy such as industry, agriculture and transportation. The forms of energy range from nuclear on the one hand to agriculture and animal waste on the other. Amongst the important parameters applied to assess and ascertain the overall growth and development of the country, power occupies a pivotal place. The most preferred and cheaper form of producing energy is the one that can be generated by exploiting natural resources. Because of its cost effectiveness and most convenient way of generating energy, its demand has been increasing much faster than that of other forms of energy generation.

**Subhash Kumar Dwivedi, Research Scholar, Ranchi University, Ranchi*

The power sector in India has undergone significant progress after Independence. When India became independent in 1947, the country had a power generating capacity of 1,362 MW. Hydro power and coal based thermal power have been the main sources of generating electricity. Generation and distribution of electrical power was carried out primarily by private utility companies. Notable amongst them and still in existence is Calcutta Electric. Power was available only in a few urban centers; rural areas and villages did not have electricity. After 1947, all new power generation, transmission and distribution in the rural sector and the urban center (which was not served by private utilities) came under the purview of State and Central government agencies. State Electricity Boards (SEBs) were formed in all the states.

Nuclear power development is at slower pace which was introduced in late sixties. The concept of operating power systems on a regional basis crossing the political boundaries of states was introduced in the early sixties. In spite of the overall development that has taken place, the power supply industry has been under constant pressure to bridge the gap between supply and demand.

India's power sector is one of the most diversified in the world. Sources of power generation range from conventional sources such as coal, lignite, natural gas, oil, hydro and nuclear power to viable non-conventional sources such as wind, solar, and agricultural and domestic waste. Electricity demand in the country has increased rapidly and is expected to rise further in the years to come. In order to meet the increasing demand for electricity in the country, massive addition to the installed generating capacity is required.

India ranks third, just behind US and China, among 40 countries with renewable energy focus, on back of strong focus by the government on promoting renewable energy and implementation of projects in a time bound manner.

## Market Size

Indian power sector is undergoing a significant change that has redefined the industry outlook. Sustained economic growth continues to drive electricity demand in India. The Government of India's focus on attaining 'Power for all' has accelerated capacity addition in the country. At the same time, the competitive intensity is increasing at both the market and supply sides (fuel, logistics, finances, and manpower).

Total capacity of renewable energy plants in India stood at 42,850 megawatts as on April 30, 2016, thereby surpassing the 42,783 megawatts capacity of large hydroelectricity projects in the country. Cumulative solar installations in India crossed the 7.5 Giga Watts (GW) mark in May 2016, about 2.2 GW more than all of the solar installations in 2015.

The Planning Commission's 12th Five-Year Plan estimates total domestic energy production to reach 669.6 Million Tonnes of Oil Equivalent (MTOE) by 2016–17 and 844 MTOE by 2021–22. As of January 2016, total thermal installed capacity stood at Giga Watt (GW), while hydro (renewable) energy installed capacity totaled 42.66 GW. At 5.78 GW, nuclear energy capacity remained broadly constant compared with the previous year. India's rooftop solar capacity addition grew 66 per cent from last year to reach 525 Mega Watts (MW), and has the potential to grow up to 6.5 Giga watts (GW). India's wind power capacity, installed in FY2016, is estimated to increase 20 per cent over last year to 2,800 Mega Watt (MW), led by favourable policy support that has encouraged both independent power producers (IPP) and non-IPPs. India is expected to add nearly 4,000 Megawatts (MW) of solar power in 2016, nearly twice the addition of 2,133 MW in 2015.

India's wind energy market is expected to attract investments totaling Rs 1,00,000 crore (US$ 14.82 billion) by 2020, and wind power capacity is estimated to almost double by 2020 from over 23,000 MW in June 2015, with an addition of about 4,000 MW per annum in the next five years.

## Investment Scenario

Around 293 global and domestic companies have committed to generate 266 GW of solar, wind, mini-hydro and biomass-based power in India over the next 5–10 years. The initiative would entail an investment of about US$ 310–350 billion. Between April 2000 and March 2016, the industry attracted US$ 10.48 billion in Foreign Direct Investment (FDI).

Some major investments and developments in the Indian power sector are as follows:

- The State Bank of India (SBI) has signed an agreement with The World Bank for Rs 4,200 crore (US$ 625 million) credit facility, aimed at financing Grid Connected Rooftop Solar Photovoltaic (GRPV) projects in India.

The World Bank Group has committed to provide US$ 1 billion for India's solar energy projects and plans to work with other multilateral development banks and financial institutions to develop financing instruments to support future solar energy development in the country.

- The Ministry of New and Renewable Energy (MNRE) has signed an agreement with Germany-based KFW Development Bank to fund the Rs 300 crore (US$ 44.47 million) floating solar projects in Maharashtra and Kerala, which is expected to generate over 310 GW of green energy.
- CLP India, one of the largest foreign investors in India's power sector, has acquired a 49 per cent stake in SE Solar, a Special Purpose Vehicle (SPV) set-up by Suzlon Group for building a 100 MW solar energy plant at Veltoor in Telangana, for Rs 73.5 crore (US$ 10.9 million).
- The Ministry of New and Renewable Energy (MNRE) plans to launch an integrated bio energy mission with an investment of Rs 10,000 crore (US$ 1.48 billion) from FY 2017-18 to FY 2021-22, aimed at enhancing the use of bio-fuels like ethanol and biogas and reducing consumption of fossil fuels.
- The world's largest single rooftop solar power plant of 11.5 MW capacities spread across 42 acres was inaugurated in Beas Dera campus in Amritsar, which is expected to generate power for approximately 8,000 homes.
- Suzlon Energy Ltd, one of India's leading wind turbine maker, plans to set up 3,000 Mega Watt (MW) power generation units of solar, wind and hybrid sources in Telangana, with an investment of Rs 1,200 crore (US$ 178 million).
- India Power Corporation, one of the power generation companies in India, plans to expand its thermal power capacity by acquiring stake in Meenakshi Energy which has 89.11 per cent stake in the target company.
- Sembcorp Industries have launched a 2,640 Mega Watt (MW) Sembcorp Gayatri power complex worth US$ 3 billion in Nellore, Andhra Pradesh which is the largest Foreign Direct Investment (FDI)–driven project on a single site in the thermal power industry in India.
- Ostro Energy Private Limited, a renewable energy platform backed by private equity (PE) firm Actis, plans to invest US$ 425 million in projects in Andhra Pradesh, including two wind farms with a total capacity of 197.4 Mega Watt (MW).

Sun Edison, world's largest renewable energy company, plans to continue its focus on 'Make in India' by further reducing the cost of renewable energy and developing over 15 Giga Watts (GW) of wind and solar projects in the country by 2022.

- Thyssen Krupp India, the Indian arm of the German engineering conglomerate, plans to make high-grade environment-friendly boilers which use less fuel, for the Indian power sector by collaborating with a foreign company.
- Aditya Birla Group has announced a partnership with the Abraaj Group, a leading investor in global growth markets, to build a large-scale renewable energy platform that will develop utility-scale solar power plants in India.
- Sterlite Grid, India's largest private operator of transmission systems is joining hands with US major-Burn & McDonnell for its Rs 3,000 crore (US$ 444.72 million) power transmission project in the Kashmir valley.
- Inox Wind Ltd, a subsidiary of Gujarat Fluor chemicals, a wind energy solutions provider, plans to double its manufacturing capacity to 1,600 MW at a total investment of Rs 200 crore (US$ 29.65 million) by the end of the next financial year.
- Reliance Power Ltd signed an accord with the Government of Rajasthan for developing 6,000 MW of solar power projects in the state over the next 10 years.
- Hilliard Energy plans to invest Rs 3,600 crore (US$ 533.66 million) in Ananthapur district of Andhra Pradesh in the solar and wind power sector for the generation of 650 MW of power.
- Solar technology provider Sun Edison signed a definitive agreement to acquire Continuum Wind Energy, Singapore, with assets in India. The company, headquartered in Belmont, California, would take over 242 MW of operating wind assets that Continuum owns and operates in Maharashtra and Gujarat as well as 170 MW of assets under construction.

## Power Sector Enterprises

The power sector in India is mainly governed by the Ministry of Power. There are three major pillars of power sector these are Generation, Transmission, and Distribution. As far as generation is concerned it is mainly divided into three sectors these are Central Sector, State Sector, and Private Sector.

## Public Power Sector Enterprises

Public Sector Enterprises are those companies which are owned by the Government of India. These companies have been the backbone of the Indian economy and had laid the foundation for the growth of India's economy. Public Power Sector Enterprises constitute 25.02% of total installed capacity in India. Major PSUs involved in the generation of electricity.

## Major PSU's in Power Sector

National Hydroelectric Power Corporation Ltd. (NHPC Ltd.), National Thermal Power Corporation Ltd. (NTPC Ltd), Nuclear Power Corporation of India Limited (NPCIL), Neyveli Lignite Corporation Limited (NLC) and Damodar Valley Corporation (DVC).

## Private Power Sector Enterprises

Play a major role in generation, transmission and distribution about 41.54 % of total installed capacity is generated by private sector.

The initial response of the domestic and foreign investors to the policy of private participation in power sector has been extremely encouraging. However, many projects have encountered unforeseen delays. There have been delays relating to finalization of power purchase agreements, guarantees and counter-guarantees, environmental clearances, matching transmission networks and legally enforceable contacts for fuel supplies. The shortfall in the private sector was due to the emergence of a number of constraints, which were not anticipated at the time the policy was formulated. The most important is that lenders are not willing to finance large independent power projects, selling power to a monopoly buyer such as SEB, which is not financially sound because of the payment risk involved if SEBs do not pay for electricity generated by the (Independent Power Project) IPP. Uncertainties about fuel supply arrangements and the difficulty in negotiating arrangements with public sector fuel suppliers, which concern penalties for nonperformance, is another area of potential difficulty. It is important to resolve these difficulties and evolve a frame work of policy which can ensure a reasonable distribution of risks which make power sector projects financially attractive. The capacity addition programme for the 9th plan envisaged around 17.588 MW to be added by private generating companies. In order to achieve the targeted private sector capacity addition during the 9th plan, the following additional facilitating measures have recently been suggested by the promoters. Most of these have been accepted while some of them are under the consideration of the Government.

**Private Power Sector:** contains major players in private sector like Reliance Power Limited, TATA Power Co. Limited, Suzlon Energy Limited and Adani Power Limited, etc.

**Total Installed Capacity: (As on 31.08.2016)**

| Sector | MW | % of Total |
|---|---|---|
| State Sector | 101,906 | 33.44% |
| Public Sector | 76,247 | 25.02% |
| Private Sector | 126,608 | 41.54% |
| Total | 304,761 | 100 |

Source: http://indianpowersector.com/

Achievement and growth in power generation in the country during 2009-10 to 2016-17

| Year | Target | Achievement | % of target | % of growth |
|---|---|---|---|---|
| 2009-10 | 789.511 | 771.551 | 97.73 | 6.6 |
| 2010-11 | 830.757 | 811.143 | 97.64 | 5.56 |
| 2011-12 | 855.000 | 876.887 | 102.56 | 8.11 |
| 2012-13 | 930.000 | 912.056 | 98.07 | 4.01 |
| 2013-14 | 975.000 | 967.150 | 99.19 | 6.04 |
| 2014-15 | 1023.000 | 1048.673 | 102.51 | 8.43 |
| 2015-16 | 1137.500 | 1107.822 | 97.39 | 5.64 |
| 2016-17 | 289.271 | 391.163 | 100.5 | 7.13 |

Source: http://indianpowersector.com/

The installed captive power generation capacity (above 1 MW capacity) in the industries is 47,082 MW as on 31 March 2015. Another 75,000 MW capacity diesel power generation sets (excluding sets of size above 1 MW and below 100 KVA) are also installed in the country. In addition, there are innumerable DG sets of capacity less than 100 KVA to cater to emergency power needs during the power outages in all sectors such as industrial, commercial, domestic and agriculture.

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## Government Initiatives

The Government of India has identified power sector as a key sector of focus so as to promote sustained industrial growth. Some initiatives by the Government of India to boost the Indian power sector:

- The Government of India plans to set up a trading platform for clean energy, which will be jointly developed by the Ministry of New and Renewable Energy (MNRE) and Power Trading Corporation of India (PTC), to help states buy, sell and trade renewable-based power.
- The Government of India and the Government of the United Kingdom have signed an agreement to work together in the fields of Solar Energy and Nano Material Research, which is expected to yield high quality and high impact research outputs having industrial relevance, targeted towards addressing societal needs.
- The Ministry of Petroleum and Natural Gas is seeking to enhance India's crude oil refining capacity through 2040 by setting up a high-level panel, which will work towards aligning India's energy portfolio with changing trends and transition towards cleaner sources of energy generation.
- The Government of India plans to start as many as 10,000 solar, wind and biomass power projects in next five years, with an average capacity of 50 kilowatt per project, thereby adding 500 megawatt to the total installed capacity.
- Government of India has asked states to prepare action plans with year-wise targets to introduce renewable energy technologies and install solar rooftop panels so that the states complement government's works to achieve 175 Gigawatts of renewable power by 2022.
- Under the Deen Dayal Upadhyaya Gram Jyoti Yojna (DDUGJY), the Government of India has electrified 258 villages across the country between February 15, 2016 and February 21, 2016 and has decided to electrify remaining 18,452 non-electrified villages by May 01, 2018.
- The Government of India plans to sell another 5 per cent stake in the country's largest power producer National Thermal Power Corporation (NTPC), at a floor price of Rs 122 (US$ 1.78) per share, which will help the government raise over Rs 5,000 crore (US$ 733.6 million), thereby helping to raise funds as part of the divestment plan.
- The Ministry of New and Renewable Energy (MNRE) has outlined new guidelines which allow state government to use its unproductive and non- agricultural land for solar parks, thereby minimizing the use of private land and reducing the problems faced and costs incurred for land acquisition for solar park projects.
- The Government of India plans to auction large sized hydropower projects, similar to the auction of Ultra Mega Power Projects (UMPPs) for thermal power plants of capacity 4,000 megawatt (MW) in Sasan in Madhya Pradesh and Mundra in Gujarat, which have been setup in a cost effective manner.
- The Union Cabinet has approved amendments to the new power tariff policy under the Electricity Act that aims to improve regulations for setting rates, promote clean energy and ensure uninterrupted supply to all consumers by FY 2021-22.
- The Union Cabinet has approved the Ujwal DISCOM Assurance Yojna (UDAY) for financial turnaround and revival of power distribution companies (DISCOMs), which will ensure accessible, affordable and available power for all.
- The Government of India has resolved the issues regarding transfer of mining leases and grant of forest clearances to the winning bidders of

coal blocks. It expects operations to start in about 10 more mines by March 2016, easing coal availability to the projects attached to these mines.

- The Ministry of Power has planned to provide electricity to 18,500 villages in three years under the Deendayal Upadhyaya Gram Jyoti Yojana (DUGJY). Out of these, 3,500 villages would receive electricity through off-grid or renewable energy solutions.
- The Ministry of New & Renewable Energy is implementing two national level programmes, namely Grid Connected Rooftop & Small Solar Power Plants Programme and Off-Grid & Decentralized Solar Applications, in order to promote installation of solar rooftop systems.
- A Joint Indo-US PACE Setter Fund has been established, with a contribution of US$ 4 million from each side to enhance clean energy cooperation.

The Government of India announced a massive renewable power production target of 175,000 MW by 2022; this comprises generation of 100,000 MW from solar power, 60,000 MW from wind energy, 10,000 MW from biomass, and 5,000 MW from small hydro power projects.

The Union Cabinet of India approved 15,000 MW of grid-connected solar power projects of National Thermal Power Corp Ltd (NTPC)

## Conclusions

India announced the ambitious RE target before the Paris Agreement in 2015. The RE targets are only a subset of India's Nationally Determined Contribution to the Paris Agreement, and they reflect a desire not only to reduce carbon emissions, but also to add new power capacity with new sources of capital. Even with tempered but growing coal consumption, India is on track to meeting its Paris commitments.

India needs far more-power- its per capita consumption of electricity is only one third of the world average. RE and other clean energy sources are not ready to entirely displace coal, but the recent fall in RE costs increasingly makes it a " no regrets" option, up to limit based on the rest of the grid. Although removing coal from power generation is a popular goal, few countries have actually done on their-own. For example, the rise of shale gas in the United States reduced coal's share of power production.

India faces a balancing act between controlling carbon emissions and developing at the lowest cost. India is still a mid-to-lower-level developing country, especially when viewed from a human development perspective. India's recent Chief economic Advisor, Arvind Subramanian, has observed that India must be cautious of hype and not suffer from "carbon imperialism." India is unlikely to lead in deep decarbonization, but India's contribution to global emissions is modest today. Especially when normalized on a per capita basis.

Policies that consider coal and RE together as part of a broader supply portfolio, rather than engaged in a zero-sum-game, will make integrating RE into the Indian power grid easier. The current overhang of coal-fired generating capacity makes RE economics more difficult than they would be if India were in deficit. Rigid PPAs that treat all power the same make RE Integration more challenging, since they provide no incentive for development of flexible power resources to employment RE. Storage technologies will be needed to deploy more RE can be absorbed by opportune, stoically displacing fossil generation at the margin. Up to this level, RE looks cheap and easy; the limit is linked to the capacity factor of the RE generation. "For example, if we install 200 GW of solar, capacity requires storage or risks curtailment. At such a capacity, assuring a flat load, solar would only provide about 20 percent of the energy requirement, based on its bell- curve shaped output curve.

