

Frauds in Insurance : Money Laundering and Financing Terrorism

Prof. Shekhar R. Rege
Prof. Kiran M. Rege

Introduction:

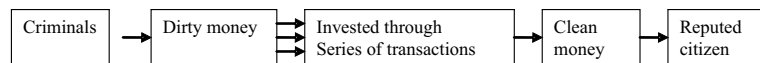
It has been widely researched that criminals commit three basic types of crimes-

- i) Crimes of passion
- ii) Crimes of violence
- iii) Economic crimes.

Most of the crimes are economic crimes, that is crime committed to make money. When they make money from crime, criminals use it for one of the three purposes to invest in another crime, to hide to use later or to spend now.

One of the most tried and successful methods of investigating crime is to find out the sources of money and in contrast to this criminal tries to move money faster and wants to put it into a black hole so that no one can follow it this black hole represents the central concept of this paper called money laundering.

Money laundering is a generic term used to describe any process that conceals the origin or derivation of the proceeds of crime so that the proceeds appear to have derived from a legitimate source.



Purpose of the Study:

The purpose of this research paper is to study and understand the problem of the money laundering and the growing international concern to curb the same. It analyses the problem with specific reference to the insurance industry and tries to address the vulnerabilities of the insurance industry to the money laundering risk. After introduction and implementation of prevention of Money Laundering Act, 2002, the Government of India brought the insurance industry within statutory ambit. The IRDA also issued necessary guidelines in this regard.

It also provides an insight into the basics of the problem and explains the broad perspective of the money laundering prevention requirements with specific reference to the insurance sector.

It has been widely researched and found that criminals commit three basic types of crime-crimes of passion or honour, crimes of violence or vandalism and economic crime. Ignoring minor vandalism, most crime is economic crime-that is crime that is committed to make money. When they make money from crime, to hide to use later or to spend now. One of the most tried, tested and successful methods of investigating crime is, therefore, to follow the money. So criminals want to move the money further and faster than investigators can follow it, and from time to time they want to put it into a black hole so that investigators simply cannot follow it. And that black hole represents the central concept of this publication called Money Laundering.

International Developments:

International community has recognized the menace of money laundering and its far reaching effects on the financial sector and nation's economy. The Financial Action Task Force (FATF) was established by 47 Nations in 1989. The FATF is an inter-governmental body whose membership is comprised of thirty-one nations. The Forty Recommendations, considered as the international best practices, were originally published in 1990 and were subsequently updated in 1996 and further revised in 2003.

Recommendations	Description
1-3	Set out general framework
4-7	Focus on the role of country's legal system in the prosecution of money laundering and incidental measures
8-20	Outline the role of country's financial system in preventing money laundering. These recommendations are crucial to the financial sector as they contain the measures required to be adopted by the financial institutions for customer due diligence, monitoring of transactions, record keeping and other related recommendations
30-40	Deal with the role of regulatory and law enforcement agencies in different jurisdictions in combating money laundering.

The International Association of Insurance Supervisors (IAIS) has already brought out a long list of examples of money laundering and suspicious transactions involving insurance. To cite a few:

- Unrelated third parties paying the premiums.
- Multiple policies with different insurance companies.
- The premiums exceeding the means of the insured.
- The insured amount is not commensurate with the proposer's insurance requirements.
- A large flow of funds through the diasporas.
- Premature termination of contracts leading to high refunds, mostly to a third-party.
- Transfer to benefit in a policy to an unrelated third-party.
- Fraudulent claims as a source. This is more popular in General Insurance

Statistical Overview of U.S. Money Laundering Trends in 2003

The U.S. Suspicious Activity Reporting System plays a critical role in U.S. anti-money laundering efforts. Similar types of reporting throughout the world are key to global efforts to combat money laundering. The aggregate totals for U.S. Suspicious Activity Reports (SARs) help illustrate the nature of illegal proceeds and the relative scale of the problem. Depository institutions (i.e., banks, thrifts, savings and loans, and credit unions) have been required to file SARs since 1996. The USA

PATRIOT Act extended the mandatory reporting requirements to brokers and dealers in securities, and the Department of the Treasury, pursuant to its rulemaking authority, extended it to casinos and money services businesses (MSBs), including money exchangers, sellers of traveler's checks and money transmitters.

The requirements went into effect on January 1, 2002 for MSBs, on January 1, 2003 for brokers and dealers in securities, and on March 25, 2003 for casinos. The regulations generally require that covered financial institutions file a SAR when they suspect violations of law or suspicious activities involving amounts greater than between \$2,000 and \$5,000, depending on the institution's applicable reporting threshold. The following chart provides aggregate totals for SARs filed by depository institutions (i.e., banks, thrifts, savings and loans, and credit unions) from April 1, 1997 through June 2003. Additionally, a small part of the total volume relates to reports filed by affiliates of depository institutions or, in some cases, filed voluntarily by MSBs; by brokers and dealers in securities who were not affiliated with banks; or by gaming businesses that, during the time period, were not yet required under the Bank Secrecy Act (BSA) to file SARs.

From inception of the SAR requirement in April 1996 through June 2003, a total of 1,126,488 SARs were filed, with the volume of filings increasing from 52,069 during 1996 to 273,823 in 2002. During the first six months of 2003, 136,115 SARs were filed.

Financial institutions identifying suspicious transactions under the Bank Secrecy Act of 1970, chapter 53 of title 31, United States Code (BSA) are required to report such transactions by filing a SAR with the Financial Crimes Enforcement Network (FinCEN), in accordance with applicable regulations. SARs are not proof of illegal activity; rather they note possible wrongdoing that warrants further investigation. An actual determination of criminal activity can only be made following an investigation by law enforcement of the activity addressed in the SAR.