India is likely to face more challenges at lower levels of RE penetration then other countries due to its weaker grid with limited fast-ramping capacity and its evening demand peck. The DisComs are watching the growth of RE prices and storage prices continue to fall, but fear that they may soon have surplus energy on average, with periodic deficits at particular times of day.

Rather than a singular focus on RE, demand-side options are also important to enable low-carbon development. India, like many countries, under-invests in energy efficiency. Efficiency is diffuse and more difficult to implement, and also can result in a lower return on investment because it is largely an operating expense rather than a capital expense. Efficiency investments also frequently encounter the agency or split incentive problem. Most Indian construction is done by builders who have no incentive to consider the life cycle cost of building. A system approach and holistic view of energy, environment, and development is needed.

India still has low-hanging fruit on the road toward deep decarbonization. There is room for expansion in mid-day RE, followed by some storage foe RE generation located far from coal mines.

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# ANALYSING THE GROWTH OF WOMEN ENTREPRENEURSHIP IN INDIA

**Sukriti Bagh***

***Abstract:*** *Women entrepreneurship is gaining importance in India within the current financial condition. It's been identified as an efficient step toward poverty alleviation within the country. There exists an inventory of successful business women entrepreneurs both in social and economic fields in India. They are performing well. The increasing presence of the women within the business field as entrepreneurs has led to change within demographic characteristics of the business and the economic process of the country. Entrepreneurship plays an important role within the growth of any society. Development of entrepreneurship culture and qualitative business development services are the main requirements for industrial growth. Entrepreneurship emerges from the spirit of an individual creative into the long-term employment creation, business ownership, capital formation and economic security. Entrepreneurial skills are essential for industrialization and for alleviation of mass unemployment and poverty. Entrepreneurship is an economic activity which is undertaken by a private or group of people. Entrepreneurship are often defined because the making of a — new combination of already existing materials and forces; that entrepreneurship presents as innovations, as against inventions which nobody is entrepreneur forever, only he or she is really doing the innovative activity. Businesses enterprises those are Women-owned, playing a prominent role in the society inspiring others and generating more employment opportunities within country. However, to market a balanced growth within the country, there's need for sustainable growth of women entrepreneurs. This study brings out a model taking care of varied factors needed for the expansion of women entrepreneurs in India. What India needs may be a structured and well-planned holistic approach that equal responsibility is taken by society and the government in fostering the expansion of the women entrepreneurs.*

***KEYWORDS:*** *Women Entrepreneurship, Economic Development, Women empowerment, India's Growth*

**"The empowerment of women is powerful beyond measure and beautiful beyond description"**

**-Steve Maraboli**

## INTRODUCTION

Women empowerment is now widely known as an important step towards balanced development in any economy. it's considerably needed for the sustainable development. Investments in women can bring tremendous change within the economic process. Development of opportunities available to women is imperative for the equitable growth. It's during this context the concept of women entrepreneurship requires special attention. As per Government of India any business owned by a woman or group of women with a minimum of

**Sukriti Bagh, Research Scholar, University Dept. of Commerce & Business Management, Ranchi University, Ranchi*

51 percent of capital and provides minimum of 51 percent of employment to women are often called as a business owned by woman. There are many reasons behind the increased interest in promoting women entrepreneurship especially during a country like India. These include:

- Women entrepreneurs can act as change makers within the ir families and also in the society through their innovative ideas. Successful entrepreneurs also can inspire others to be self-reliant thus encouraging more such ventures contributing to the expansion of the economy.
- It can bring rural development, bridging the gap between rural and concrete economy, helping in fostering regional industrial activities and giving a lift to non-farming employment generation which may cause increase in per capita income of the country.
- It also helps to bring gender equality and reduction in violence against women within the country.
- Women achieve a way of self-realisation and self-fulfilment and that they become more confident

The present study is an attempt towards analysing the present status of women entrepreneurship in India. The study also identifies the factors that are acting as constraints within the path of women entrepreneurship within the country. The key objective of this research is to develop a model suitable for the sustainable growth of women entrepreneurship within the country.

In India, women's participation in economic activity is common from time out of mind. The role of women has skilled several transitions. It took centuries for women's roles to manoeuvre within the present direction. There are some regions where women sleep in a barbarian era, chained and shackled to the social taboos and restrictions of others who frame a code of conduct. At an equivalent time there are other regions where women fight for and win freedom and opportunity to play their roles during a new context with new occupations and a replacement way of life. As regards the traditional industries of India, family was the unit of production where women played a crucial role within the production process. Even in Mohenjo-Daro and Harappa culture, women shared a responsible position with men and helped in spinning and clay modelling and other simple arts and crafts. Women played a really pivotal role in creating household utility requirements and agricultural activities and weaving during the Vedic Period. Within the traditional economy, they played vital roles in agriculture industry and services. They were the manufacturers of intoxicant soma-juice, a skilful task. Within the 18th century, women had a big role in economy and a particular status within the social organization. Women's informal trading activities within the international distribution system are well documented since early 1950s. Since 1970 systematic efforts are made by the government to market self-employment among women. Women entrepreneurship in India became popular within the late 1970s and now more and more women are emerging as entrepreneurs altogether sorts of economic activities. Consistent with the 1971 Census, the entire female working population is about 13.8 per cent of the entire manpower. it had been only from Fifth Five Year Plan (1974-78) onwards that women's development was recognized as an identified sector. 1980s provided the important breakthrough for women in many fields and lots of frontiers. During the 1990s, women were capable, competent, confident and assertive and had a transparent idea about the ventures to be undertaken and that they succeeded in them. Many women have entered into large-scale enterprises of their parents or husbands and proved their competence and capabilities. Women acquired high self-esteem and therefore the capability of solving the issues independently through economic independence. Within the 21st century women are getting experts altogether the fields. With the growing awareness about business and therefore the spread of education, they need entered new areas like engineering, electronics and energy and purchased expertise in these fields. Many new industries are headed and guided by many women. However, in India an outsized number of highly educated women don't seek the employment.

## REVIEW OF LITERATURE

The report produced by OECD (2015) on Women's economic empowerment reports that economic empowerment of women is that the prerequisite for sustainable development and pro-poor growth especially in developing economies. to realize this there's need for sound public policies, a holistic approach and long-term commitment. The report also suggests that gender specific perspectives must be integrated at the planning stage of the policy formulation itself. The study suggests that women must have more equitable access to assets and services and employment opportunities must be improved to profit the society as an entire.

Hina Shah and Punit Saurabh (2015) in their study on Women entrepreneurship in developing countries conclude that although there are some successful strategies towards the event of women entrepreneurship, there must be done more towards this in order that such ventures can help in poverty alleviation of South Asian region.

G.Malyadri (2014) in the study of Role of women Entrepreneurs within the Economic Development of the India indicates that women entrepreneurs are found to be working in these difficult situations in comparison to their male counterparts and factors like political instability, poor infrastructure, high production costs and nonconductive business environment are affecting women entrepreneurs quite men. although there have been many studies which were concentrating on role of women entrepreneurs within the country and also on the issues faced by them less number of studies were undertaken to seek out the way to cause and sustainable growth of women entrepreneurs especially within the Indian context. This research is an attempt towards developing a model exhibiting the factors contributing to the sustainable development of women entrepreneurship.

## How women entrepreneurs are changing Indian society?

In India, the proportion of women in paid work is among the bottom of the world, at just over 23% – a figure which contrasts sharply with the corresponding rate of over 78% for men. Opportunities for women to enter employment within the country are limited by a variety of things. These include a very dominant tradition of the female domestic responsibility and prevailing social patriarchy. Deeply entrenched cultural expectations mean that women are more likely to remain reception. And once they work, it's mainly on a casual basis, without the luxurious of secured wages and contracts. Against this backdrop, the thought of female entrepreneurship in India faces major challenges. fixing a business can require significant efforts outside of normal work times, and may cause women being perceived as irresponsible if they dedicate time to entrepreneurial activities. But it seems as if things could also be changing. My research on the women entrepreneurs within the India reveals they're contesting social, cultural as well as family pressures to challenge the established order within the Indian society. They're also empowering other women while providing innovative solutions to major social problems. A number of the women I spoke to greatly inspired me with their stories. One manufacturer founder, Pinky Maheshwari, was challenged by her son to form environmentally friendly paper. She went on to make handmade paper made out of cotton that's embedded with seeds. These can then be planted and grown into trees when the paper has served its purpose. Her award-winning ideas have won appreciation and support from the very best levels of Indian government. She is, she told me, motivated by the thought of empowering others, and "hires women from rural and little towns in order that they earn a livelihood and obtain acknowledged for his or her creativity".

*She added: "I have employed many women and that i support them in any way I can."*

A similar spirit also shone through many other women entrepreneurs I interviewed. Padmaja Narsipur, the founder of a digital marketing strategy firm, supports women "re-starters" to hitch her workforce after an opportunity in their working lives. She said: "Women re-starters are highly qualified and also committed. I even have been one myself. I even have built a workplace where trust in employees, giving flexible hours, work from home options, is made into the DNA and it's paying off."

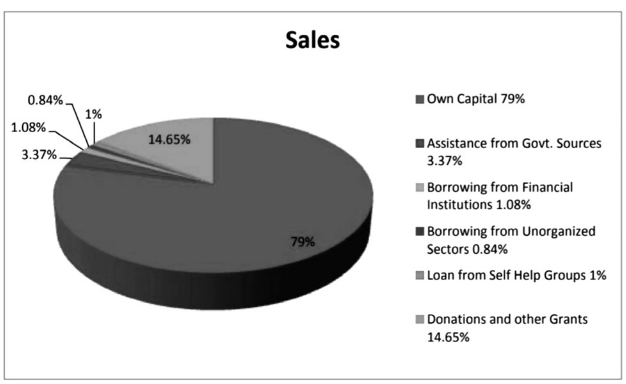
The CEO of Anthill creations, Pooja Rai features a vision for "interactive learning of environments publicly spaces with the primary specialise in the sustainability", by using recycled materials to create it accessible play areas in the remote parts of the India. These are just a few of the various Indian women entrepreneurs I met who are creating businesses of real purpose. Despite of the cultural obstacles, they're changing the perceptions and creating many innovative businesses that have true impact on the communities and beyond. Their work is rewriting the principles for business, families and society while challenging the mind-set that there's limited scope for them to make good businesses. With a mix of social purpose and business acumen, Indian women are embarking on a journey to vary perceptions and creating prosperity for them and for the state.

This is the new face of women entrepreneurship in India. And there's evidence that public policy is increasingly supportive of this transformation while society is starting to celebrate their successes. Indian society is becoming progressively egalitarian also much needed the government initiatives like "Beti Padhao, Beti Bachao" (Save the Daughter, Educate the Daughter) designed to reinforce its prospects of young girls. Improved access to social media, education, and social enterprises are all contributing to vary. These give momentum to the aspirations of the women entrepreneurs in India.

## GROWTH OF WOMEN ENTREPRENEURS - CURRENT SCENARIO

Till recently, there was no official government record exhibiting the expansion of women entrepreneurs within the country. All India Report of Sixth Economic Census in March 2016 brought out the expansion story of women entrepreneurs within the country supported the survey conducted during January, 2013 to April, 2014. As per the report the share of women entrepreneurs is merely 13.76 percent of the entire entrepreneurs which is 8.05 million out of the 58.5 million entrepreneurs. However these women enterprises provide employment opportunities to 13.45 million people. Majority of the women entrepreneurs add the non - farm sectors i.e. about 66 percent. Among the states in India, Tamil Nadu stands first in number of women entrepreneurs with about 14 percent and Kerala stands next thereto by almost 11 percent. The opposite states who are on top with reference to number of women entrepreneurs are Andhra Pradesh, West Bengal and Maharashtra respectively.

The Chart showed below exhibits a picture of major source of finance for these women establishments.




Source: All India Report of Sixth Economic Census

**Figure: 1**

**Sources of finance for women entrepreneurs**

It are often well understood from the chart the main sources of finance for women entrepreneurs is own capital. This is often mainly thanks to difficulty faced by these entrepreneurs in gaining the ability of banks and other financial institutions. Moreover lesser access to capital assets is may be reducing the probabilities of taking loan by providing collateral security. This case adversely affects the sustainability of those business undertakings. Operation of girls run business during a large scale won't happen if this case pertains.

## MODEL FOR PROMOTING GROWTH OF WOMEN ENTREPRENEURSHIP

The model is developed by the researcher for ensuring the sustainable growth of women entrepreneurs within the country. The basic factors contributing to the expansion of women entrepreneurs is that the attitude of the society and therefore the quite training and education they receive from the very early stage.

The Chart showed below exhibits a picture of factors contributing to the sustainable growth of women entrepreneurs:

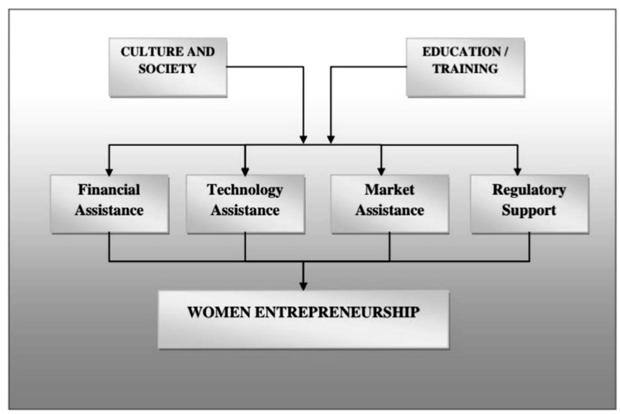



**Figure 2**

**Factors contributing to the sustainable growth of women entrepreneurs**

### Culture and Society

Socio-cultural factors are playing a prominent role within the growth of women entrepreneurs. Social belief and values influence behaviour of people. These include religion, family, politics, economic status, education, cultural values etc. to make a healthy business environment fostering women entrepreneurship what's needed is a lively social and cultural behaviour of the population, an efficient economy, meaningful policies, and principles that motivates a friendly and fruitful environment for women. During a male dominated society the probabilities of sustainable growth of women entrepreneurship is extremely less. Moreover women within India generally have a secured life .So this has consistently reduced its risk taking ability. Risk bearing capacity is an important requirement for successful entrepreneurship. Briefly sociocultural factors play a dominant role in promoting women entrepreneurship. The society should take an encouraging and supporting attitude towards the expansion of women entrepreneurs.

### Education/Training

As per the recent statistics around sixty percent of the women are still illiterate. This illiteracy is that the main reason for majority of the socio-economic problems. Thanks to lack of qualitative education women in India aren't aware of business developments; technological changes and those they don't have exposure to plug economy. They also possess low achievement motivation compared to male due to poor educational background. If India has got to promote sustainable women entrepreneurship within the country, education of women should tend greater importance. Mere education cannot bring all the specified results. Careful planning must be done especially at the University level. The subsequent are the key initiatives which require being adapted at the University level for promoting entrepreneurship:

- Integration of entrepreneurship education into the curriculum and use of pedagogies promoting entrepreneurship.
- A simple and dedicated structure within the University for promoting entrepreneurship which works together with faculty and students.
- A business incubation centre with within the campus or assistance for gaining access to external facilities.
- Establishing collaborations between business start-up and entrepreneurship support organizations.
- Facilitating the access to financing through various dedicated programmes.
- Out-reach to school Alumni entrepreneurs.

The other prominent factors include the kind of monetary assistance provided to women entrepreneurs, technology assistance, the market assistance for selling the products and services of those entrepreneurs. The expansion also depends on the type of regulatory regime available within the country. The attitude of the government should be that of facilitator instead of regulator.

## CONCLUSION

The role of women in economic development of India is inevitable. Thanks to increase access to education and capital resources women enter not only in selected professions but also in professions like trade, industry and engineering. Women also are willing to require up business and contribute to the country's economic development. However, for promoting sustainable women entrepreneurship, they need to be moulded properly with entrepreneurial traits and skills needed to satisfy the changes in trends, global market challenges and also to be competent enough to sustain and strive for excellence within the entrepreneurial arena. this needs a holistic approach adopted by the regulators and therefore the society as an entire . India may be a male dominated society and women are thought to be economically even as socially reliant on male members. Women entrepreneurs confronted bunches of problems like absence of education, social obstructions, lawful customs, staggering expense of production, male dominated society, restricted managerial capacity, absence of self-confidence then on. In spite of the very fact that there are various examinations on different parts of entrepreneurship and women entrepreneurship in India, no methodical exertion has been attempted to think about the expansion of women entrepreneurs at the micro dimension. Despite the very fact that we've numerous successful Women Entrepreneurs in our nation, yet it need to be cross-checked with the real entrepreneurs. It alright could also be said that today we are during a superior position wherein women interest within the field of entrepreneurship is expanding at a major rate. Endeavours are being taken at the economy as acquired guarantee of fairness of chance all circles to the Indian women and laws ensured reach with privileges of interest in political procedure and equivalent chances and rights in education and employment were ordered. It's perceptible that ladies entrepreneurs have clothed to be a solid main impetus within the present corporate world. Women entrepreneurs face such huge numbers of problems from financial, marketing, wellbeing, family, and different problems perspective. The governments and financial organizations must implement some quantifiable rules for women entrepreneurs occasionally. Including in entrepreneurship by women is that the thanks to defeat economic challenges.