Table 1: Frequency Distribution of SAR Filings by Characterization of Suspicious Activity April 1, 1997 Through June 30, 2003

Violation Type	1997	1998	1999	2000	2001	2002	2003
BSA/Structuring/Money Laundering	35,625	47,223	60,983	90,606	108,925	154,000	72,462
Bribery/Gratuity	109	92	101	150	201	411	261
Check Fraud	13,245	13,767	16,232	19,637	26,012	32,954	16,803
Check Kiting	4,294	4,032	4,058	6,163	7,350	9,561	5,333
Commercial Loan Fraud	960	905	1,080	1,320	1348	1,879	934
Computer Intrusion ¹	0	0	0	65	419	2,484	3,605
Consumer Loan Fraud	2,048	2,183	2,548	3,432	4,143	4,435	2,271
Counterfeit Check	4,226	5,897	7,392	9,033	10,139	12,575	6,445
Counterfeit Credit/Debit Card	387	182	351	664	1,100	1,246	659
Counterfeit Instrument (Other)	294	263	320	474	769	791	615
Credit Card Fraud	5,075	4,377	4,936	6,275	8,393	12,780	6,037
Debit Card Fraud	612	565	721	1,210	1,437	3,741	4,575
Defalcation/Embezzlement	5,284	5,252	5,178	6,117	6,182	6,151	2,887
False Statement	2,200	1,970	2,376	3,051	3,232	3,685	2,316
Misuse of Position or Self Dealing	1,532	1,640	2,064	2,186	2,325	2,763	1,564
Mortgage Loan Fraud	1,720	2,269	2,934	3,515	4,696	5,387	3,649
Mysterious Disappearance	1,765	1,855	1,854	2,225	2,179	2,330	1,264
Wire Transfer Fraud	509	593	771	972	1,527	4,747	4,317
Other	6,675	8,583	8,739	11,148	18,318	31,109	15,854
Unknown/Blank	2,317	2,691	6,961	6,971	11,908	7,704	2,290
Totals	88,877	104,339	129,599	175,214	220,603	300,733	154,141

The violation of Computer Intrusion was added to Form TD F 90-22.47 in June 2000. Statistics date from this period.

General Money Laundering Trends in 2003

Organized crime and narcotics-traffickers have used the following methods for decades to launder their illegal proceeds. These methods continue to be used frequently.

Financial activity inconsistent with the stated purpose of the business;

Financial activity not commensurate with stated occupation;

Use of multiple accounts at a single bank for no apparent legitimate purpose;

Importation of high dollar currency and traveler's checks not commensurate with stated occupation;

Significant and even dollar deposits to personal accounts

over a short period;

Structuring of deposits at multiple bank branches to avoid Bank Secrecy Act requirements;

Refusal by any party conducting transactions to provide identification;

Apparent use of personal account for business purposes;

Abrupt change in account activity;

Use of multiple personal and business accounts to collect and then funnel funds to a small number of foreign beneficiaries;

Deposits followed within a short period of time by wire transfers of funds;

Deposits of a combination of monetary instruments atypical of legitimate business activity.

Movement of funds through countries that are on the FATF list of NCCTs.

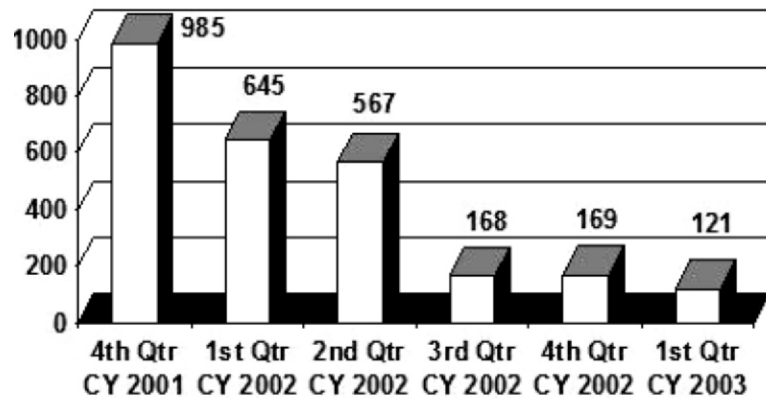
As in previous years, money launderers have demonstrated great creativity in combining traditional money laundering techniques into complex money laundering schemes designed to thwart the ability of authorities to prevent, detect and prosecute money laundering. Following is a review of U.S. money laundering trends in 2003 including examples of the various money laundering and terrorist financing typologies.

SARs Relating to Terrorist Financing

FinCEN continues to examine the SAR database to determine the extent to which SARs have been filed by institutions that suspect certain activities may relate to terrorism and terrorist financing. A recent review identified several interesting trends. First, the number of SARs submitted from financial institutions reporting suspected terrorism or terrorist financing has continued to decline steadily since the events of September 11, 2001. Secondly, of all SARs filed referencing terrorism, one-third were filed as a result of names appearing on government lists (Office of Foreign Assets Control or OFAC or other watch lists) or in response to USA PATRIOT Act Section 314(a) information requests. Finally, the remaining two-thirds of all SARs reviewed appeared to be submitted as a direct result of proactive initiatives by institutions, which are becoming more aware of possible indicators of financial activity and transactions by suspected terrorists and terrorist organizations. In other words, institutions are becoming less

dependent on specific lists and are identifying on their own suspicious activity as being potentially terrorist-related. This section offers a synopsis of SAR statistical data for the recent review period and identifies the general types of activities being reported in terrorist-related SARs.

Chart 1: SARs filed relating to terrorism for the 18-month period (by Calendar Year quarters) October 1, 2001 thru March 31, 2003



As the above chart demonstrates, the number of filings began to steadily decline after the 4th quarter of calendar year 2001, the three-month period directly following the September 11th terrorist attacks.

Following is additional information about the 290 SARs filed between October 1, 2002 and March 31, 2003 (the last six months of the study) that reference terrorism and/or terrorist financing:

Sixty-nine financial institutions, including five foreign banks licensed to conduct business in the United States, filed SARs (three banks filed 155 of the 290 SARs or 53.4 percent of the SARs filed).

The suspicious activity reported in the SARs occurred in 35 states and the District of Columbia.