Their stories will inspire women entrepreneurs from the world, while encouraging the policy makers to make avenues that support their aspirations. Such policies could include promoting entrepreneurship education amongst many women and helping to finance women led with start-ups. The work has started, but there's far more to encourage the female businesswomen of India to beat historically entrenched barriers and become a worldwide entrepreneurial society.

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# Usage and impact of social media on the quality and ease of education of B.Ed. students from a private university of Noida, UP

**Sana Ahmed ***

***Abstract:*** *TWith the advent of internet and smart phone technologies, the world of education has completely transformed due to the gaining popularity of social media as an open source of information and knowledge sharing platform. The sharp upsurge of social media provides copious prospects for higher education institutions to adopt it to expand their learning and teaching ventures. Today, social media are increasingly conspicuous in higher education settings as educators rely on technology to mediate and escalate their instruction as well as foster active learning for students. Though social media comes with its baggage of challenges but its emerging role in teaching-learning process cannot be ignored. It not only makes productive information accessible to students but also links them with learning groups and other educational systems that make their overall learning process more interesting and engaging. In this paper, the author attempts to investigate the level of usage, intentions, perceptions and the types of social media used and their effects on the quality and ease of education of B.Ed. students from a private university of Noida, UP. In this ongoing research, self-administered questionnaire has been conducted on 100 student-teachers. The author anticipates to understand and identify the frequency and popularity of the use of social media, the most common reason of the usage, the attitude of the students towards social media as an effective learning tool in education, especially in B.Ed., the possible ways it has been of aid during their course, kind of social media platforms being used by their teachers to facilitate instruction and their opinion on social media as a threat to education besides being a boon..*

***Keywords:*** *Social media, Emerging role, Higher education, Active learning, Learning tool, Challenges*

## INTRODUCTION

The rapid proliferation of social media outlets has been marked as the most prominent phenomena of the digital era. Social media refers to a wide range of online applications that empower its users and give them control over data/information [2]. These applications provide services to create and disperse User Generated Content (UGC), thus making the users to be the most dominant beings of the Information Architecture [2]. Before these social web platforms, the traditional media outlets (such as newspapers, radio and television) endorsed a more authoritative approach towards its end users. Online social platforms have made information gathering and knowledge sharing an effortless process, thus transforming the passive consumers of the conventional media into active contributors [33].

Nowadays social media is propagating in almost every sphere of our lives be it education, politics, society or education. The new opportunities of various social media applications such as social networking sites, blogs, collaborative projects, forums, content communities, etc., are influencing both teachers and students in the educational

**Sana Ahmed, B.Ed. Semester IV, Amity Institute of Education, Amity University, Uttar Pradesh (AUUP), sana100ahmed@gmail.com*

process [1]. The characteristic features of social media like knowledge and content generation and dissemination, collaboration and networking to name a few, holds importance in the context of higher education [14].

Social media has made it simple and effortless to obtain and transmit information and communicate. The benefits of the various social media platforms can be exploited by the students and the teachers to facilitate the teaching and learning process. Nowadays, social media is being incorporated in all the colleges and universities for the purpose of admissions, to maintain alumni relations, in several areas of the campus life as well as in the classrooms [14]. Social media technologies are being experimented by the researchers and educators in the hope to develop the art of collaboration, construction of knowledge and spark critical thinking skills. With the amalgamation of social media in today's communication methods for people and institutions, it is crucial to integrate it in the instructional approaches to improve the learning experiences of students to make them ready for a highly globalized and dynamic world. This is the driving force behind including the new technological approaches in the teaching methodology [11].

## Objectives of the study

1. To identify the most popular social media platforms among the students of B.Ed. and the amount of time devoted to them.
2. To explore the reasons for which social media is most commonly used and whether one of those reasons is to aid in academics.
3. To assess the level of importance of social media for the students and its impact in their B.Ed. coursework.

## Significance of the study

An understanding of how social media is impacting the academic life of the students is extremely crucial for the students, teachers, researchers and all those bodies present at the intersection of social media and education. The result of the present study will help them to strategize and remodel their attitudes towards social media.

## Delimitation of the study

The small sample size of 100 and representation of the B.Ed. students made by only one university is an important limitation posed by this study. Although the current study is exhaustive in terms of meticulous and thorough questioning of the participants about social media and its impact on their academics, but a bigger sample size and representatives of B.Ed. from different universities would have added to the validity of the result.

## Related Review of Literature

Worldwide millions of people especially the young generation are using social media like WhatsApp, Facebook, Twitter, YouTube, Google+, LinkedIn, Instagram etc. everyday. Besides providing entertainment, social media networks have immense applicability in the educational processes and practices [36]. Prensky (2001) calls the people of the present generation as 'digital natives' who are not only accessing and linking information from diverse sources but are also generating new information and knowledge that can be shared with others, thereby creating ceaseless cycle of creation of knowledge and its utilization [20]. According to Liburd and Christensen (2013), students are stimulated by social media tools to engage actively and pitch in for productive learning through collaborations and interactions done online [17].

## Social media in higher education

It has been revealed by many studies that social media is used by students typically for the purposes of entertainment, socialization and for exchanging views and ideas [30, 25, 28]. However, Wodzicki, Schwämmlein and Moskaliuk (2012) claim that such kinds of activities can be incorporated into educational procedures [35]. In the study conducted by Gray et. al. (2013) the authors emphasized that the social media can indirectly increase the retention of the students in colleges and can bring down the drop-out rates as the social interactions promoted by social networks develop sense of belongingness in the students towards their college [13].

In a survey conducted in Israel, to bolster education processes, more than 70 accounts on Twitter and Facebook were formed by various universities. This led to the creation of a supportive network for informal learning causing encouraging level of knowledge dissipation [10]. Research has been done to study the impact of social media on the students of Griffith University, Australia. They observed an increase in the efficiency of students' learning and thereby inferred that social media have become an integral supportive tool for their learning processes. They deduced that in-depth learning can be facilitated by social [31].

In another study conducted in Delhi University, India, it was asserted by over 160 researchers of social studies and philosophy that social media serves as a tool to facilitate their research work [19]. The pharmacology students from Boston University, USA also indicated parallel perspectives [6]. Social media can be of great help by increasing accessibility to the students from distance learning courses or for teachers with large class sizes. 'Virtual office hours' can be held through Skype or Facebook, Twitter or WhatsApp can be used to ask questions and clarify doubts which they couldn't do in the class [26].

Several studies reveal that in the process of receiving knowledge, new and creative opinions are developed by means of social media [35, 8, 21]. Social networking sites are being used by the students in learning conditions which are both informal, like, searching relevant and useful information everywhere and formal, like, studying course material. Students relate with people whose thinking matches with their thinking pattern and exchange knowledge and information through informal means which could be through sharing their educational experiences [7, 18]. For example, to get adjusted to the new academic life, fresher students can learn about their faculty and other campus details by talking with their seniors through social media A similar research conducted by Sharma and Joshi (2016) tells that 20% of students in Germany use StudiVZ, the German equivalent of Facebook to exchange information and knowledge related to their coursework. The study majorly talks about first-year students who are searching for new friends to get better accustomed to their new life [27].

## Educational outcomes of using social media

- **Positive outcomes**

Mazor, Murphy and Simonds (2007) have examined the areas which could be affected by social media like communication, academics, social learning etc. and the possible support that social networks can provide by promoting efficiency in the educational process and increasing educational outcomes [23]. Fewer studies have depicted the positive impact of social media platforms on students' performance [16, 22]. The advantages of using social networking sites are far-reaching in the area of education. A study conducted by George and Dellasega (2011) stated that the application of social media network includes, but not limited to, facilitating communication beyond classroom, increasing the learning opportunities of students and nurturing creativity [12]. The results of the study conducted by the U.S. Department of Education (2009) show improved effectiveness in learning in the classrooms where social media tools were used as compared to the traditional classrooms that carried face-to-face interaction [32]. Blankenship (2010) listed several benefits of social media in education like increased student participation, rise in interest and sense of responsibility towards education, taking more control and charge over their academics [5, 4, 29]. Al-Rahmi et. al. (2015) mention in their study, that social media technologies are improving the overall academic performance of the students by imparting a collaborative learning environment to them [3].

- **Negative outcomes**

While there are many advantages of using social media especially by the students of higher education, it also comes with its share of demerits in the field of education proved by some researches. In a study done by Jacobsen, & Forste (2011), around two-thirds of the students were found using electronic media while in class for studying and also for doing homework. They reported that distraction is caused by this multitasking which is also shown by prior research to be deleterious to students' performance. With the rising popularity of social media platforms like YouTube, Facebook, Twitter etc., the level of addiction of the students towards them is also rising making them procrastinate their academic work, inducing laziness and eroding their imagination [15]. In their survey of 108 students, Wang, Chen and Lang (2011) revealed that it was admitted by 57% of the students that they became less productive due to social media [34]. As explained by Davies and Cranston (2008), there are certain risks linked with social media like criminal activities including sexual abuse or harassment, fake contacts, identity theft and unsuitable advertising [9]. O'keeffe and Clakepearson (2011) have also talked on a similar issue and have also stated online harassment, cyber bullying, privacy concerns and Facebook depression as some of the dangers associated with social networking [24].

## Research methodology

### Sample

Total of 100 students distributed across all the pedagogies and two semesters (II and IV) of B.Ed. from a private university were taken for the study.

### Data collecting tools and techniques

The present study was conducted using self-administered questionnaires handed in-person to the participants. The questionnaire majorly contained close-ended questions with few open-ended questions as well. Many of the close-ended questions were multi-response types for a better comprehension of the respondents' opinions. Analysis of the data from the questionnaires was done using SPSS (Statistical Package for the Social Sciences).

## Results and Discussion

Out of the 100 B.Ed. students who participated in this study, 96% were females and 4% were males and they lied in the age range of 21-39 years with 90% between 20-25 years, 6% were between 26-30 years, 3% between 31-35 years and 1% between 36-40 years (Figure 1). The mean age (Table 1) of the sample population came out to be 23.57.

**Table 1 Descriptive Statistics for Age**

| | N | Range | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|---|
| Age | 100 | 18 | 21 | 39 | 23.57 | 2.591 |
| Valid N (listwise) | 100 | | | | | |

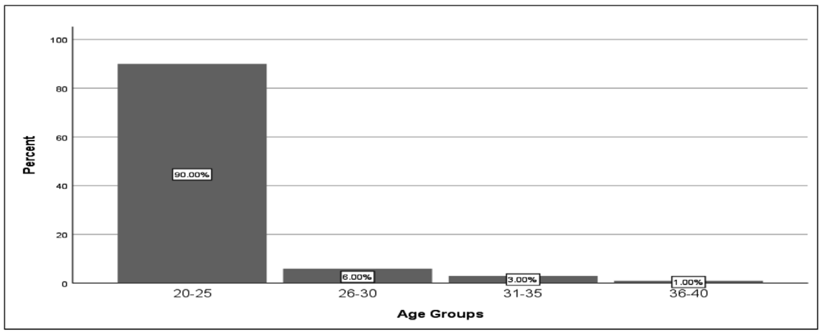


**Figure 1:** Age-groups of students

32% of the participants belonged to Semester II of B.Ed. while 68% of them were in Semester IV (Table 2).

**Table 2: Semester of B.Ed. of the participants**

| Semester | | | | | |
|---|---|---|---|---|---|
| | | **Frequency** | **Percent** | **Valid Percent** | **Cumulative Percent** |
| Valid | Semester 2 | 32 | 32.0 | 32.0 | 32.0 |
| | Semester 4 | 68 | 68.0 | 68.0 | 100.0 |
| | Total | 100 | 100.0 | 100.0 | |

Figure 2 demonstrates the distribution of pedagogies in the participants of this study. Of the 100 participants, 37% belonged to the Social Science pedagogy, 23% from Science, 9% from Maths 24% from English, 4% from Hindi and 3% from Commerce pedagogy.

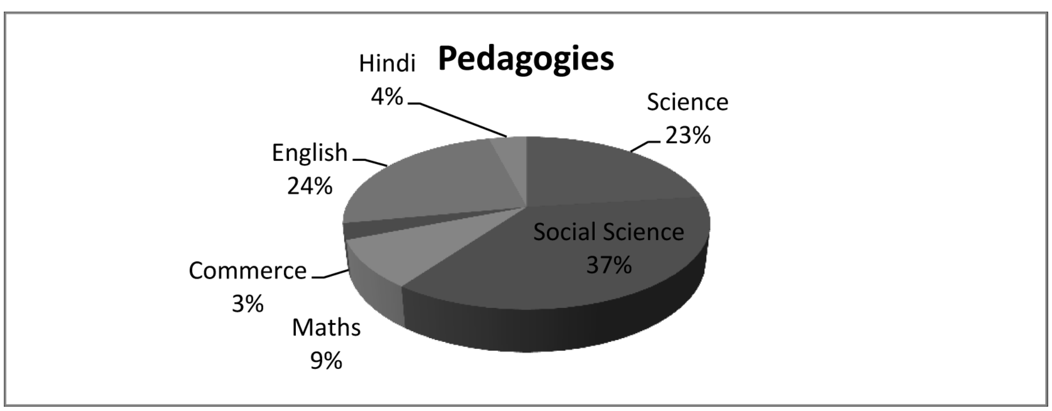


**Figure 2:** Pedagogies of the participant students

**Research Question 1**

**Table 3: Do you have access to internet at home and in college?**

| Internet Access | | | | | |
|---|---|---|---|---|---|
| | | **Frequency** | **Percent** | **Valid Percent** | **Cumulative Percent** |
| Valid | Only at home | 2 | 2.0 | 2.0 | 2.0 |
| | Only in College | 1 | 1.0 | 1.0 | 3.0 |
| | Both at home and in college | 97 | 97.0 | 97.0 | 100.0 |
| | Total | 100 | 100.0 | 100.0 | |

Students were asked whether they had internet access only at home or only in college or both at home and in college. It was found that 97% of the students had access to internet both at home and in college, 2% had access to it only at home and 1% only in college (Table 3).

## Research Question 2

Which device(s) do you use to connect to the internet?

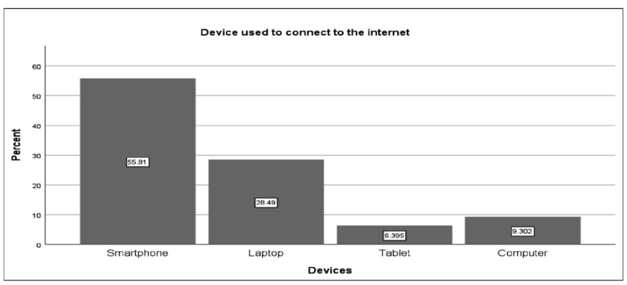


Figure 3: Devices used to connect to the internet

This was a multi-response question that aimed to know the device(s) used by the students to access internet. Data revealed that smartphone is the most popular of the four devices asked. 55.81% students use smartphone, 28.49% use laptop, 6.395% use tablet while 9.302% students used computer to access the internet (Figure 3).

**Research Question 3**

For each of the social media application mentioned below, specify the kind of user (from the given categories) that you are.

(i) Non- user: Never heard of it/never used it

(iii) Frequent-user: I use it frequently

(ii) Infrequent-user: I use it sometimes

(iv) Contributor: I frequently use it to read and contribute content.

From the frequency distribution obtained for the above mentioned categories for each of the 11 social media options given to the students, a graph was plotted to find the number of frequent users for each of the social media (Figure 4).

**Figure 4**

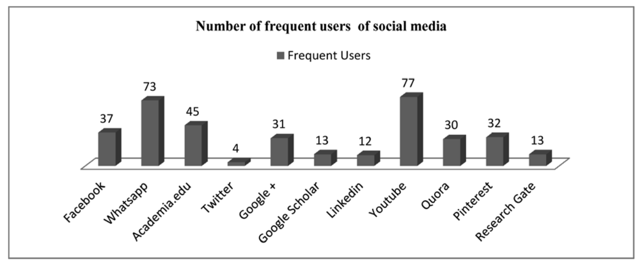


**Table 4:**

| Frequent users of 'Other' social media | | | | | |
|---|---|---|---|---|---|
| | | **Frequency** | **Percent** | **Valid Percent** | **Cumulative Percent** |
| Valid | No | 73 | 73.0 | 73.0 | 73.0 |
| | Instagram | 17 | 17.0 | 17.0 | 90.0 |
| | Snapchat | 6 | 6.0 | 6.0 | 96.0 |
| | Jstor | 2 | 2.0 | 2.0 | 98.0 |
| | ScribD | 1 | 1.0 | 1.0 | 99.0 |
| | Slideshare | 1 | 1.0 | 1.0 | 100.0 |
| | Total | 100 | 100.0 | 100.0 | |

Figure 3 shows that YouTube (77%) and WhatsApp (72%) had the maximum users followed by Facebook (37%). In the category of 'other media', 'Instagram', 'Snapchat', 'Jstor', 'ScribD' and 'Slideshare' had frequent users as well (Table 4).

**Research Question 4**

Kindly arrange the following uses of social media in increasing order of importance (1 to 6) according to you (where, 1- Most important use, and 6-Least important use).