Alleged suspicious activity amounts ranged up to \$193 million.

Eighty-four SARs (29 percent) filed were the result of apparent matches of names on OFAC's list of Specially

Designated Nationals and Blocked Persons, from the USA PATRIOT Act's Section 314(a) Information Requests from law enforcement, names gleaned from media reports, or as a result of subpoenas issued by law enforcement.

The activity described in the SARs remained consistent with the activity described in previously issued SAR Review Reports. The activity included wire transfers predominantly to and from Middle Eastern countries; frequent use of domestic and foreign Automated Teller Machines (ATMs); and large currency transactions. The majority of the SARs filed (206 SARs or 71 percent) were a result of depository institutions' discoveries during the due diligence process. This denotes the first time since the events of September 11, 2001, that a marked increase in independent depository institution filings occurred, i.e., without the aid of government published lists. It is also worth noting that, previously, the filings were reversed in that 75 percent to 80 percent were filed based on government watch lists, while 20 percent to 25 percent were filed at the depository institutions' initiative.

The above-mentioned SARs were filed based on one or more of the following criteria, which the financial institution believed might be associated with terrorist activity:

- Even dollar deposits followed by like-amount wire transfers;
- Frequent domestic and international ATM activity;
- No known source of income;
- Use of wire transfers and the Internet to move funds to and from high risk countries and geographic locations;
- Frequent address changes;
- Occupation "student" primarily flight schools;
- Purchases of military items or technology; and
- Media reports on suspected/arrested terrorists or groups.

Indian Scenario :- Legal Framework

India has enacted many legislations which counter the attempts of money laundering. Initially only drug trafficking was considered as a predicate offences became a comprehensive legislation was felt necessary to fight the evils of money laundering. Accordingly the Government of India had enacted the prevention of the Money Laundering Act, 2002 (PMLA) to deal with the problem of money laundering in India. The Act is made effective by way of a notification in the Official Gazette dated July 1, 2005.

Objectives of the PMLA

The Government of India has enacted the PMLA with the objectives of prevention of money laundering in India and to provide for confiscation of property derived from, or involved in, money laundering. The PMLA has been enacted pursuant to the Political Declaration and Global Programme of Action, annexed to the resolution adopted by the General Assembly of the United Nations at its seventeenth special session on February 23, 1990.

Applicability of the provisions of the PMLA to Insurance Sector

By virtue of the provisions contained under Section 12 of the PMLA, the Act is applicable to the banking companies, financial and intermediaries in India. As per Section 2(1) of the PMLA, the term 'financial institution' has the same meaning as defined in the Section 45-1© of the Reserve Bank of India, Act 1934. Financial Institution as per these provisions includes, inter alia, a non-banking institution, which carries on, as its business or part of its business, any class of insurance business. Therefore the provisions of the PMLA are applicable to the insurance companies also.

Responsibilities of Insurance Companies under PMLA Rules

As per the rules notified under the PMLA, the insurance companies are required to:

- Maintain a record of specified transactions under Rule 3.
- Maintain information in respect of transactions with its client in hard and soft copies.
- Furnish the specified information to the Director constituted under the PMLA4 within the specified time limit.
- Evolve internal mechanism for maintaining and furnishing such information.
- Retain records for a period of ten years from the date of cessation of transaction.
- Communicate the name, designation and address of the Principal Officer of the Insurance Company to the Director constituted under PMLA.
- Verify and maintain record of identity and current address or addresses including permanent address or addresses of the client, the nature of business of the client and his financial status.

- Implement a client identification programme which shall incorporate the requirement of the rules notified and contain such other additional requirements that the insurance company considers appropriate to enable it to determine the true identity of its clients.

Indian Scenario:- Regulatory Framework

As per the guidelines, insurance companies are required to formulate an AML Programme containing the following:

- Internal policies, procedures, and controls;
- Appointment of a Principal Compliance Officer;
- Recruitment and training of employees/agents;
- Internal Control/Audit

The essential components of the AML programme of the insurance company are:

i) Risk categorization of the customer

Insurance companies are required to adopt a risk-based approach while formulating and implementing an AML programme. It implies that the guidelines on customer identification and monitoring of transactions should be applied on a risk sensitive basis. For risk categorization of customers following are the parameters:

a) Value of premium

The degree of due diligence to establish customer identity could be decided by the insurers where premium is below Rs.1 lakh per annum. Customers who pay an annual premium of Rs.1 lakh or more should be considered as eligible for undertaking detailed due diligence.

b) Mode of payments

Insurance companies may consider the customers who pay the premium in cash as those requiring more diligence and care as compared to other customers. Further, insurance premium paid by persons other than the person insured should be looked into to establish the insurable interest.

c) Customer profile

Individuals (other than High Net Worth) and entities whose identities and sources of wealth can be easily identified and transactions in whose accounts by and large conform to the known profile may be categorized as low risk.

d) Product profile

The profile of a product offered by the insurance company and its vulnerability of being used for money laundering purpose should also be used as a parameter for risk categorization

ii) Know your Customer (KYC) norms

The KYC procedures (representing the due diligence to be conducted to establish the identity of the customer), to be adopted by the insurance companies are based on the risk categorization of the customer.

a) Types of due diligence

Based on the risk categorization of the customer, basic due diligence is to be applied on customer that are categorized as low risk while enhanced due diligence is required to be applied on the customer that are categorized as high risk. Basic due diligence requires establishing the identity of the customers based on the customer information collected from all relevant sources including agents.

b) Timing of undertaking KYC procedures

Besides verification of identity of the customer at the time of initial issuance of contract, KYC should also be carried out, as per IRDA guidelines, at the claim payout stage and at times when additional top-up remittances are inconsistent with the customer's known profile.

iii) Transaction monitoring and reporting

IRDA guidelines specify the requirement for monitoring of transactions, including cash transactions and reporting of suspicious transactions as follows:

a) Cash transactions

With a view to ensuring that premiums are paid out of clearly identifiable sources of funds, IRDA specified that remittances of premium by cash should not exceed Rs.50,000/-. Insurance companies are further advised to evolve even lower thresholds for cash transactions.

b) Suspicious transactions

The AML programme envisages submission of Suspicious Transaction Reports (STR)/Cash Transactions Reports (CTR) to the FIU-IND to track down possible money laundering attempts and for further investigation and action. As it is extremely difficult to give an exhaustive list of suspicious transactions, IRDA has

provided an illustrative list of such transactions in its guidelines. As per these guidelines, suspicious activity monitoring programmes should be appropriate to the company and the products it sells,

Observations

- 1) Life Insurance policies that have a cash surrender value are an attractive route to terrorism financing through the money laundering route.
- 2) In non-life insurance, the risks of money laundering and thereby of terrorist financing are lower.
- 3) Reinsurance is fast emerging as another route to money laundering.
- 4) Distribution channels like agents and brokers are some of the weakest links fraud perpetrators can make use of it.
- 5) Insurance companies after have very little knowledge about their widely dispersed intermediary network.
- 6) Terrorism financing is typically a cross border activity which makes detection difficult.
- 7) International investigation agencies have concluded that there is a strong link between money laundering and terrorist financing.
- 8) Medical provider fraud accounts for about 30% of the frauds committed in us

Conclusions

- 1) Achievements of pre-set targets lead to accomplishment of organizational objectives, which however should not be at the cost of interest of the society at large.
- 2) In a dynamic and competitive corporate environment where in which Insurance organizations are keen on attaining their goals, they should not forget their Corporate Social Responsibility(CSR)
- 3) Insurance organizations have a duty to ensure that they educate their employees to give equal importance to the accomplishment of individual annual targets and also work within the legal and regulatory framework.
- 4) Insurance organizations should strictly follow the guidelines given by IRDA from time to time regarding Money Laundering and Terrorist financing.

- 5) Money Laundering is the menace of the 21st Century. The combating of this menace requires the co-ordinated approach among the financial services, regulatory authorities and the law enforcement agencies. All supported by an appropriate statutory framework.

REFERENCES

- "A Case Study on Money Laundering in Insurance Business"; B.Padmaja Bimaquest; Vol- VII Issue 2nd July 2007.
- A study on Anti Money Laundering and Insurance sector; the ICAI, New Delhi
- Financing Terrorism through money laundering:- The role of Insurance sector; Jayshree Bose Insurance Chronicle - ICAI University Press, April 2007.
- Money Laundering Methods, Trends and Typologies

Consumer Satisfaction Towards Packaging of Fast Moving Consumer Goods A case Study of Jodhpur

Dr Meeta Nihalani

Abstract

The innovative concept of packaging for any product can increase the attraction and the communication of the product with the society. The manufacturers need to understand the consumer psychology to enhance the quality of communication through the proper designing and the labeling of the packaging materials to enhance the value of the products. The modern society is growing with the attraction of the FMCG goods due to the need and the utility for the fact paced life of the customers. The modern consumers are investing a large amount of money to shape a better lifestyle with the innovative and designer products. The companies are gaining huge profit from these product sources and the packaging industries are also enhancing their share of profits from the sale of these products. The aim of the paper is to analyze the impact of packaging of the FMCG goods on the consumer's satisfaction. Packaging influences the consumer to buy a particular product and his perception appeal is designed by the various attributes of the packaging materials.

Introduction

Packaging for any product can enhance the physical appearance by increasing the appeal value of the design, color, shape, labeling and materials used. The packaging is an attribute of the branding of the product. Packaging gives the protection of the good inside and it also fulfills the role of providing a recognizable logo and label by which the goods are easily identified in the market. From the consumer perspective packaging plays a major role when products are purchased because it gives the information and knowledge of the product... Packaging is crucial as it creates the first impression of the good when the public sees it before making the final decision to buy. The importance of packaging design as a vehicle for communication and branding is growing in competitive markets for packaged FMCG products. When consumers search for the information inside the store then packaging can create the awareness and the knowledge of the product. Packages also deliver brand identification and label information like usage instructions, contents, and list of ingredients or raw materials, warnings for use and directives for care of product. Packaging has a huge role to play in the positioning of products. Package design shapes consumer perceptions and can be the determining factor in point-of-purchase decisions which characterize the majority of shopping occasions. A product's packaging is something which all buyers experience and which has strong potential to engage the majority of the target market. This makes it an extremely powerful and unique tool in the modern marketing environment. In addition to its benefits in terms of reach, some marketers believe that packaging is actually more influential than advertising in influencing consumers, as it has a more direct impact on how they perceive and experience the product. The packaging creates the experience for the consumer. Packaging is an important marketing strategy to glamorize the product and increase the acceptability of the product with the consumers to get the attraction and the interest of the consumers. Most consumers judge a product by its packaging before buying. So it is logical to say attractive packaging is crucial in order to get the first time buyers to buy the products.

Literature review

In nowadays competitive environment the role of package has changed due to increasing self-service and changing consumers' lifestyle. Firms' interest in making a package as a tool of sales promotion is growing increasingly. Package becomes an ultimate selling proposition stimulating impulsive buying behavior, increasing market share and reducing promotional costs. The communicative role of product packaging is becoming important as the managers seek to break through the cluttered media environment to influence attitudes and behavior (Underwood 2001) the packaging form is one way to gain consumer notice. (Berkowitz 1987)

The opportunities to communicate product attributes through packaging graphics are almost limitless. Graphics are capable of communicating informative and emotional messages. Informative messages include the following (Myers, 1998)

- brand identity
- product name
- product description
- variety identification
- attribute description
- benefit statements
- sell copy
- promotional message
- usage direction
- cross references to other products
- nutritional elements
- warning statements
- size and contents

According to Bloch (1995) the form or design of a package or a product could contribute to success in several ways. Bloch (1995) , goes on to explain that when designers make choices regarding form, characteristics such as shape, color, texture, materials proportions and ornaments are include.