While data entry in SPSS, out of the 6 options given, the most important use of social media was coded as 1 (rank) and the code increased till 6 (rank) for the least important use. Mean rank was calculated to find the most popular use of social media among the sample population.

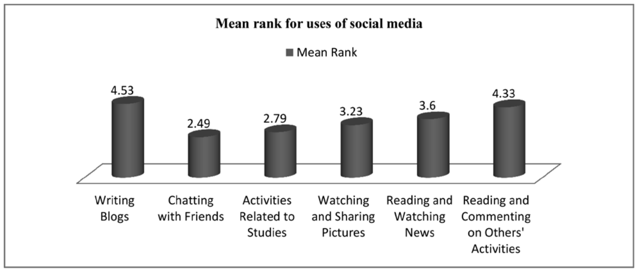


**Figure 5**

From the mean ranks obtained, the uses of social media can be arranged from most to least important use as follows (Figure 5):

Chatting with friends > Activities related to studies > Watching and sharing pictures > Reading and watching news > Reading and commenting on others' activities > Writing blogs

**Research Question 5**

Which of the given social media(s) you use to supplement your B.Ed. coursework?

This was a multi-response question where students were free to choose more than one option. From Figure 6, it can be seen that 'YouTube' (selected by 19.13% students) and 'WhatsApp' (Selected by 18.91 students) are the most popular social media being used by the students to supplement their B.Ed. coursework.

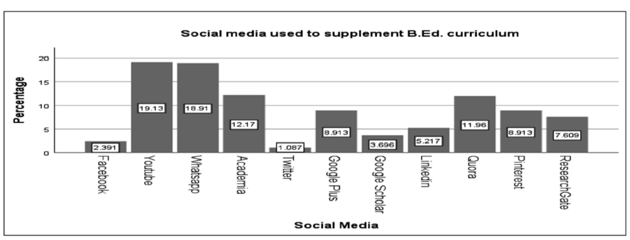


**Figure 6**

**Research Question 6**

How much time do you spend everyday on social media, to help with your studies?

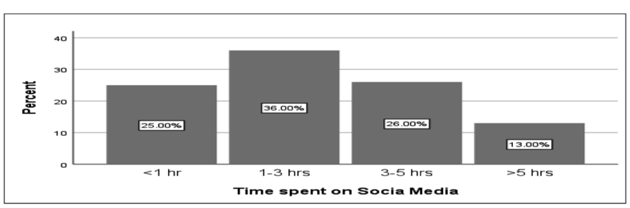


**Figure 7**

Out of 100 participants, 25% said they spend less than 1 hour on social media for study purpose, 36% spend 1-3 hours, 26% spend 3-5 hours while 13% spend more than 5 hours on social media to help with their studies of B.Ed. (Figure 7).

**Research Question 7**

What will you do if you are stuck with a problem related to your coursework?

For each of the four options, students were asked to select from the categories- 'never', 'sometimes', 'often' and 'always.'

**Table 5:**

| Solution | Never | Sometimes | Often | Always |
|---|---|---|---|---|
| Ask a Teacher | 1 | 26 | 38 | 35 |
| Ask a Friend | 4 | 48 | 37 | 11 |
| Go to Library | 26 | 50 | 19 | 5 |
| Resort to Social Media | 0 | 17 | 27 | 56 |

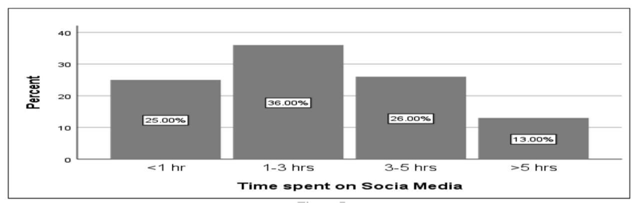


**Figure 8**

In case students get stuck with a problem related to their coursework, the category of 'always' was selected by the majority (56 students) for the option 'resort to social media' followed by the option 'ask a teacher' (35 students). For the category of 'often', majority selected the options- 'ask a teacher' (38 students) and 'ask a friend' (37 students). The option of 'go to library' was selected by 50 students in the category 'sometimes' and by 26 students in the category 'never' (Figure 8). So, the most common solution to the course related problem came out to be resorting to social media, followed by asking a teacher and then asking a friend. Going to library was the most uncommon solution.

**Research Question 8**

Do you think teachers should use social media in the classroom or beyond to facilitate teaching-learning process?

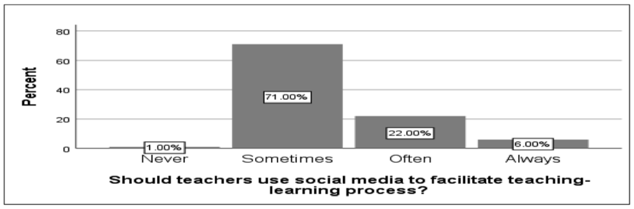


Figure 9

From Figure 9, it can be seen that majority i.e. 71% of the sample population believe that teachers should use social media in the teaching-learning process only 'sometimes' while 22% say teachers should use it 'often' while only 6% say teachers should use it 'always.'

### Research Question 9

Which social media platform(s) are most commonly used by your teachers to facilitate teaching-learning process?

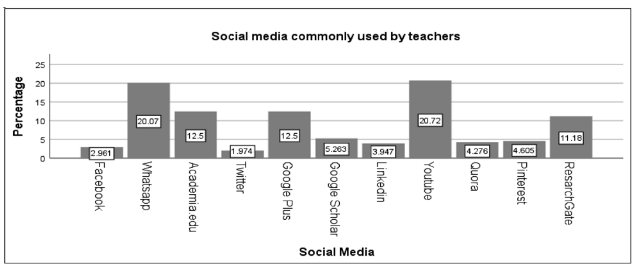


Figure 10

This was a multi-response question where students could choose more than one option. Figure 10 shows, that according to the students, YouTube (20.72%) and Whatsapp (20.07%) were the most common social media platforms being used by the teachers to facilitate teaching-learning process.

### Research Question 10

Do you believe social media has helped you in your studies during B.Ed.?

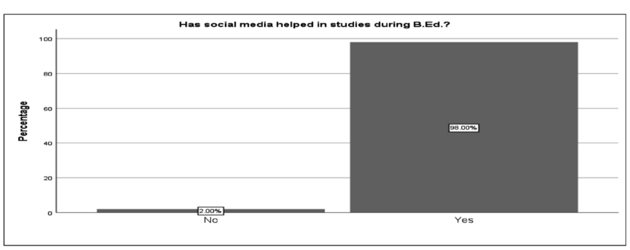


Figure 11

Figure 11 shows that 98% of the total sample population believe that social media has helped them in their studies during B.Ed.

### Research Question 11

If answer to Q. 10 is yes, in what ways, the social media has helped in your B.Ed.?

For each option mentioned, students were asked to select from one of the following categories: 'never', 'sometimes', 'often' and 'always.'

**Table 6:**

| Help | Never | Sometimes | Often | Always |
|---|---|---|---|---|
| Making Assignments/Projects | 0 | 10 | 35 | 53 |
| Making Notes for Exams | 0 | 13 | 30 | 57 |
| Making Lesson Plans | 7 | 35 | 31 | 25 |
| Making Study Groups | 20 | 22 | 33 | 23 |
| Interacting with Teachers | 11 | 36 | 30 | 21 |

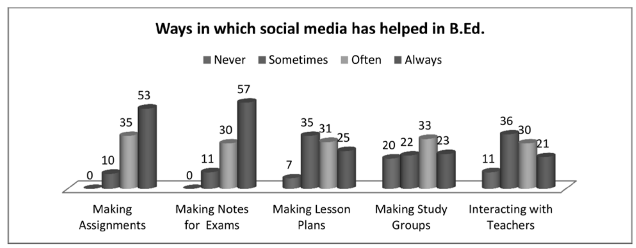


Figure 12

Out of all the students who opted 'yes' for Q.10 (98 students), majority of the students (53% and 57%) have selected options 'making assignments/ projects/portfolios' and 'making notes for exams' for the category 'always.' For the category 'often', almost equal number of students has selected all the options (Figure 12). Thus, it can be inferred that all the options mentioned are the common areas where social media has helped the students, but the most popular area where it helped is for making assignment/projects/portfolios and for making notes for exams.

### Research Question 12

Would there be any effect on your result if social media is completely removed from your life?

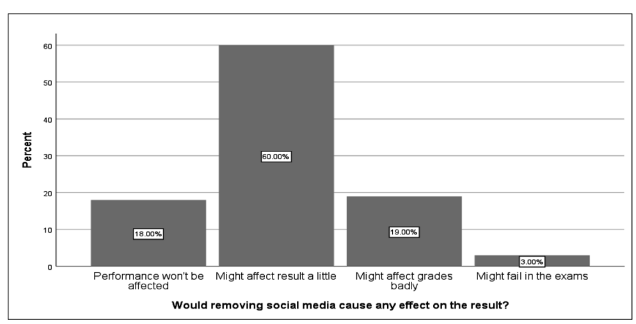


Figure 13

Out of the 100 participants, 60% feel that removing social media from their life might affect their result a little, 19% feel that it might affect their grades badly, 3% even feel that they might fail in the exams while 16% believe their performance won't be affected without social media (Figure 13). From these figures, we can deduce that social media holds importance in the students' academics, removing which could impact their result as believed by the majority of the students.

**Research Question 13**

In case of a positive answer, what areas of your B.Ed. will be most impacted?

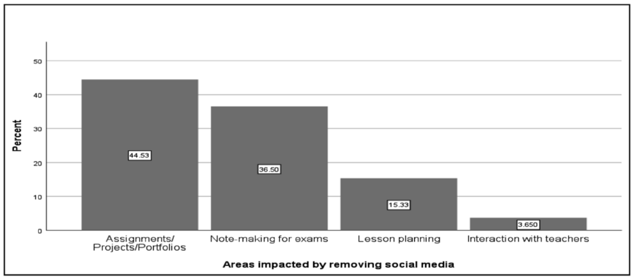


**Figure 14**

Of all the participants who answered in positive for Q.12 (82%), majority i.e. 44.53% believe that by removing social media, the highly impacted area would be assignments/projects/portfolios, followed by note-making for exams (36.50%) [Figure 14].

**Research Question 14**

What according to you are the disadvantages of social media in education?

This was an open-ended question, the responses of which were categorized and coded to calculate the frequency distribution of the categories of options formed from their responses.

Of all the responses given by the respondents, the most common response for the disadvantages of social media in education came out to be 'killing creativity and imagination' (22.60%), 'wastage of time' (18.49%) and 'causes distraction' (17.81%) [Figure 15].

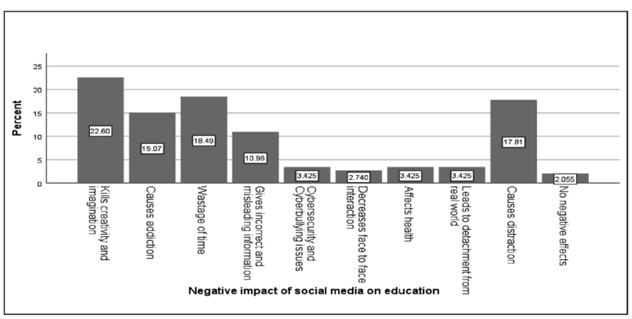


**Figure 15**

## Conclusion

The present study has been conducted on B.Ed. students of a private university in Noida, to assess the degree of usage and impact of social media on the academic life of the students in higher education. With the majority of the students having access to internet both at home and in college and smartphone being the most popular device used to access the internet, as revealed from the study, can be called as some of the important reasons behind the popularity of social media among the students of B.Ed. Every student being a frequent user of more than one social media confirms the popularity of social media among the students. YouTube and WhatsApp have been found to be the commonly used social media by the students as well as teachers and the most popular use of using social media by the students is for construction of assignments and projects and for note-making during exams. Though the students have highlighted the negative influence of social media in the form wastage of time, killing creativity and promoting distraction, but, the importance of social media in their academic life is reflected from the fact that among the most important uses of social media asked, 'studying' was found to be second most important of the six options presented and a huge majority agreed that social media has helped them in their coursework. Also, a big percentage of the students believe that removing social media from their life could affect their result during B.Ed. This study has helped the researcher to get the hang of the perspectives of the students about effect of social media and its level of importance in their academic life and the results show that social media has a very significant role to play towards the quality and ease of education for the students during the course of B.Ed.

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# INNOVATIVE PRACTICE IN CLASSROOM TEACHING FOR UNDERGRADUATE STUDENTS

**Kanchana***

***Abstract:*** *Due to globalization and latest advancement in information technology developed the education sector from traditional to modern. Innovativeness is necessary for teaching pattern in the educational organization. In order to attract younger generation students, the education institution practices teaching methods through the new interactive technology tools. The students satisfaction can be measured from an evaluation of feedback from the students. In this study the researcher used Chi Square analysis by using IBM SPSS 25.*

## INTRODUCTION

Innovativeness is necessary for teaching pattern in the educational organization. In order to attract younger generation students, the education institution practices teaching methods through the new interactive technology tools. The teachers have to focus towards all the level of students like slow earner and fast learner.

## REVIEW OF LITERATURE

Right Technology at the Right Time for the Right Task, are the actions to be followed in the educational institute to develop and implement plans for the use of IT in education. (Education Bureau, 2008).

## RESERCH METHODOLOGY

This present study has been conducted in Sarah Tucker College in Tirunelveli, in South India to find the Innovative practice for new generation students. The primary data have been collected through questionnaire. Questionnaires are distributed to 100 respondents through exploratory design research. After collecting the complete questionnaires, data are coded and then entered into IBM SPSS 25 tool for analysis.

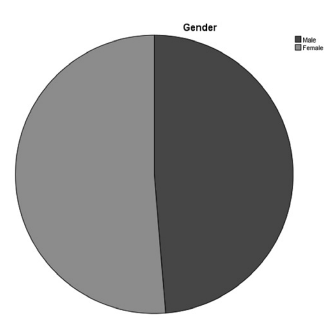
## ANALYSIS

**TABLE:1 Profile of the Respondents**

| | | Frequency | Percent |
|---|---|---|---|
| **Profile of the Respondents** | Student | 25 | 25 |
| | Faculties | 40 | 40 |
| | Alumni | 35 | 35 |
| | Total | 100 | 100 |

Source: Primary Data

**Inference:** Majority of 40 percentages of the respondents belongs to faculties. It includes teaching staff from Commerce department, Chemistry department, Mathematics department, English department, Tamil department and from Biology department.




**Dr Kanchana, Head of The Department of Commerce, Sarah Tucker College,Tirunelveli, Tamilnadu*

**Chart 2: Gender of The respondents**

Source: Primary Data

**Inference:** The majority of the respondent's are female.

**TABLE: 2** CROSS TABULATION BETWEEN GENDER AND ARRANGING THE USE OF IT FACILITIES AND DIGITAL RESOURCES FOR SUBJECT LEARNING WITHIN CLASS TIME CLASSROOM

| | | Arranging the use of IT facilities and digital resources for subject learning within class time | | | | | Total |
|---|---|---|---|---|---|---|---|
| | | Highly Satisfied | Satisfied | Neutral | Dissatisfied | Highly Dissatisfied | |
| Gender | Male | 30 | 5 | 9 | 0 | 1 | 45 |
| | Female | 20 | 30 | 3 | 2 | 0 | 55 |
| Total | | 50 | 35 | 12 | 2 | 1 | 100 |

Majority of the respondents are highly satisfied towards arranging the use of IT facilities and digital resources for subject learning within class time .

Hypothesis Framed:

H0:There is no Association between Gender and Arranging the use of IT facilities and digital resources for subject learning within class time

H1:There is an Association between Gender and Arranging the use of IT facilities and digital resources for subject learning within class time.

**TABLE: 3** RELATIONSHIP BETWEEN GENDER AND ARRANGING THE USE OF IT FACILITIES AND DIGITAL RESOURCES FOR SUBJECT LEARNING WITHIN CLASS TIME

| Chi-Square Tests | | | |
|---|---|---|---|
| | Value | df | Asymp. Sig. (2-sided) |
| Pearson Chi-Square | 26.713a | 4 | .001 |
| Likelihood Ratio | 30.231 | 4 | .000 |
| Linear-by-Linear Association | .332 | 1 | .565 |
| N of Valid Cases | 100 | | |

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is .49.

Inference: It is seen that the Chi-Square value is 26.713a and the Asymp sig value is 0.001 which is less than the critical value (P=0.05). Hence null hypothesis is rejected at a 0.05 significance level. There is an association between Gender and Arranging the use of IT facilities and digital resources for subject learning within class time .