According to Silayni and Speech (2004) package size, shape and elongation affect customer judgment and decisions; however they state that it does not always occur in easily uncovered way.

According to Danger (1997) there cannot be fixed principles governing the physical shape of a package because it usually dictated by the nature of the products, by mechanical consideration, by selling conditions, by display considerations and the way that the package is used. However there exists some basic rules that should be followed. Danger (1917) lists in the following order :

- Simple shapes are preferred to complicate ones
- A regular shape will have more appeal than an irregular one and the latter may cause a mental blockage which impels the customer to something else
- A shape that is not balanced will be unpleasing
- Squares are preferred to rectangles
- Shapes should be tactile and soft
- Women prefer round shapes
- Shapes should be easy to eyes

The strategic use of the colors affords opportunities for products, packages, logos and the like to convey specific images associations across national markets (Madden & Hewett, 1999)

According to Rundh (2005) package attracts consumer's attention to particular brand, enhances its image, and influences consumer's perceptions about product. Also package imparts unique value to products (Underwood, Klein & Burke, 2001; Silayoi & Speece, 2004), works as a tool for differentiation, i.e. helps consumers to choose the product from wide range of similar products, stimulates customers buying behavior (Wells, Farley & Armstrong, 2007).

Thus package performs an important role in marketing communications and could be treated as one of the most important factors influencing consumer's purchase decision. In this context, seeking to maximize the effectiveness of package in a buying place, the researches of package, its elements and their impact on consumer's buying behavior became a relevant issue.

Some of researchers try to investigate all possible elements of package and their impact on consumer's purchase decision (Silayoi & Speece, 2004; Silayoi & Speece, 2007; Butkeviciene, Stravinskiene & Rutelione, 2008), while others concentrates on separate elements of package and their impact on consumer buying behavior (e.g., Vila & Ampuero, 2007; Madden, Hewett & Roth, 2000; Underwood , 2001; Bloch, 1995).

Moreover some researchers investigate impact of package and its elements on consumer's overall purchase decision (Underwood, 2001), while others on every stage of consumer's decision making process (Butkeviciene , 2008).

Rita Kuvykaite (2009) has descriptive research. According to Rita package attracts consumer's attention to particular brand, enhances its image, and influences consumer's perceptions about product. Also package imparts unique value to products. Thus package performs an important role in marketing communications and could be treated as one of the most important factors influencing consumer's purchase of package, its elements and their impact on consumer's buying behavior became a relevant issue. Research methods that Rita used are systematic and comparative analysis of scientific literature; empirical research there is six variables that must be taken into Consideration by producer and designers when creating efficient package: form, size, color, graphics, Material and flavor.

Similarly, Kotler (2003) distinguishes six elements that according to him must be evaluated when employing packaging decisions: size, form, material, color, text and brand. The research result of Rita shows the impact of package elements on consumers purchase decisions can be stronger. He concluded that Package could be treated as one of most valuable tool in today's marketing communications, necessitating more detail analysis of its elements and an impact of those elements on consumers buying behavior. The impact of package and its elements on consumer's purchase decision can be revealed by analyzing an importance of its separate elements for consumer's choice.

Furthermore, packages are claimed to attract attention when their appearances are not typical within a product class (Garber 2000; Schoormans & Robben 1997). In other words, past research

has discovered that deviating packages attract attention. Other studies show that deviating package colors and shapes attract attention (Garber 2000; Schoormans & Robben 1997). Underwood (2001), on the other hand, found that pictures on packages attract attention particularly in cases when consumers are less familiar with a brand. Studies that have focused on other single signs than pictures on packages have found that such single package signs as colors (Gordon, 1994); brand names (Rigaux-Bricmont, 1981) and materials (McDaniel & Baker, 1977) convey brand meaning.

Fast Moving Consumer Goods (FMCG), also known as **Consumer Packed Goods (CPD)**, is products that have a quick turnover, and relatively low cost. Consumers generally put less thought into the purchase of FMCG than they do for other products. Though the absolute profit made on FMCG products is relatively small, they generally sell in large numbers and so the cumulative profit on such products can be large.

The products like butter, potato chips, toothpastes, razors, household care products, packaged food and beverages are called FMCGs. FMCG is an acronym for **Fast Moving Consumer Goods**, which refer to things that we buy from local supermarkets on daily basis, the things that have high turnover and are relatively cheaper.

- Product Characteristics
- Product belonging to the FMCG segment generally has the following characteristics:
- They are used at least once a month
- They are used directly by the end-consumer
- They are non-durable
- They are sold in packaged form
- They are branded

The boom in the FMCG sector is due to the reduction in excise duties, de-reservation from the small-scale sector and the concerted efforts of personal care companies to attract the burgeoning affluent segment in the middle-class through product and packaging innovations... FMCG is an ever-growing sector and this sector offers a wide range of employment opportunities in different departments like marketing, finance, HR, product

development, general management, administration, supervision, purchase, operations, sales and supply chain management. Thus, this sector improves the earning capacity of individuals by offering wide range of employment opportunities.

Importance of Packaging for FMCG Product

When buying a product, the first thing a person sees, touches and feels is its packaging. It is the consumer's first encounter with a product. For an undecided customer these sensations may make a difference in his decision to buy. The packaging is an important aspect of product planning.

From the company's point of view, the packaging must protect the product; give necessary information like price, ingredients, manufacturing details as mandated by law etc. From the retailers' point of view, it must be easy to stack/display, not tear or get damaged easily as no one will buy a product with torn/soiled wrapping. Besides these, consumers may look for extra features like freezer-safe packaging for food products.

Packaging must reflect everything that the brand represents, attract consumer attention immediately and inform how it adds value to his/her life. In the era of supermarkets, packaging must bear all information that a person may want to know, as staff may not be around.

Consumers' are attracted to packaging features such as easy to hold or dispense, those with airtight or leak proof caps, measured pouring while others may value eco-friendly or biodegradable packaging. Some prefer to bring home less plastic wrappings. Higher package features can mean a costlier product.