TABLE:4 CROSS TABULATION BETWEEN GENDER AND ESTABLISHING MOBILE TECHNOLOGY SUPPORTED CLASSROOMS FOR SUBJECT LEARNING

| | | Establishing mobile technology supported classrooms for subject learning | | | | | Total |
|---|---|---|---|---|---|---|---|
| | | Highly Satisfied | Satisfied | Neutral | Dissatisfied | Highly Dissatisfied | |
| Gender | Male | 3 | 35 | 5 | 1 | 1 | 45 |
| | Female | 2 | 48 | 5 | 0 | 0 | 55 |
| Total | | 5 | 83 | 10 | 1 | 1 | 100 |

Majority of the respondents are satisfied towards Mobile Technology supported classrooms for subject learning

**Hypothesis Framed:**

**H0:There is no Association between Gender and Mobile Technology supported classrooms for subject learning**

**H2:There is an Association between Gender and Mobile Technology supported classrooms for subject learning**

**TABLE: 5** RELATIONSHIP BETWEEN GENDER AND ESTABLISHING MOBILE TECHNOLOGY SUPPORTED CLASSROOMS FOR SUBJECT LEARNING

| Chi-Square Tests | | | |
|---|---|---|---|
| | **Value** | **Df** | **Asymp. Sig. (2-sided)** |
| Pearson Chi-Square | 4.323a | 4 | .268 |
| Likelihood Ratio | 6.532 | 4 | .159 |
| Linear-by-Linear Association | 1.105 | 1 | .293 |
| N of Valid Cases | 100 | | |

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is .49.

Inference: It is seen that the Chi-Square value is 4.323a and the Asymp sig value is 0.268 which is more than the critical value (P=0.05). Hence null hypothesis is accepted at a 0.05 significance level. There is no association between Gender and Mobile Technology supported classrooms for subject learning

**TABLE: 6** CROSS TABULATION BETWEEN GENDER AND REINFORCING PROJECT-BASED LEARNING INVOLVING AN EXTENSIVE USE OF IT IN THE LEARNING PROCESS

| | | **Reinforcing project-based learning involving an extensive use of IT in the learning process** | | | | | **Total** |
|---|---|---|---|---|---|---|---|
| | | **Highly Satisfied** | **Satisfied** | **Neutral** | **Dissatisfied** | **Highly Dissatisfied** | |
| Gender | Male | 5 | 25 | 9 | 2 | 4 | 45 |
| | Female | 6 | 35 | 11 | 3 | 0 | 55 |
| Total | | 11 | 60 | 20 | 5 | 4 | 100 |

Majority of the respondents are satisfied towards Reinforcing project-based learning involving an extensive use of IT in the learning process.

Hypothesis Framed:

H0:There is no Association between Gender and Reinforcing project-based learning involving an extensive use of IT in the learning process

H3:There is an Association between Gender and Reinforcing project-based learning involving an extensive use of IT in the learning process

**TABLE: 7** RELATIONSHIP BETWEEN GENDER AND REINFORCING PROJECT-BASED LEARNING INVOLVING AN EXTENSIVE USE OF IT IN THE LEARNING PROCESS

| Chi-Square Tests | | | |
|---|---|---|---|
| | **Value** | **df** | **Asymp. Sig. (2-sided)** |
| Pearson Chi-Square | 12.0321a | 4 | .0321 |
| Likelihood Ratio | 13.489 | 4 | .007 |
| Linear-by-Linear Association | 8.313 | 1 | .004 |
| N of Valid Cases | 100 | | |

a. 6 cells (60.0%) have expected count less than 5. The minimum expected count is 1.46.

Inference: It is seen that the Chi-Square value is 12.0321a and the Asymp sig value is 0.0321 which is more than the critical value (P=0.05). Hence null hypothesis is accepted at a 0.05 significance level. There is no association between Gender and Reinforcing project-based learning involving an extensive use of IT in the learning process.

## CONCLUSION

In this research the researched gave recommendations based on empirical analysis on the use of IT to improve the quality of education in the college students. The various technologies are used and to assist the education services. There is an association between Gender and Arranging the use of IT facilities and digital resources for subject learning within class time .In this study explores there is no association between Gender and Mobile Technology supported classrooms for subject learning ,Reinforcing project-based learning involving an extensive use of IT in the learning process.

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# Implications of GST on Various Stakeholders: An Empirical Study

**M K Gupta***
**Gautam Prasad****
**Kuldeep Sharma*****
**Shiv Prasad Dongare******

***Abstract:*** *Since GST is a destination based tax, an end user consuming any goods or services is liable to pay the Goods and Services Tax. The tax is received by the State in which the goods or services are consumed and not by the state in which such goods are manufactured. In cases of exports, the seller of the goods or services is exempted from paying the tax. GST removes the cascading effect of tax, i.e., tax on tax and this is where the concepts of CGST, SGST, and IGST come into the picture. The present research paper aims to discuss about the basic concept of GST and its impact on various stakeholders. Further, in this paper CGST, SGST, and IGST have been discussed with the help of relevant examples.*

## INTRODUCTION

Unlike earlier when there were multiple taxes such as Central Excise, Service Tax and State VAT etc., under GST, there is just one tax. GST is categorized into CGST, SGST or IGST depending on whether the transaction is Intra-State or Inter-State.


### What determines if CGST, SGST or IGST is applicable?

To determine whether Central Goods & Services Tax (CGST), State Goods & Services Tax (SGST) or Integrated Goods & Services Tax (IGST) will be applicable in a taxable transaction, it is important to first know if the transaction is an Intra State or an Inter-State supply.

- **Intra-State supply of goods or services** is when the location of the supplier and the place of supply i.e., location of the buyer are in the same state. In Intra-State transactions, a seller has to collect both CGST and SGST from the buyer. The CGST gets deposited with Central Government and SGST gets deposited with State Government.
- **Inter-State supply of goods or services** is when the location of the supplier and the place of supply are in different states. Also, in cases of export or import of goods or services or when the supply of goods or services is made to or by a SEZ unit, the transaction is assumed to be Inter-State. In an Inter-State transaction, a seller has to collect IGST from the buyer.

### What is Central Goods and Services Tax (CGST)?

Under GST, CGST is a tax levied on Intra State supplies of both goods and services by the Central Government and will be governed by the CGST Act. SGST will also be levied on the same Intra State supply but will be governed by the State Government.

**Prof. M K Gupta, Principal, Nehru Govt. College, Faridabad.*
***Dr.Gautam Prasad, Asstt. Professor, Deptt of Commerce, HSG University, Sagar (MP).*
****Dr. Kuldeep Sharma, Head, Research Centre KPB Hinduja College of Commerce, University of Mumbai*
*****Dr. Shiv Prasad Dongare, Asstt. Professor, Mahatma Basweshwar Mahavidyalaya, Latur, Maharashtra.*

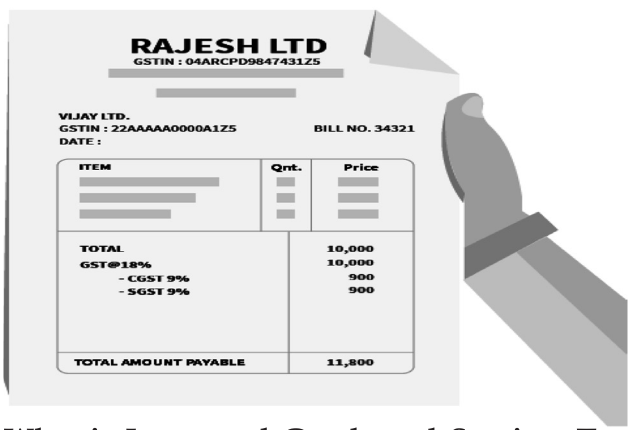
This implies that both the Central and the State governments will agree on combining their levies with an appropriate proportion for revenue sharing between them. However, it is clearly mentioned in Section 8 of the GST Act that the taxes be levied on all Intra-State supplies of goods and/or services but the rate of tax shall not be exceeding 14%, each.

### What is State Goods and Services Tax (SGST)?

Under GST, SGST is a tax levied on Intra State supplies of both goods and services by the State Government and will be governed by the SGST Act. As explained above, CGST will also be levied on the same Intra State supply but will be governed by the Central Government. Any tax liability obtained under SGST can be set off against SGST or IGST input tax credit only.

### An example for CGST and SGST:

Let's suppose Rajesh is a dealer in Maharashtra who sold goods to Anand in Maharashtra worth Rs. 10,000. The GST rate is 18% comprising of CGST rate of 9% and SGST rate of 9%. In such case, the dealer collects Rs. 1800 of which Rs. 900 will go to the Central Government and Rs. 900 will go to the Maharashtra Government.




### What is Integrated Goods and Services Tax (IGST)?

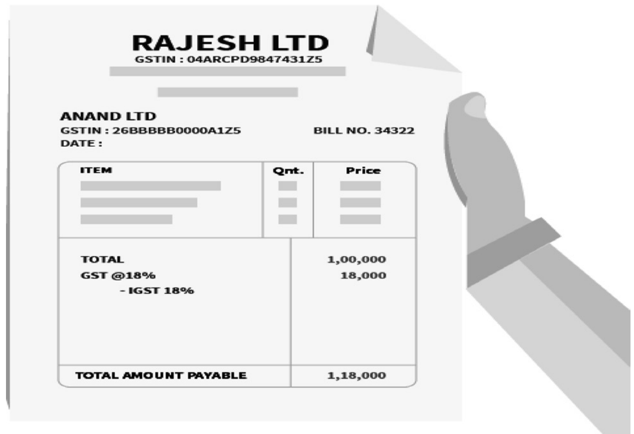
Under GST, IGST is a tax levied on all Inter-State supplies of goods and/or services and will be governed by the IGST Act. IGST will be applicable on any supply of goods and/or services in both cases of import into India and export from India.

**Note:** Under IGST,

- Exports would be zero-rated.
- Tax will be shared between the Central and State Government.

### An example for IGST:

Consider that a businessman Rajesh from Maharashtra had sold goods to Anand from Gujarat worth Rs. 1,00,000. The GST rate is 18% comprised of 18% IGST. In such case, the dealer has to charge Rs. 18,000 as IGST. This IGST will go to the Centre.

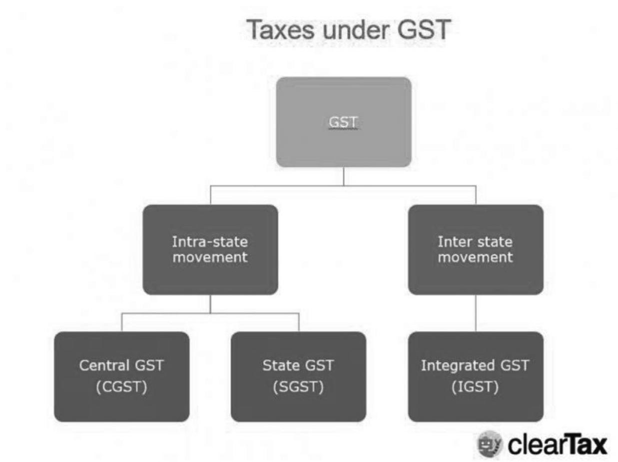



### Why the split into SGST, CGST, and IGST?

India is a federal country where both the Centre and the States have been assigned the powers to levy and collect taxes. Both the Governments have distinct responsibilities to perform, as per the Constitution, for which they need to raise tax revenue.

The Centre and States are simultaneously levying GST.

The three types tax structure is implemented to help taxpayers take the credit against each other, thus ensuring "One Nation, One Tax".



## How is input tax credits adjusted? Offset liability in GST

Let us consider that goods worth Rs. 10,000 are sold by manufacturer A from Maharashtra to Dealer B in Maharashtra.

Dealer B resells them to Trader C in Rajasthan for Rs. 17,500.

Trader C finally sells to end user D in Rajasthan for Rs. 30,000.

Suppose the applicable tax rates for the goods sold are CGST= 9%, SGST=9%, and IGST=9+9=18%

Since A is selling this to B in Maharashtra itself, it is an intra-state sale and so, CGST@9% and SGST@9% will apply.

Dealer B (Maharashtra) is selling to Trader C (Rajasthan). Hence, this is an interstate sale, with IGST@18%.

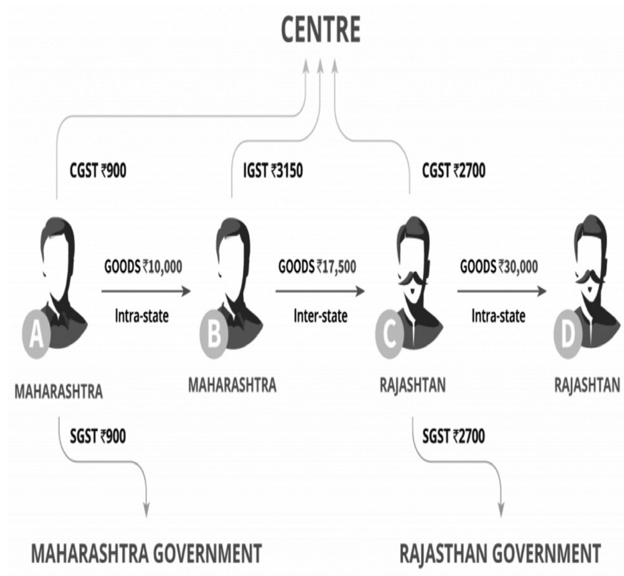
Trader C (Rajasthan) is selling to end user D also in Rajasthan. Once again it is an intra-state sale and hence, CGST@9% and SGST@9% will apply.

## How SGST, CGST and IGST will be collected?

Any IGST credit will first be applied to set off in this order:

- First set off against IGST liability.
- Then either set off with CGST or SGST liability, at your preference.

GST being a consumption-based tax the state where the goods were consumed (Rajasthan) will receive GST. By that logic, Maharashtra (where goods were sold) should not get any taxes. State Rajasthan and




Central Government should have got (30,000*9%) = 2,700 each.

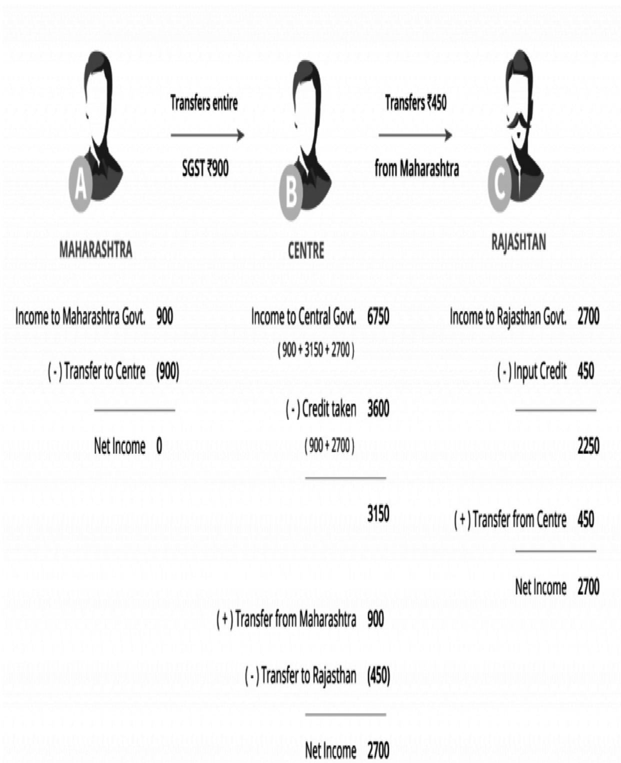
Thus, Maharashtra (exporting state) will have to transfer credit of SGST of Rs. 900 (used in payment of IGST) to the Centre.

In turn, Central Government will transfer to state Rajasthan (importing state) Rs. 450 IGST.

The above example shows the need for 3 taxes: SGST, CGST, and IGST. All 3 together will serve the two purposes of GST:

1. One Nation, One Tax – so all taxes on all purchases are available as credits.
2. Dual tax system – both Centre and states have their revenue.

| | | | **Amount Received as Tax by** | | | | |
|---|---|---|---|---|---|---|---|
| **Step** | | **Sale Price** | **Maharashtra** | **Rajasthan** | | **Central** | |
| I | A to B | 10,000 | 10,000*9% = 9000 | | ...... | 10,000*9% = 900 | |
| II | B to C | 17,500 | ......... | | ...... | 17,00*IGST @18% | 3,150 |
| | | | | | | (-) CGST credit | 900 |
| | | | | | | (-) SGST credit | 900 |
| | | | | | | Net | 1,350 |
| III | C to D | 30,000 | .......... | 30,000*SGST @9% | 2,700 | 30,000* CGST @9% | 2,700 |
| | | | | (-) IGST credit balance (3150-2700) | 450 | (-) IGST credit *** | 2,700 |
| | | | | Net | 2,250 | Net | 0 |
| | **Total Receipt** | | **900** | **2,250** | | **2,250** | |
| IV | Adjustment | | (-) 900 Going to Centre | (+) 450 Coming from Centre | | (+) 450 | |
| | **Final** | | **0** | **2,700** | | **2,700** | |




GST is a completely new tax with new concepts like 'place of supply' and new tax structures. This creates confusion with taxpayers who may end up paying the wrong type of GST.

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# Role of Competitiveness and Corporate Governance in Growing Economies: An Empirical Analysis

**Nishikant Jha***
**Rajendra Kumar****
**Praveen Gupta*****
**Abhay Kumar Mittal******

***Abstract:*** *In the era of rapid technological changes and information technology, revolution coupled with trade liberalization and globalization, the world has become a global village. The pace of development of growing economies is comparatively fast which need to be adequately pillared so as the objective of transition into developed economies can be achieved. They are faced with plenty of prospects and obstacles and main challenge is to overcome all such obstacles and harness each and every potential available. The financial turmoil in the past two decades has led business communities worldwide to focus more on having a robust corporate governance framework in the organizations so that the tempo of growth is not hampered. Generating global competitiveness helps business to survive and grow and confront the ever speeding storm of competition. Emerging economies among other things need to fully concentrate on acquiring global competitiveness, building a healthy corporate governance system and best global business practices and strategies. The emerging economies have a long way to travel through the transition phase and adapting to business environment whether it is domestic or international, would be in the best interest of such economies and the firms operating within. The present paper attempts to highlight corporate governance, global competitiveness by growing economies and tools which aid in dealing with these matters to attain the main objectives.*

## INTRODUCTION

In the era of globalization, global competitiveness has become the focus for business strategies and operations. Business excellence is directly related to the global competitiveness of the business concerns. The substantial importance of competitiveness increases manifolds in the light of global competition and dynamic business environment. It is of great importantance for both the economy and the business organizations. Competitiveness can be looked upon from three levels:

(i) country competitiveness,

(ii) industry competitiveness and

(iii) firm competitiveness.

At country level, competitiveness refers to maintaining and enhancing the per capita real income generally demonstrated by the living standard of the nation. At industry level, competitiveness aims at increasing the capabilities of the firms which it envelopes. Competitiveness of the industry can be attributed to factors such as wages, exchange rates and productivity following cluster approach. The more important than the two mentioned above is the firm level competitiveness. The firms actually compete with each other while the country and industry provide desired support to them. The internal strengths and abilities along with resources mould the long term competitiveness of the firm. Global competitiveness is the fuel for the engine of growth and the evidence provided East Asia's experience provides that less developed countries could use international competitiveness to deal with

*Dr. Nishikant Jha, HoD of Commerce, Thakur College of Science and Commerce, University of Mumbai.
**Dr. Rajendra Kumar, Asstt. Professor, Rajdhani College, University of Delhi
***Dr. Praveen Gupta, Head of Commerce Department, Aggarwal College, Ballabhgarh
****Dr. Abhay Kumar Mittal, Associate Professor., Sahu jain College, Najibabad

factors that mitigate the growth effect potentials of trade for them. Another important aspect of any business organization is the corporate governance. Various events have lead to the hiked concern towards corporate governance such as financial crisis of 1998 in Russia, Asia and Brazil and the more recent financial crisis and recession waves to hit America and Europe. Corporate governance has become the centre of research and the disasters out flowing of feeble corporate governance system are well recognized now. Corporate governance is the system by which companies are directed and controlled. Corporate governance is a system through which a firm functions in a separate legal entity scenario. Another definition of corporate governance refers it as the relationship that occurs among the various participants of the firm and defining the guidelines and performance of a corporate firm. A more comprehensive definition of corporate governance is given as "the system of regulating and overseeing corporate conduct and of balancing the interests of internal stakeholders and other parties who can be affected by the corporation's conduct, in order to ensure responsible behavior by corporations and to achieve the maximum level of efficiency and profitability of corporation" A good corporate governance structure helps in creating a system for achieving accountability among the board of directors, senior management and shareholders while simultaneously shielding the interests of relevant stakeholders. It also sets out the framework via which division of authority in the organization is established. The importance of acquiring global competitiveness and having an adequate system of corporate governance in emerging economies cannot be overlooked. The wheels of growth of emerging economies are fast moving and need to be properly greased by global competitiveness and effective corporate governance.

## Competitive Strategies in Growing Economies

In order to develop competitive strategies, it's essential to develop certain core competencies like innovation. It may be referred to as the inventive process by which the new things, notions and practices are generated. Innovation is the process which transforms creative actions and concepts into market triumphs. Innovation is all the more important in corporate entrepreneurship. The innovation of products, services and processes and the establishment of novel business enterprises are vital for economy especially for emerging economies. The emerging economies are on a growth path faced with plenty of opportunities and challenges. It is very important for such economies to have consistent growth pattern so that it exploits the prospects and combat the hurdles. Innovation is one such tool which helps countries and its corporate firms to fulfill this objective. Innovation with its new ideas, products and mechanisms helps in weeding out obsolete processes and products and apprehending ever changing customer expectations and creating new demands. This in turn helps the corporate to sustain their growth and achieve new heights in the domestic and international markets as well as. The World Economic Forum (2011), in its report states by the year 2025, Brazil, China, India, Indonesia, the Russian Federation and South Korea would contribute more than 50% to the world's economic growth. A number of companies in emerging have shown remarkable achievements and became the base of case studies in the aforementioned report. Global competitiveness can be accomplished by a) proactively translating obstacles into opportunities via innovation, b) cementing sustainability in organizational culture and c) dynamically shaping business environments. Emerging market-based companies play a vital task in providing innovative solutions to the world's intricate challenges. Hence, in emerging economies competitive strategies may include rationalization of output to eliminate soaring cost plants, relocating to low labour cost areas, process and product innovation, investing in latest and contemporary technology, outsourcing, venturing into new profitable markets, improving liaising with both suppliers and customers, stimulating demand etc.

## Corporate Governance in Growing Economies

The Organization for Economic Cooperation & Developments (OECD) published in 1999 Principles for Corporate Governance which have been extensively used as yardstick for strategy makers, investors and other stakeholders. The principles signify general corporate governance standards and good practice. However, most of the corporate governance focussed primarily on advanced market economies and to make the concept of corporate governance widely applicable, the transition experience need to be taken into account. Nevertheless fraud is a problem associated with corporate governance which has come into picture in recent corporate scandals but the same can be dealt with supervision and more stringent enforcement of rules but the fundamental corporate governance problems have to do with the difficulty of regulating transactions between shareholders and management.

A good relationship exists between innovation and competitive strategies. Requirement for organizational innovation and technological edge are becoming more and more critical gears of competitive strategy for many corporate firms. An innovative organization implements proactive growth-based strategies and corporate having high innovation inclination are able to frame value creation strategies including market segmentation, producing innovative products and services for new and existing markets or customized products or service. Global strategies are largely reliant on speeding up the pace at which innovations are transformed into lucrative commercial ventures.

Klapper and Love (2003), empirically reveals that adequate and effective corporate governance is greatly associated with better business operating performance and market valuation. They also advocate that corporate governance framework and corporate level acquires more importance in countries with weak legal environments. They conclude that corporate firms can partially make up inefficacious laws and enforcement by developing good corporate governance system and providing trustworthy investor protection. Another important imperative of good corporate governance in today's time period is conversion to IFRS from GAAP or other nation level accounting standards and reporting system. The need to conversion arises basically because a universally accepted international financial reporting system and standards makes it easier to compare multinational firms; being uniform it is globally understood, helps multinational businesses to remain updated and competitive in the era of globalized markets and it also leads to reduction in costs to multinational firms. Nevertheless the conversion process is complex and lengthy in nature but the same is inevitable. Key lessons learned from IFRS conversions in Europe and elsewhere around the world include the need to not underestimate the transition effort and to start the planning process early (Wright and Hobbs, 2010). The emerging economies have not yet fully adopted the IFRS and in order to be globally competitive need to plan and implement such conversion at a rapid pace. Hence, corporate governance imperatives in emerging economies envelopes business environment (including privatization process, socio-political, economic and legal conditions); characteristics of the Board (size and composition of Board, its role and scope etc.) and disclosure reports (financial information, remuneration, corporate social responsibility, code of ethics etc.)

## Global Competitive Strategies for Effecient Human Capital

Human resource is the most critical asset of any organization. No organization can run without human capital, skills and expertise. In order to achieve global competitive strategies it is essential that human resources are managed in the possible interest of the firm and nation. Only able workforce will lead the firm to achieve new heights. In the phase of globalization, organizations in recent times are confronted with fierce competition. Performance excellence is the need of the hour for the corporate firms now days. It is very important to manage time, technology and organizational behavior in order to manage the human resource throughput. Intelligence Quotients (IQ) and emotional quotients (EQ) are observed as dire essential traits in bringing in positive work-culture and creativity in the organizations. The passionate work-culture and HR creative aspects once combined with passion and spiritual quotients (SQ), ushers in synergy and unbound energy for better productivity as well as organizational excellence. In order to know whether the human resource is being utilized in the direction which helps in achieving global competitiveness, it's imperative that they are evaluated and their performance be properly managed. Performance management and appraisals systems are tools in the hands of the companies which help in attaining the aforementioned aim. Another important strategy to manage human capital is training. Training of human resource is inevitable and becomes strategic when if it considers longterm corporate goals and objectives. Having goals such as development of new and better products, expanding to a global market, and developing a workforce with core competencies are strategic (Lynton and Pareek, 2000). Since only humans are the one which frame and implement structure of corporate governance and develop competitive strategies, it becomes all the more important to pay heed to human capital and manage the same by framing appropriate strategies and adopting various HR tools such as training and development, performance appraisal and management, recruitment and selection etc. In the modern age corporate firms are constantly considering HR as an exclusive and valued asset that helps in attaining competitive benefit. The rapidly changing business circumstances with enhanced globalization, changing demographics paves way for HR performance drivers as important aspect for organizations productivity. Balance Scorecard (BSC) approach of the human resource management is being widely accepted as the most vital parameter today.

## High-Tech Innovations and Productivity Growth for Competitiveness

Traditionally, persistent economic growth is linked with establishment of new industries structures around clusters of innovations. These progresses are supported by factors like availability of latest technologies and infrastructures, prowess, expertise and training and a conducive regulatory environment. According to report of Foresight and the Government Office for Science, UK, adopting the proactive approach, many nations are set out actively to spotting prospective technology clusters. China, Japan, France and Germany have all recognized key future technologies which they see as one of the foundations of future of their economies and have framed strategies to capitalize on them. In today's scenario information is power and information technology (IT) plays a significant role in this respect. Information and communication technology (ICT) is consistently forming the center of competitiveness strategies around the world since it propels growth, development and modernization. ICT is vital for empowering innovation in processes and products and to preserve competitive advantage. ICT has particularly proven instrumental for emerging economies in escalating to higher grounds of development and nurturing economic and social transformation. It's no surprise that IT on the global front has opened doors to vast information and knowledge, with special bearing on education and entry to global markets for doing business and social exchanges, among others. In times global economic crisis, the outstanding ability of IT to steer growth and innovation cannot be disregarded, as it plays a significant part in rejuvenating and sustaining national competitiveness in the medium to long term (Schwab, 2009).

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## Business Practices in Growing Economies

The competitive strategies applicable to developed economies cannot be applied to emerging economies. Business models adopted in industrialized countries can be unsuccessful emerging economies. This is basically because of the certain distinct features of such kind of economies, such as low per capita income, high development pace, greater income disparities, more and growing youthful population, feeble and variable infrastructure, underdeveloped technology, weak distribution channels and media Successful companies develop strategies for doing business in emerging markets that are different from those they use at home and often find novel ways of implementing them. The competitive strategies adopted by emerging economies to beat global competition especially form multinational companies include, creating customized products and services; framing and developing business models to combat difficulties; employing latest technologies; driving upon the benefit of cheap labour and providing in-house staff training; scaling up and growing rapidly and investing in managerial talent to sustain growth (Bhattacharya and Michael, 2008). Multinationals may have to adapt to the gaps in a country's goods markets, its input markets, or may be both but must hold on to their core business propositions even as they mould their business strategies. While companies can't use the same strategies in all developing countries, they can generate synergies by treating different markets as part of a system.

Conclusion

The global market competition is intensifying day on day which among other factors can be attributed to globalization, trade liberalization and constantly changing technology. Taking note of this governments of emerging economies are focusing more and more on gaining competitiveness which is manifested in their strategic development plans and policies. One thing which the business world has undisputedly recognized is the need to acquire global competitiveness to attain and sustain business excellence. To achieve this it's important to develop entrepreneurial risk taking abilities, optimum investment in human capital, endorse individual growth and be more socially responsible and most important to have a proper functioning corporate governance system in place. A number failure incidents in the past particularly over the last couple of decades have laid more emphasis on corporate governance matters which include the authority and accountability of Board, regulatory framework for takeovers, the role and influence of institutional investors and the remuneration of top executives. Emerging economies face plenty of challenges and opportunities in this globally condensed market. The urge and ability to build strong competitive advantages along with robust corporate governance system is the key to fight this intense global competition. Adoption of competitive strategies, best business practices, resorting to advantageous mergers and takeovers, proper management of human capital, possessing latest technology, innovations, adequate financial and debt management, adopting universal reporting standards would be some of the major arrows in the quiver of emerging economies to achieve success in becoming developed economies.

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# INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS) IN INDIA: PROBLEMS AND PERSPECTIVES IN IMPLEMENTATION

**Jasveen Kaur***
**Anand Sharma****
**Jaipal Sharma*****
**K. S. Jaiswal******

***Abstract:*** *India, one of the fastest growing global economies has converged with International Financial Reporting Standards (IFRS). As on date 123 countries across the globe have converged with IFRS. The Ministry of Corporate Affairs in its press release notified 35 Indian Accounting Standards converged with International Financial Reporting Standards. Further, the Press Information Bureau, Government of India, Ministry of Corporate Affairs (MCA) issued a note outlining the various phases in which Indian Accounting Standards converged with IFRS (Ind AS) will be implemented in India, for Companies other than Banking Companies, Insurance Companies and NBFCs. Consequently, the companies will need to convert their accounts from Indian GAAP to IFRS. IFRS is understandable and comparable across globe. In the modern era of globalization in which Indian economy has also bloomed, adopting IFRS would make Indian business at par with other global business and increase the scope of foreign investment in Indian market. The main objective of financial statements are to provide information about an enterprise with respect to their Assets, Liabilities, Equity, Income and Expenses and various sources of cash flows. The present paper aims to focus on the problems and perspectives in the implementation of IFRS in India.*

## INTRODUCTION

Financial reporting is the process of disclosure of financial information to the management and the public about a company's performance over a specific period of time. There are well defined principles for accounting known as Accounting Standards. With the advent of globalization, the financial reporting of business activities underwent a great deal of change which includes the adoption of IFRS (International Financial Reporting Standards). IFRS are high quality, understandable, enforceable and globally acceptable accounting standards issued by IASB (International Accounting Standard Board). Thus this is a set of international accounting standards stating how a particular type of transaction and other events should be reported in the financial statements. The ultimate goal of issuing these standards is to achieve a single set of high quality, common accounting standards that is practiced all around the world so as to facilitate transparency of financial information. Before IFRS we had IAS (International Accounting Standards) issued by IASC (International Accounting Standards Committee). In India, Accounting Standard Board (ASB) of India constituted under the ICAI (Institute of Chartered Accountants of India) sets and publishes the standards in tune with IAS. Since India has its own accounting standards that are different on many counts, following a set of common standards that are altogether different in practice will require some compromise between prevailing standard norms and new provisions. Thus at present, as we cannot adapt to IFRS due to our legal

**DR. Jasveen Kaur, Associate Prof., Deptt. of Mgt. Studies, GND University, Amritsar.*
***Dr. Anand Sharma, Associate Prof., Central University of Haryana, Mohindergarh.*
****Prof. Jaipal Sharma, Professor and Principal, Gaur Brahaman College, Rohtak, Haryana.*
*****Prof. K.S.Jaiswal, Dean, Faculty of Commerce & Management Studies, Mahatma Gandhi Kashi Vidyapeeth, Varanasi.*

constraints, we have prepared our own standards for application for a limited period known as Ind-AS (Indian Accounting Standards). Actually these are IFRS converged Indian Accounting Standards. These standards will be in practice for 3 years from now, by that period, we have to change our corporate legislation to suit the international level.

## REVIEW OF LITERATURE

Preethi, Deepti & Rawat (2015). A study on "Challenges and Prospects of IFRS in Indian Accounting Systems" was done by Dr. Preethi Shrivastava, Dr. Deepti Maheswari and D. S. Rawat. The main focus of the study was whether by following the converged IFRS the primary objective of uniformity and comparability of the financial statements prepared in India with rest of the countries of globe will be achieved. They came to a conclusion that the benefits of global accounting standards irrespective of its various challenges will change the contents of the corporate financial statements leading to greater transparency and comparability.

Govindarajan (2014). A study on "Introduction to IFRS and Convergence" was done by N. Govindarajan, in which he mentioned about what is IFRS, its needs, Convergence and challenges faced by the stakeholders. He concluded that the convergence of IFRS with Indian Standards will, of course, benefit us.

Kirit & Meenakshi (2015) A study on the topic "IFRS: Challenges Ahead" was done by Prof Kirit Magana and Dr. Meenakshi Somani. Here the main attention was on the benefits of IFRS to the Indian Corporate and Professionals, its key issues and challenges. The findings of the study were that a single set of high quality standards would be in public interest and would provide a uniform language for financial reporting which, in turn, will have a positive impact overall.

ASSOCHAM (2014) A study on the topic "IFRS in India" was done by ASSOCHAM, Hyderabad. It analyzed the Global Convergence of Accounting Standards with Indian Standards. It also focused on the use IFRS to various countries.

Shanthanu (2015) Shantanu Kumar Das did study entitled "Indian Accounting Standards and IFRS" in 2014. The main goal of the study was the comparison of India Accounting Standards with IFRS, in which he concluded that the global accounting standards would remove a frictional element to capital flows and lead to wider and deeper investment in markets with the adoption of IFRS.

## OBJECTIVES OF THE STUDY

The objectives of the paper are following:

- to explore the present scenario of IFRS convergence in India;
- to assess the application of international financial reporting standards in the Indian context;
- to examine the India`s opportunity in IFRS adopting;
- to analyze the problems faced by stakeholders due to the convergence of IFRS with Indian Accounting Standards.