Objective of the study-

The basic objective of the study is to:

- To understand and analyze the dimensions customer satisfaction level for the packaging of the FMCG goods used in the city of Jodhpur.
- To ascertain the relevant dimensions of customer satisfaction for the perceptions of packaging attributes to purchase a particular product.
- To frame the strategy for the enhancement of customer satisfaction.

Research Methodology - The researcher contacted the respondents personally with well-prepared sequentially arranged questionnaire. The questionnaire prepared, was divided into two parts, of which part one was used to gather demographic details of the respondents using the hospital facilities of the Jodhpur city and the second was related to customer preferences for the various attributes of for the perceptions of the customers related to the packaging of the FMCG goods sold in Jodhpur.

Research Design

Demographic variables	Variables related to customer satisfaction for the packaging of FMCG used in Jodhpur
Age	Quality
Gender	Price
Education	Utility
Income	Colour
	Size
	Appeal
	Labelling
	Convince
	Recycling
	eco friendly
	Shape
	Protection
	Promotion
	Designs
	Gifts
	Hampers
	Attraction
	Innovation
	Creativity

Sampling Area - The study is conducted on the respondents i.e. the consumers using the FMCG goods distributed in the Jodhpur city.

Population

All the customers using the FMCG products in the Jodhpur city.

Sample size-The research focused on the participants who willingly wanted to complete the instruments in their entirety. Total 261 respondents filled the questionnaire.

Sampling Design-The sample was designed by the convenience based random sampling method.

Primary Data - Most of the data collected by the researcher was primary data through a structured questionnaire, which was operated on the samples of the respondents of the FMCG users in the city of Jodhpur

- a.) Demographic Characteristics- gender, age education and income the respondents.
- b.) Dimension of customer satisfaction for the perceptions related to the attributes of the packaging of the FMCG used in the city of Jodhpur.

Secondary data- The secondary information was collected from the published Sources such as Journals, Newspapers and Magazines and websites.

Research instruments - A summated rating scale format was used, with five choices per item ranging from "highly dissatisfied" to "highly satisfied ". In this all the questions were positively framed to study the impact of independent variable like age, gender education and income on the dependent variable which is t

he customer satisfaction for the perception related to the FMCG used in the city of Jodhpur.

Analysis of Data - All the data collected from the respondents was feeded and tabulated and the analysis was done through the software of SPSS version 16.

Research period - The research period of the study has from January 11, 2010 to December 12, 2010

Hypothesis

Null Hypothesis -H₀₁: There is no significant difference about perceptions of quality of packaging of FMCG goods and customer satisfaction amongst customers classified by age.

Alternative hypothesis H₀₁: There is a significant difference about perceptions quality of packaging of FMCG goods and customer satisfaction amongst customers classified by age

Null hypothesis H₀₂: There is no significant difference about the perceptions of quality of packaging of FMCG goods and customer

satisfaction amongst customers classified by gender.

Alternative hypothesis H₀₂: There is a significant difference about the perceptions of quality of packaging of FMCG goods and customer satisfaction amongst customers classified by gender.

Null hypothesis H₀₃: There is no significant difference about quality of packaging of FMCG goods and customer satisfaction amongst customers classified by education.

Alternative hypothesis H₀₃: There is a significant difference about the perceptions of quality of packaging of FMCG goods and customer satisfaction amongst customers classified by education...

Null hypothesis H₀₄: There is no significant difference about the perceptions of quality of packaging of FMCG goods and customer satisfaction amongst customers classified by income.

Alternative hypothesis H₀₄: There is a significant difference about the perceptions of quality of packaging of FMCG goods and customer satisfaction amongst customers classified by income.

Data Analysis

Part A-Descriptive Statistics

	N	Maximum	Mean	Std. Deviation
gender	261	2	1.53	.500
age	261	3	1.96	.803
education	261	3	1.69	.729
income	261	3	1.98	.820
quality	261	5	3.15	1.000
price	261	5	3.12	.943
utility	261	5	3.16	1.024
colour	261	5	3.06	.994
size	261	5	3.19	1.026
appeal	261	5	3.04	.989
labelling	261	5	3.10	1.048
convince	261	5	3.10	1.049
recycling	261	5	3.26	1.147
eco_friendly	261	5	3.26	1.280
shape	261	5	3.28	1.090
protection	261	5	3.35	1.006
promotion	261	5	3.28	.967
designs	261	5	3.51	1.036
gifts	261	5	3.46	1.013
hampers	261	5	3.58	1.055
attraction	261	5	3.50	1.101
innovation	261	5	3.51	1.201
creativity	261	5	3.16	1.195
total satisfaction	261	80	62.08	6.851
valid N (list wise)	261			

Part-B Inferential Statistics

1. ONEWAY Total Customer Satisfaction by Gender
Test of Homogeneity of Variances

total satisfaction			
Levene Statistic	df1	df2	Sig.
1.804	1	259	.180

The value for the sigma is more than 0.05, therefore the groups are homogenous

ANOVA

total satisfaction					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	503.199	1	503.199	11.139	.001
Within Groups	11700.111	259	45.174		
Total	12203.310	260			

The value of sigma is less than 0.05; therefore the groups are differing in their perceptions for customer satisfaction classified by gender

2. ONEWAY total satisfaction by age
Test of Homogeneity of Variances

total satisfaction			
Levene Statistic	df1	df2	Sig.
2.589	2	258	.077

The value for the sigma is more than 0.05, therefore the groups are homogenous

ANOVA

total satisfaction					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1228.224	2	614.112	14.436	.000
Within Groups	10975.087	258	42.539		
Total	12203.310	260			

The value of sigma is less than 0.05; therefore the groups are differing in their perceptions for customer satisfaction classified by age

Post Hoc Tests

Multiple Comparisons

total satisfaction Tukey HSD

(I) age	(J) age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
20-30	30-40	2.488*	.967	.029	.21	4.77
	above 40	5.417*	1.008	.000	3.04	7.79
30-40	20-30	-2.488*	.967	.029	-4.77	-.21
	above 40	2.928*	.998	.010	.58	5.28
above 40	20-30	-5.417*	1.008	.000	-7.79	-3.04
	30-40	-2.928*	.998	.010	-5.28	-.58

*. The mean difference is significant at the 0.05 level.

The age group of 40 is less satisfied as compare to the other groups

3. ONEWAY total satisfaction by education

Test of Homogeneity of Variances

total satisfaction			
Levene Statistic	df1	df2	Sig.
2.510	2	258	.083

The value for the sigma is more than 0.05, therefore the groups are homogenous

ANOVA

total satisfaction					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1250.419	2	625.210	14.727	.000
Within Groups	10952.891	258	42.453		
Total	12203.310	260			

The value of sigma is less than 0.05; therefore the groups are differing in their perceptions for customer satisfaction classified by education

Post Hoc Tests

Multiple Comparisons

total satisfaction

Tukey HSD

(I) education	(J) education	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
undergraduate	post graduate	-1.857	.885	.092	-3.94	.23
	others professionals	-6.366*	1.175	.000	-9.14	-3.60
post graduate	undergraduate	1.857	.885	.092	-.23	3.94
	others professionals	-4.509*	1.214	.001	-7.37	-1.65
others professionals	undergraduate	6.366*	1.175	.000	3.60	9.14
	post graduate	4.509*	1.214	.001	1.65	7.37

*. The mean difference is significant at the 0.05 level.

The undergraduate are more dissatisfied than the other groups

4. ONEWAY total satisfaction by income

Test of Homogeneity of Variances

total satisfaction			
Levene Statistic	df1	df2	Sig.
2.136	2	258	.120

The value for the sigma is more than 0.05, therefore the groups are homogenous

ANOVA

total satisfaction					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	657.441	2	328.720	7.345	.001
Within Groups	11545.870	258	44.751		
Total	12203.310	260			

The value of sigma is less than 0.05; therefore the groups are differing in their perceptions for customer satisfaction classified by income

Post Hoc Tests

Multiple Comparisons

total satisfaction

Tukey HSD

(I) income	(J) income	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
below 2 lacs	2-3 lacs	-3.170*	1.009	.005	-5.55	-.79
	above 3 lacs	-3.488*	1.012	.002	-5.87	-1.10
2-3 lacs	below 2 lacs	3.170*	1.009	.005	.79	5.55
	above 3 lacs	-.318	1.023	.948	-2.73	2.09
above 3 lacs	below 2 lacs	3.488*	1.012	.002	1.10	5.87
	2-3 lacs	.318	1.023	.948	-2.09	2.73

*. The mean difference is significant at the 0.05 level.

The group having below 2 lacs income is less dissatisfied

Results for the hypothesis testing

Hypothesis	Results
H ₀₁ : There is no significant difference about perceptions of quality of packaging of FMCG goods and customer satisfaction amongst customers classified by age.	Reject
H ₀₁ : There is a significant difference about perceptions of quality of packaging of FMCG goods and customer satisfaction amongst customers classified by age.	Accept
H ₀₂ : There is no significant difference about perceptions of quality of packaging of FMCG goods and customer satisfaction amongst customers classified by gender.	Reject
H ₀₂ : There is no significant difference about perceptions of quality of packaging of FMCG goods and customer satisfaction amongst customers classified by gender.	Accept
H ₀₃ : There is no significant difference about perceptions of quality of packaging of FMCG goods and customer satisfaction amongst customers classified by education.	Reject
H ₀₃ : There is no significant difference about perceptions of quality of packaging of FMCG goods and customer satisfaction amongst customers classified by education.	Accept
H ₀₄ : There is no significant difference about perceptions of quality of packaging of FMCG goods and customer satisfaction amongst customers classified by income.	Reject
H ₀₄ : There is no significant difference about perceptions of quality of packaging of FMCG goods and customer satisfaction amongst customers classified by income.	Accept

Means Procedure

Aim here is to find how total satisfaction varies in accordance to change in each dimension, linearly; both are scale variables dependent and independent variable.
STATISTICS ANOVA LINEARITY.

1. Total satisfaction * quality

ANOVA Table

	Sum of Squares	df	Mean Square	F	Sig.	
total satisfaction * quality	Between Groups (Combined)	1378.240	4	344.560	8.148	.000
	Linearity	1223.112	1	1223.112	28.925	.000
	Deviation from Linearity	155.128	3	51.709	1.223	.302
Within Groups	10825.070	256	42.285			
Total	12203.310	260				

Measures of Association

	R	R Squared	Eta	Eta Squared
total satisfaction * quality	.317	.100	.336	.113

There is a linear relationship between the Total customer satisfaction and quality of packaging as the value of sigma is less than 0.05

2. Total satisfaction * price

ANOVA Table

	Sum of Squares	df	Mean Square	F	Sig.	
total satisfaction * price	Between Groups (Combined)	1213.753	4	303.438	7.069	.000
	Linearity	1171.228	1	1171.228	27.284	.000
	Deviation from Linearity	42.525	3	14.175	.330	.804
Within Groups	10989.557	256	42.928			
Total	12203.310	260				

Measures of Association

	R	R Squared	Eta	Eta Squared
total satisfaction * price	.310	.096	.315	.099

There is a linear relationship between the Total customer satisfaction and price of packaging as the value of sigma is less than 0.05

3. Total satisfaction * utility

ANOVA Table

	Sum of Squares	df	Mean Square	F	Sig.	
total satisfaction * utility	Between Groups (Combined)	2726.176	4	681.544	18.410	.000
	Linearity	2699.049	1	2699.049	72.908	.000
	Deviation from Linearity	27.126	3	9.042	.244	.865
Within Groups	9477.135	256	37.020			
Total	12203.310	260				

Measures of Association

	R	R Squared	Eta	Eta Squared
total satisfaction * utility	.470	.221	.473	.223

There is a linear relationship between the Total customer satisfaction and utility of packaging as the value of sigma is less than 0.05