## RESEARCH METHODOLOGY

The study deals with the convergence of IFRS in financial reporting in India and impact among stakeholders. It blends descriptive and exploratory research work. The data is purely secondary and is collected through journals, articles, websites, dailies as well as published books.

**The need of IFRS:**

- to make a common platform for better understanding of accounting;
- to create comparable, reliable and transparent financial statements;
- to synchronize the accounting standards across the globe;
- to increase and improve foreign investments; and
- to remove information flow barriers.

### Benefits of implementing IFRS in India

There are many benefits of implementing IFRS in India which are as follow:

1) **Economy:** As the market expands globally, the need for a global standard also increases. Implementation of IFRS will benefit the economy by increasing the growth of its international business. It facilities the maintenance of orderly and efficient capital markets and also helps in increasing the capital growth and thereby economic growth.
2) **Investors:** Investors from abroad who are willing to invest in India want information which is more relevant, timely, reliable and comparable across different jurisdictions. Financial statements prepared using a common set of accounting standards help investors in better understanding the investment opportunities as opposed to financial statements prepared

using a different set of national accounting standards. For better understanding of financial statements, global investors have to incur more costs in terms of time, effort and money to convert them so that they can better understand global opportunities. Investor's confidence would be stronger if accounting standards used are globally accepted.

3) **Industry:** A major push towards implementing IFRS has been coming from the industry. The reason being that the industry would be able to raise capital from foreign markets at a lower cost if it can create confidence in the minds of foreign investors that its financial statements comply with globally accepted accounting standards. Moreover, with diversity in accounting standards from one country to another, enterprises which operate in different countries face a multitude of accounting requirements in different countries. The burden of financial reporting is lessened with convergence of accounting standards because it simplifies the process of preparing the individual and group financial statements and thereby reduces the cost of financial reporting.

4. **Better access to global capital markets.** As a result of global expansion, or so-called globalization, along with the growth and expansion, of course, they need funds from cheaper sources. Convergence to IFRS helps Indian firms to procure capital from abroad.

5. **Better cross border listing.** As Indian firms acquire funds for their major expansion plans from outside the boundaries of India, it is imperative for them to follow IFRS. Thus by following IFRS it becomes easier for the Indian Companies to list abroad.

6. **Elimination of multiple reporting.** Large business entities will have their subsidiaries registered in India as well as outside. Firms in India prepare their accounting according to Indian Accounting Standards whereas those registered in foreign countries have to prepare accounting according to financial reporting standards of these countries. Convergence to IFRS ensures elimination of multiple financial reporting by these firms by following a single set of International Financial Reporting Standards.

7. **Better quality of financial reporting.** IFRS are high quality, understandable, enforceable and globally acceptable accounting standards. Adoption to IFRS will result in better quality of financial reporting due to the consistent application of Accounting Principles and thus improves the reliability of the financial statements.

8. **Easier global comparability.** As we know IFRS are becoming the global language for financial reporting. With the adoption of IFRS by the Indian firms the comparison becomes easier. Investors, bankers, lenders and other stakeholders also find it easier to compare the financial statements following the same reporting procedures.

9. **Improved cross border investments.** The adoption to IFRS improves the cross border investments by enhancing the comparability of financial statements prepared anywhere in the world.

## Roadmap

**Voluntary adoption:** Companies can voluntarily adopt Ind AS for accounting periods beginning on or after 1 April 2015 with comparatives for period ending 31 March 2015 or thereafter. However, once they have chosen this path, they cannot switch back.

## Mandatory applicability

### Phase I

Ind AS will be mandatorily applicable to the following companies for periods beginning on or after 1 April 2016, with comparatives for the period ending 31 March 2016 or thereafter:

1. Companies whose equity and/or debt securities are listed or are in the process of listing on any stock exchange in India or outside India and having net worth of 500 crore INR or more.
2. Companies having net worth of 500 crore INR or more other than those covered above.
3. Holding, subsidiary, joint venture or associate companies of companies covered above.

### Phase II

Ind AS will be mandatorily applicable to the following companies for periods beginning on or after 1 April 2017, with comparatives for the period ending 31 March 2017 or thereafter:

1. Companies whose equity and/or debt securities are listed or are in the process of being listed on any stock exchange in India or outside India and having net worth of less than rupees 500 Crore.

| Period Starting | 1st April 2015 | 1st April 2016 | 1st April 2017 |
|---|---|---|---|
| Applicability to Companies | Voluntary adoption | Mandatory application | |
| | | 1. Companies with equity and/or debt securities are listed or are in the process of listing on any stock exchange in India or outside India and having net worth of 500 crore INR or more. | 1. Companies with equity and/or debt securities are listed or are in the process of being listed on any stock exchange in India or outside India and having net worth of less than rupees 500 Crore. |
| | | 2. Companies whose net worth is INR 500 crores or more. | 2. Unlisted companies with net worth of INR 250 crore or more. |
| | | 3. Holding, subsidiary, joint venture or associate companies of these companies. | 3. Holding, subsidiary, joint venture or associate companies of these companies. |

2. Unlisted companies other than those covered in Phase I and Phase II whose net worth are more than 250 crore INR but less than 500 crore INR.
3. Holding, subsidiary, joint venture or associate companies of above companies.

## CHALLENGES

As in the case of two sides of a coin, along with utilities it also consists of challenges for the Indian firms. They are following:

1. Training. Lack of training and academic knowledge in IFRS is a challenge as far as Indian economy is concerned. Thus adequate training should be given to the stakeholders such as Chief Financial Officers (CFO), auditors, tax authorities. Then only it can be uniformly understood and consistently applied.
2. Awareness. The adequate knowledge about IFRS is still limited to few numbers of people in India. Most of the stakeholders like firms, banks, shareholders, exchanges etc. are not aware about the same. Such lack of awareness about these standards is one of the major challenges faced by Indians.
3. Amendments in Regulations. In order to adapt to IFRS, we need to amend our existing rules and regulations. As Indian accounting practices are governed by the Companies Act, 1956, Income Tax Act 1961, Reserve Bank of India Act, Insurance and Regulatory Authority of India Act, GAAP etc. which are different from IFRS, adequate changes must be made in order to follow IFRS. Thus legal constraints are major challenges would be faced.
4. Use of fair value measurement base. IFRS uses fair value base to measure majority of items in the financial statements. The use of fair value accounting can bring a lot of volatility and subjectivity in financial statements, e.g.: it would increase volatility in reported earnings and related performance measures such as EPS (Earnings per Share), PE (Price Earnings) Ratio etc. Thus fair value (reflecting the true worth of assets) results in gains or losses which are reflected in Profit and Loss accounts. Indian corporate entities which prepare financial statements on historical costs will need to have enough time for shifting into fair value accounting.
5. Financial reporting system. In India financial reporting is done according to standards issued by ICAI (Institute of Chartered Accountants of India). We need to amend the same to suit the requirements of IFRS. The information systems should be designed to capture new requirements related to fixed assets, segment disclosures, related party transactions etc.
6. SME concerns. Scarcity of resources and lack of expertise with SME (Small Manufacturing Sector) act as a barrier for the process of convergence to IFRS. As far as SME are concerned, cost would surpass its benefits as a result of convergence with the IFRS. Hence it acts as a challenge.
7. Change in IT Systems. Financial accounting and reporting systems must be able to produce robust and consistent data for reporting. The system must be capable of capturing new information required for disclosure such as fair values of financial instruments, related party transactions, segment information etc.

## CONCLUSION

Convergence of IFRS with the Indian Accounting Standards will, of course, ensure greater credibility in the international capital market. Adequate time is required to react to new changes and an intensive effort from all the stakeholders is imperative in order to achieve that goal. The process of convergence has been making a slow but steady progress in India and is expected to have a common set of high quality standards in adoption. There are several challenges that we come across while converging to IFRS, but the benefits from the same are worthier than that of its challenges. Regulators and law makers must implement efficient monitoring system of regulatory compliance of IFRS and should also ensure that proper changes are to be done in the existing laws for the same. Based on the analysis of the research, following suggestions are proposed:

1. Proper awareness should be given about IFRS and the need to converge the same to stakeholders.
2. More number of trainers should be engaged.
3. Adequate training should be given to develop a suitable system.
4. Necessary modification should be made in governing business and laws.
5. Government shall provide assistance as well as incentives to promote the same.

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# A STUDY OF ORGANISATIONAL CULTURE INFLUENCING WORK- LIFE BALANCE OF PUBLIC AND PRIVATE BANK EMPLOYEES

**Shivani Vaid***

***Abstract:*** *Work- life balance means balancing out the personal as well as professional affairs in such a way that nothing is compromised upon by the employees. Maintaining work- life balance is a tough task and need to be understood by all irrespective of gender or the type of sector they are working in. The present study is an attempt to study the employees' perception towards different dimensions of work- life balance and how organisational culture is effecting the work- life balance of both public and private sector, in present study PNB and HDFC bank. Work- life balance was considered as a dependent variable, organisational culture was considered as independent variable whereas type of banking sector was treated as a moderating variable. 384 employees (sample size decided on the basis of formula), from all the branches at Shimla, Solan and Kangra, formed a part of the sample and were selected using simple random sampling. Descriptive statistical analysis, EFA, CFA and independent sample t test were applied to find the perception level of employees and differences in their opinion on different factors of organisational culture affecting work- life balance.*

*Results revealed that there was no significant difference in the opinion of the employees with regard to rigid deadlines leaving less time for family, feel tired/depressed due to work, personal issues create mental barriers at work, hectic personal life commitments drain all energy for work, flexible atmosphere at workplace helps manage home affairs with flexibility and support from home helps being confident at work.*

*Whereas significant difference was also found among perception of employees working in private and public sector banks with regard to worrying about work even during off duty hours, workload reducing involvement in extra activities, reduced self confidence at work due to non organised personal life and confidence at workplace helps being productive at home. The study also revealed that the organisational culture have greater impact/ effect on the work- life balance of private sector bank employees than that of the public sector employees.*

***Key Words****: work- life balance, organisational culture*

## INTRODUCTION

Work- life balance is what is required in the life of every employee, working in any industry. Work life refers to the coordination both in the work life as well as in the family life of an employee. A balance between friends, family and time for self is what brings out a perfect work- life balance and coordination between the responsibilities at work and life.

In order to achieve work- life balance it is very important for the management to create a family friendly atmosphere and the supervisors should show a family supportive supervisory behaviour. Presence of a good organisational culture will help

**Ms. Shivani Vaid, Assistant Professor, CBSA, Chandigarh group of Colleges - Landran, Mohali*

the employees maintain their work- life balance and will be able to attain satisfaction in both the spheres of work as well as life.

Organisational culture refers to the norms, beliefs and the ideologies which are present in the organisation and followed by the employees since years. It refers to the business experiences, the values followed by the employees, employee attitude and the way of dealing with the customers.

For the present study PNB from public sector and HDFC from private sector have been taken in order to comparatively examine the effect of culture on the work- life balance of bank employees. It is well known that without proper organisational culture offering employees proper environment to work in and a good platform to achieve work- life balance will be impossible. Therefore organisation these days are fully focused in creating a good organisational culture for the employees and offering them with number of benefits which will add on to their work- life balance.

Without proper initiatives for work- life balance and presence of a weak organisational culture will lead to more employee dissatisfaction, high turnover rate, least motivated staff, and employees with work- life imbalance issues. All this will impact the working of the organisation and harmony in its working.

## LITERATURE REVIEW

Reviewing the literature involves getting an insight into conceptual as well as empirical data related to the topic. Reviewed literature helps build up a theoretical framework which supports the data collected for the present study.

There are number of dimensions which are pointed out by number of researchers in their study which form a part of organisational culture. The higher the engagement level of the employees at workplace, it will help employees achieve work- life balance more effectively (Edwards and Rothbard, 2000). Work- life balance is affected by the amount of time spend with the family, having open communication and support from the colleagues and having manageable work load (Karakas, Dean & MacDermid, 2004). The notion of a relationship between organizational culture and work-life balance stems for the idea that workplace cultures can constrain or facilitate employees' work-life balance (Callan 2007; Lewis 1997).

Organisations should try to promote innovative thinking and creativity among the employees so that they feel happy at workplace and frustration level decreases both at workplace and at home. If the organisation will provide a constructive culture then as a result there will be a positive impact on both the individual as well as the organisation. Promoting creativity will lead to more satisfied employees, thus helping them balancing work life (Balthazard, Cooke and Potter, 2006).

Also flexibility in the organisational culture and work schedules will help support the employees maintain a proper work- life balance, as they will be able to adjust the working hours in order to fulfil responsibilities back at home and at workplace, without compromising on anything (Eversole, Gloeckner & Banning, 2007). Flexible work arrangements (FWAs) are strategies provided by organisations by which employees can better balance demands from multiple domains (Allen, 2001). And also the cultures that are employee centred and support them will also be successful in maintaining a family friendly atmosphere and achieving work-life balance (Thompson, Beauvais & Lyness, 1999). Managerial support and good supervision affects whether employees will take advantage of the benefits offered to them (Allen, 2001).

After analysing different dimensions given by researchers, the dimensions such as flexibility in work environment, support from colleagues, promoting constructive organisational culture and employee centred culture have been taken under consideration for the present study.

## STATEMENT OF THE PROBLEM

In the ever changing environment it becomes very difficult for the employees to maintain a proper work- life balance and hence it becomes the duty of the supervisors to provide the employees with a employee centred work environment and help them cope up with tough situations.

The issue of work- life imbalance is faced by employees in every sector but, the employees working in the banking sector experience high level of distress due to long working hours resulting into work life conflict (Das & Dash 2016) and this work life conflict results into decrease in quality of life and health of the employees (Duxbury 2001).

The basic problem is how organisations put in efforts to help employees become strong enough and free of mind while in the organisation and hence take a step towards a balanced work- life balance.

Organisational culture is what influences and impacts the work- life balance of the employees and it is the management which frames the culture which is employee friendly and provides the employees with a good platform to balance out their both work and family responsibilities hand in hand.

Hence after reviewing the available literature the basic problem involves examining the impact of organisational culture on the work- life balance of the employees working in the banking sector and help in finding out how a good culture will bring an impact on the employees' work- life balance. Hence the problem is defined as:

A study of organisational culture influencing work- life balance of public and private bank employees

## OBJECTIVES

Before taking any action or starting a new venture, the objectives must be framed. Without any knowledge about why the work is being conducted, there will be no benefit in doing that work. In other words clarity of objectives beforehand is required. In order to conduct the present study, following objectives are set:

1. To evaluate employees' perception in public and private banks regarding different aspects of work- life balance.
2. To comparatively examine the effect of organisational culture on work- life balance of public and private bank employees.

## RESEARCH CONSTRUCT

There are number of researchers who have found different dimensions of transformational leadership, psychological empowerment and also work life balance. For the present study following dimensions have been selected:

**Table 1:** Constructs of the study

| S. No | Name of the Variable | Name of the Dimensions | Identification |
|---|---|---|---|
| 1. | Organisational Culture | • Flexibility in work environment<br>• Employee centred culture<br>• Employee supportive culture | Independent Variable |
| 2. | Work- life balance | • Work Interference with Personal Life(WIPL)<br>• Personal Life Interference with Work(PLIW)<br>• Work/ Personal Life Enhancement(WPLE) | Dependent Variable |
| 3. | Demographic | • Type of bank<br>o public<br>o private | Moderating Variable |

## Organisational Culture: Independent variable

Organisational culture refers to the norms, beliefs and principles that help an organisation create a distinct character for their organisation. It is a collection of business experiences, the attitude of employees towards work, the shared values, ways of dealing with the customers and the overall internal management.

It is because of the good organisational culture that the employees feel connected to the workplace and can easily manage their work- life balance. It all depends on the top management how well they work for helping employees offer a strong, employee friendly culture.

There are number of dimensions of organisational culture that are highlighted by various researchers in their studies. The higher the engagement level of the employees at workplace, will help them achieve work- life balance more effectively (Edward and Rothbard, 2000).

In their study(Karakas, Lee and MacDermid, 2004) stated that work- life balance is affected by the amount of time spend with the family, having open communication and support from the colleagues and having manageable work load. It is also known that leadership is very important aspect which must be present in order to guide the employees to the right direction and have put a positive impact on the organisation. One should try to promote innovative thinking and creativity among the employees so that they feel content with the work and frustration level decreases both at workplace and at home. To this one of the studies concludes that if the organisation will provide a constructive culture then as a result there will be a positive impact on both the individual as well as the organisation. Promoting creativity will lead to more satisfied employees, thus helping them balancing work life (Balthazard, Cooke and Potter, 2006).

Some of the studies also concluded that flexibility in the organisational culture and work schedules will help support the employees maintain a proper work- life balance, as they will be able to adjust the working hours in order to fulfil responsibilities back at home (Eversole, Gloeckner and Banning, 2007). And also the cultures that are employee centred and support them will also be successful in maintaining a family friendly atmosphere and achieving work- life balance (Thompson, Beauvais and Lyness, 1999).

After analysing different dimensions given by researchers, the dimensions such as flexibility in work environment, support from colleagues, promoting constructive organisational culture and employee centred culture have been taken under consideration for the present study.

### Work- life balance: Dependent variable

For the present study, the dependent variable identified was work- life balance. (Greenhaus 2003) explains work life balance as an extent to which an individual is equally engaged in and equally satisfied with their work role and family role.

The scale used for measuring work-life balance in this study is a 15-item scale adapted from an instrument developed and reported by (Fisher 2003). Also another scale developed by Hayman (2005) consisted of 19 items, designed to assess three dimensions of work-life balance: Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), and Work/Personal Life Enhancement (WPLE).

Edwards (2000)stated that the three dimensions of work- life balance try to capture two opposing theories commonly used to explain the work and family link: the conflict approach and the enrichment approach. The conflict approach assumes that combining work and family roles is demanding and therefore leads to conflict. On the other hand, the enrichment approach emphasizes that family life can enrich work outcomes and vice-versa (Grenhaus 2006).

The study aimed at studying the dimensions of work- life balance namely Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), and Work/Personal Life Enhancement (WPLE) as dependent variable.

### Type of bank: moderating variable

In every study it is important to find out the moderating variables which can be used to find out the effect of independent variables (organisational culture, climate and practices) on the dependent ones (WLB).

For the present study the moderating variable used is type of bank in which the employees work.

## HYPOTHESES

Keeping in view the objectives framed out and in the light of above stated conceptual framework, following hypothesis have been formulated:

- H01 = All the bank employees equally perceive different aspects of work- life balance.
- H02 = There is no moderating effect of type of bank on Organisational culture effecting work-life balance.

## RESEARCH DESIGN

#### Research type

The present study is an attempt to examine the opinion of the employees working in the banking sector on different work- life balance aspects, and the organisational culture impacting work- life balance of the employees. No attempt has been made to manipulate or change the opinion of the employees and has only been recorded as received. Hence, the present study is descriptive in nature and highlights the independence levels of variables studied under the study.

The study attempts to examine the opinion of employees on different work- life balance issues, and how the culture in their organisation impact their work- life balance, hence the descriptive research type was the best suited research design.

#### Population

The population for the study comprises of male and female employees working with the selected public bank irrespective of their designation, years of experience and status in the organisation. The extent of the study covers all the branches of PNB and HDFC bank in the three selected districts of Himachal Pradesh (i.e., Shimla, Solan and Kangra).

#### Scope

Banking sector has been selected for the study as it is the backbone of any economy and employees in this sector face imbalance in their work and family life, both in public and private sector.

PNB bank was selected from public sector for the study since it is the largest public sector bank in India in terms of the total assets and net profit as on March 2018, the figures being 7,65,830.10 and 12,282.82 crore respectively. And HDFC bank was selected from private sector for the study since it is the best existing private bank in terms of the total assets and net profit as on March 2018, the figures being 10,63,934.32 and 17,486.73 crore respectively.

#### Sampling Frame

The selected area for the study was Himachal Pradesh, as it was within the reach of the researcher. Further, top three districts were selected on the basis of the number of branches the bank held. The employees working in the respective branches were given questionnaires to fill and act as respondents. The districts with the highest number of bank branches as updated by RBI as on June 2018 were selected and highlighted in Table 2.

**Table 2:** Number of branches in different districts

| **Districts** | **Number of Branches** | |
|---|---|---|
| | PNB | HDFC |
| Shimla | 50 | 17 |
| Solan | 33 | 10 |
| Kangra | 27 | 10 |

**Sample Size**

Data was collected from 384 respondents working at different branches of PNB and HDFC bank in different selected districts. Selection was done by using the following formula:

**n = z2 * p(1-p) / e2**

Where: n = Sample Size, z = Standard Score of Level of Confidence (95 %) i.e. 1.96 In this case, p = Pre study estimate of proportion to be measured, e = margin of error/ confidence interval (considered as 5%)

n = (1.96)2 * 0.5(1-0.5) / (0.05)2

= 3.8416*0.25/0.0025

**n = 384.16**

By using this formula, the sample size used was 384.

**Framing the questionnaire**

The questionnaire was drafted using a seven point Likert scale, having 1= disagree very strongly and 7 = agree very strongly agree, and perception of the employees was scaled. Keeping in mind the objectives of the study, the questionnaire was divided into three parts.

Part (I) reflected the demographic profile of the respondents. Demographic factors such as age, gender, type of bank, number of working hours and experience were taken under consideration.

Part (II) focused on the employees' perception on different aspects of work- life balance and was recorded on a seven point scale.

Part (III) threw light on how different aspects of organisational culture affect the work- life balance of public and private bank employees.

Data was collected from the sample size of 384 and questionnaire was asked to be filled by all the employees working with different branches located in Shimla, Solan and Kangra.

**Reliability test of questionnaire**

The questionnaire framed was tested for its reliability using Cronbach's alpha. It also helps in indicating the level of internal consistency of the scale used in the questionnaire. The results of the Cronbach's alpha is presented in Table 3.

Table 3: Cronbach's Alpha Results

| **S. No** | **Sections** | **No. of Items** | **Cronbach's Alpha** |
|---|---|---|---|
| 1. | Perception of employees on different aspects of work- life balance | 10 | 0.828 |
| 2. | Organisational culture affecting work- life balance of employees | 8 | 0.768 |

## DATA ANALYSIS AND INTERPRETATION

The data so collected was analysed using different tools and techniques. Descriptive statistical analysis and independent sample t test have been applied using SPSS to different sections of the study and EFA and CFA using AMOS in order to study the responses of employees on different WLB factors and organisational culture affecting work- life balance.

The Demographic profile of the employees at PNB and HDFC who were interviewed is presented in Table 4. The table reflects that out of the total respondents, 47.7 % were males and 52.3 % were females and maximum number of respondents (26.5%) fell under the age group of 41- 50 years. Also, 50.5% of the respondents worked in public sector and 49.5% were found to work in private sector. Maximum number of employees (36.0%) were found to be working more than 8 hours and only (31.5%) were working for upto 5 hours. With respect to the working experience of respondents, 27.6% had 0- 10 years of working experience, 25.0% had 11- 20 years of experience, 29.4% had 21- 30 years of work experience and only 18.0% had 31- 40 years of experience.

**Table 4:** Demographic profile of the respondents

| **Age (in years)** | | | | **Gender** | | |
|---|---|---|---|---|---|---|
| 20- 30 | 31- 40 | 41- 50 | 51- 60 | Male | Female | |
| 97 | 99 | 102 | 86 | 183 | 201 | |
| (25.3) | (25.8) | (26.5) | (22.4) | (47.7) | (52.3) | |
| | | | | **Type of Bank** | | |
| | | | | Public | Private | |
| | | | | 194 | 190 | |
| | | | | (50.5) | (49.5) | |
| **Experience (in years)** | | | | **Working Hours** | | |
| 0- 10 | 11- 20 | 21- 30 | 31- 40 | 5 | 5- 8 | More than 8 |
| 106 | 96 | 113 | 69 | 121 | 125 | 138 |
| (27.6) | (25.0) | (29.4) | (18.0) | (31.5) | (32.6) | (36.0) |

Note: Figures in parentheses depict percentage Source: Data collected through questionnaire

Table 5: Employees' perception regarding different aspects of work- life balance

| **Work- life balance** | **Sample Size (N)** | **Mean** | **Standard Deviation** | **Skewness** | **T value** | **Sig** | **Accept/ reject** |
|---|---|---|---|---|---|---|---|
| Rigid deadlines leaves less time for family | 194*<br>190** | 4.41<br>4.54 | 1.549<br>1.576 | - 0.227 -<br>0.261 | -.756 | .332 | Accept |
| Feel tired/ depressed due to work | 194*<br>190** | 4.23<br>4.15 | 1.705<br>1.649 | - 0.116 -<br>0.154 | -.196 | .741 | Accept |
| Worries about work even during off duty hours | 194*<br>190** | 4.15<br>4.37 | 1.645<br>1.606 | - 0.261 -<br>0.286 | -2.142 | .042 | Reject |
| Workload reduces involvement in extra activities | 194*<br>190** | 4.20<br>4.45 | 1.658<br>1.578 | - 0.125 -<br>0.378 | -2.503 | .022 | Reject |
| Personal issues create mental barriers at work | 194*<br>190** | 4.18<br>4.35 | 1.605<br>1.672 | - 0.114 -<br>0.273 | -1.670 | .093 | Accept |
| Reduces self-confidence at work because of non organized personal life | 194*<br>190** | 4.41<br>4.61 | 1.504<br>1.431 | - 0.179 -<br>0.375 | -1.988 | .039 | Reject |
| Hectic personal life & commitments drains out all energy for work | 194*<br>190** | 4.33<br>4.37 | 1.463<br>1.469 | - 0.136 -<br>0.160 | -.351 | .621 | Accept |
| Confidence at workplace helps being productive even at home | 194*<br>190** | 4.22<br>4.46 | 1.638<br>1.601 | - 0.143 -<br>0.149 | -2.306 | .031 | Reject |
| Flexible atmosphere at workplace helps in managing home affairs with flexibility | 194*<br>190** | 4.12<br>4.19 | 1.569<br>1.584 | - 0.166 -<br>0.288 | -1.756 | .067 | Accept |
| Support from home helps bring confidence at work | 194*<br>190** | 4.15<br>4.33 | 1.729<br>1.672 | - 0.150 -<br>0.189 | -1.736 | .072 | Accept |

*Public sector **Private sector

Table 5 reveals the perception of employees working in the public and private sector bank, related to different factors of work- life balance. Descriptive statistical analysis have been used and mean, standard deviation, skewness, kurtosis, chi square have been computed. Results revealed that there was a significant difference between the perception of employees working in private and public sector banks ($p<0.05$) with regard to :

- Worrying about work even during off duty hours
- Workload reducing involvement in extra activities
- Reduced self confidence at work due to non organised personal life
- Confidence at workplace helps being productive at home

Results revealed that there was no significant difference between the perception of employees working in private and public sector banks (p>0.05) with regard to:

- Rigid deadlines leaving less time for family
- Feel tired/depressed due to work
- Personal issues create mental barriers at work
- Hectic personal life commitments drain all energy for work
- Flexible atmosphere at workplace helps manage home affairs with flexibility
- Support from home helps being confident at work

## Exploratory factor analysis for organisational culture

Further in order to analyse the effect of organisational culture on work- life balance exploratory factor analysis (EFA) was conducted, and which was further tested for its reliability.

The results of the factor analysis for organisational culture are tabulated below. In this study, effect of organisational culture on work life balance was measured in 8 response items on the questionnaire. Factor analysis was adopted to explore dimensions of the factors included in organisational culture as shown in Table 6.

Kaiser's rule of retaining factors with eigen values larger than 1.00 was used in this analysis and the first four principal components with eigen values of 2.615, 1.231, 1.102 and 1.013 were retained. The four factors identified were: Employee Centered Culture, Constructive Culture, Employee supportive culture and Flexibility in work environment.

**Table 6** Exploratory Factor Analysis for Organisational culture

| Variables | Factor Loadings |
|---|---|
| Factor 1: Employee Centred Culture<br>Making changes for employee welfare<br>Following performance appraisal system | <br>0.808<br>0.805 |
| Factor 2: Constructive Culture<br>Superiors help realise self worth and capability<br>Encouraging team work rather than competition | <br>0.718<br>0.792 |
| Factor 3: Employee supportive culture<br>When problem arise, employees solve them collectively<br>Presence of good understanding among colleagues | <br>0.766<br>0.821 |
| Factor 4: Flexibility in work environment<br>Setting flexible deadlines<br>Easy approval for work from home | <br>0.810<br>0.705 |

## Reliability test of significance

Further for organisational culture the Barlett's test of spericity was also tested to find the correlation among the variables and was found to be significant (0.000), thus from the perspective of Bartlett's test, factor analysis was found to be feasible.

As Bartlett's test is almost always significant, a more discriminating index of factor analysability is the Kaiser-Meyer-Olkin (KMO) test. Kaiser-Meyer-Olkin (KMO) is tested to find the homogeneity among the variables. For organisational culture, it is 0.836, as indicated in table 7, which is very large, so the KMO also supports factor analysis.

**Table 7** Cronbach Alpha and KMO Test Value

| **Reliability Statistics** | | |
|---|---|---|
| Cronbach's Alpha<br>0.768 | | Number of items<br>8 |
| | | |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | | 0.836 |
| Bartlett's Test of Sphericity | Approx. Chi-Square<br>Df | 1075.842<br>24 |
| | Sig | 0.000 |

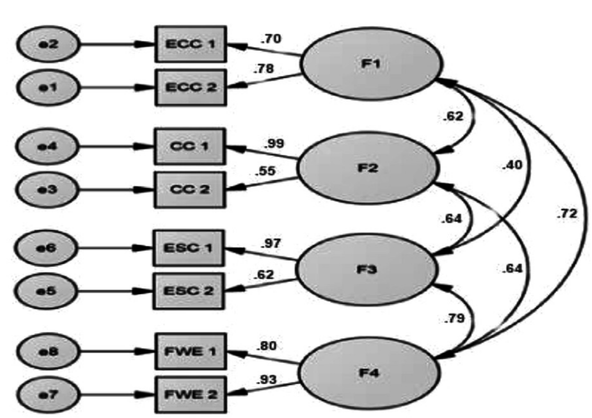
## Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis (CFA) helps to determine if the number of factors and the loadings of measured (indicator) variables on them confirms/ proves as to what is expected from them on the basis of pre-established theories.

CFA was performed in the statistical software, Analysis of Moment Structures (AMOS 20.0).

CFA was performed for every latent construct in the model. Figure 1 highlights the measurement model of organisational culture.

**Figure 1:** CFA measurement model




Further to evaluate the fit of the model, $\chi 2$-statistic

(Chi-square statistic) and goodness-of-fit indices such as the Goodness-of-Fit Index (GFI), Adjusted Goodness-of-Fit Index (AGFI), Parsimony Goodness-of-Fit Index (PGFI), Normed Fit Index (NFI), Tucker and Lewis Index (TLI), Comparative Fit Index (CFI) and Root Mean Square Error of Approximation (RMSEA) were tested. The values are indicated in table 8.

**Table 8 :** Assessment of fit indices

| Model | $X^2$ | $X^2$/ df | CFI | GFI | NFI | TLI | RMSEA |
|---|---|---|---|---|---|---|---|
| Organisational Culture | 19.281 | 1.38 | 0.982 | 0.990 | 0.893 | 0.975 | 0.031 |

From table 8 it is clear that the model is a good fit as all the goodness of fit indices are above the threshold limits. CFI forms part of the incremental fit indices. It is derived from the comparison of the restricted model with that of the null model and should be greater than 0.90 (Rigdon,1996). GFI compares the hypothesized model with the null model and should be greater than 0.90 (Hu &Bentler 1995). NFI evaluates the global fit of the model. It has a tendency to underestimate fit in small samples and should be greater than 0.80 (Shumacker & Lomax, 1996). TLI accesses the factor models and should be greater than 0.90 (Forza & Filippini, 1998) and RMSEA estimates the overall amount of error in the model and the value should be less than 0.05 (Browne & Cudeck, 1993).

## Independent sample t test

Further in order to check the effect of organisational culture on work- life balance for public and private sector banks, independent sample t test was used. Independent sample t test helps to determine if there is statistical significant difference between means of two unrelated groups (public and private). The results are shown in table 9. Where the p value helped in accepting/ rejecting the null hypothesis.

**Table 9:** Comparison of mean scores on Organisational culture between public & private sector bank employees

| | N | Mean | Standard Deviation | Df | T value | Sig |
|---|---|---|---|---|---|---|
| Public | 194 | 2.6215 | .41056 | 1065 | -4.243 | 0.003<.05 |
| Private | 190 | 2.8563 | .32921 | | | |

P value is less than 0.05, thus null hypothesis is rejected. It means that the type of bank in which an employee works do moderate the effect of organisational culture on work- life balance.

The mean score (2.6215 for public sector employees & 2.8563 for private sector employees) indicates that the organisational culture have greater impact/ effect on the work- life balance of private sector bank employees than that of the public sector employees.

## DISCUSSION AND CONCLUSION

Achievement of a proper work- life balance is a dream of almost all the employees as well as of the organisations. Organisations try to provide its employees with a flexible work environment and ease to work in the workplace so that they can fulfil both personal and professional duties with ease.

The present study tried to compare the perception of employees on different dimensions of work- life balance, and the effect of organisational culture on the work- life balance of employees with type of bank as a moderating variable.

As far as the perception of employees regarding work- life balance is concerned, significant difference was found between the perceptions of employees working in public and private sector banks with regards to worrying about work even during off duty hours, workload reducing involvement in extra activities, reduced self confidence at work due to non organised personal life and confidence at workplace helps being productive at home.

On the other hand, all the employees working in either public sector or the private sector hold equal perceptions with regard to rigid deadlines leaving less time for family, feel tired/depressed due to work, personal issues create mental barriers at work, hectic personal life commitments drain all energy for work, flexible atmosphere at workplace helps manage home affairs with flexibility and support from home helps being confident at work.

The study also tried to find the effect of organisational culture on the work- life balance of public and private sector banks and it was revealed that the organisational culture have greater impact/ effect on the work- life balance of private sector bank employees than that of the public sector employees.

## LIMITATIONS OF THE STUDY AND FUTURE SCOPE

The major limitation of the study was that the respondents were not willing to fill up the questionnaire or give information. The hectic schedule of the employees also stopped them from filling the questionnaire. Moreover, the present study was confined only to two organisations i.e., HDFC and PNB. Further research can be done by expanding the scope of study.

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