4. Total satisfaction * color

ANOVA Table

	Sum of Squares	df	Mean Square	F	Sig.	
total satisfaction * color	Between Groups (Combined)	2203.178	4	550.794	14.100	.000
	Linearity	2157.804	1	2157.804	55.239	.000
	Deviation from Linearity	45.374	3	15.125	.387	.762
Within Groups	10000.132	256	39.063			
Total	12203.310	260				

Measures of Association

	R	R Squared	Eta	Eta Squared
total satisfaction * color	.421	.177	.425	.181

There is a linear relationship between the Total customer satisfaction and color of packaging as the value of sigma is less than 0.05

5. Total satisfaction * size

ANOVA Table

	Sum of Squares	df	Mean Square	F	Sig.	
total satisfaction * size	Between Groups (Combined)	2103.811	4	525.953	13.332	.000
	Linearity	1857.011	1	1857.011	47.071	.000
	Deviation from Linearity	246.801	3	82.267	2.085	.103
Within Groups	10099.499	256	39.451			
Total	12203.310	260				

Measures of Association

	R	R Squared	Eta	Eta Squared
total satisfaction * size	.390	.152	.415	.172

There is a linear relationship between the Total customer satisfaction and size of packaging as the value of sigma is less than 0.05

6. Total satisfaction * appeal
ANOVA Table

	Sum of Squares	df	Mean Square	F	Sig.	
total satisfaction * appeal	Between Groups	742.174	4	185.543	4.144	.003
	Linearity	706.671	1	706.671	15.784	.000
	Deviation from Linearity	35.503	3	11.834	.264	.851
Within Groups	11461.136	256	44.770			
Total	12203.310	260				

Measures of Association

	R	R Squared	Eta	Eta Squared
total satisfaction * appeal	.241	.058	.247	.061

There is a linear relationship between the Total customer satisfaction and appeal of packaging as the value of sigma is less than 0.05

7. Total satisfaction * labeling

ANOVA Table

	Sum of Squares	df	Mean Square	F	Sig.	
total satisfaction * labeling	Between Groups	1484.396	4	371.099	8.863	.000
	Linearity	1307.623	1	1307.623	31.230	.000
	Deviation from Linearity	176.773	3	58.924	1.407	.241
Within Groups	10718.914	256	41.871			
Total	12203.310	260				

Measures of Association

	R	R Squared	Eta	Eta Squared
total satisfaction * labeling	.327	.107	.349	.122

There is a linear relationship between the Total customer satisfaction and labeling of packaging as the value of sigma is less than 0.05

8. Total satisfaction * connivance

ANOVA Table

	Sum of Squares	df	Mean Square	F	Sig.	
total satisfaction * connivance	Between Groups	1661.463	4	415.366	10.087	.000
	Linearity	1364.081	1	1364.081	33.126	.000
	Deviation from Linearity	297.381	3	99.127	2.407	.068
Within Groups	10541.848	256	41.179			
Total	12203.310	260				

Measures of Association

	R	R Squared	Eta	Eta Squared
total satisfaction * connivance	.334	.112	.369	.136

There is a linear relationship between the Total customer satisfaction and connivance of packaging as the value of sigma is less than 0.05

9. Total satisfaction * recycling

ANOVA Table

	Sum of Squares	df	Mean Square	F	Sig.	
total satisfaction * recycling	Between Groups	1407.402	4	351.850	8.343	.000
	Linearity	1317.478	1	1317.478	31.241	.000
	Deviation from Linearity	89.924	3	29.975	.711	.546
Within Groups	10795.909	256	42.172			
Total	12203.310	260				

Measures of Association

	R	R Squared	Eta	Eta Squared
total satisfaction * recycling	.329	.108	.340	.115

There is a linear relationship between the Total customer satisfaction and recycling of packaging as the value of sigma is less than 0.05

10. Total satisfaction * eco_friendly

ANOVA Table

	Sum of Squares	df	Mean Square	F	Sig.	
total satisfaction * eco_friendly	Between Groups	1445.920	4	361.480	8.602	.000
	Linearity	1353.287	1	1353.287	32.205	.000
	Deviation from Linearity	92.633	3	30.878	.735	.532
Within Groups	10757.390	256	42.021			
Total	12203.310	260				

Measures of Association

	R	R Squared	Eta	Eta Squared
total satisfaction * eco_friendly	.333	.111	.344	.118

There is a linear relationship between the Total customer satisfaction and eco - friendly packaging as the value of sigma is less than 0.05

11. Total satisfaction * shape

ANOVA Table

	Sum of Squares	df	Mean Square	F	Sig.	
total satisfaction * shape	Between Groups	1914.836	4	478.709	11.911	.000
	Linearity	1757.939	1	1757.939	43.741	.000
	Deviation from Linearity	156.897	3	52.299	1.301	.274
Within Groups	10288.474	256	40.189			
Total	12203.310	260				

Measures of Association

	R	R Squared	Eta	Eta Squared
total satisfaction * shape	.380	.144	.396	.157

There is a linear relationship between the Total customer satisfaction and shape of packaging as the value of sigma is less than 0.05

12. Total satisfaction * protection
ANOVA Table

	Sum of Squares	df	Mean Square	F	Sig.	
total satisfaction * protection	Between Groups (Combined)	1675.331	4	418.833	10.184	.000
	Linearity	1549.385	1	1549.385	37.675	.000
	Deviation from Linearity	125.946	3	41.982	1.021	.384
Within Groups	10527.979	256	41.125			
Total	12203.310	260				

Measures of Association

	R	R Squared	Eta	Eta Squared
total satisfaction * protection	.356	.127	.371	.137

There is a linear relationship between the Total customer satisfaction and protection of packaging as the value of sigma is less than 0.05

13. Total satisfaction * promotion

ANOVA Table

	Sum of Squares	df	Mean Square	F	Sig.	
total satisfaction * promotion	Between Groups (Combined)	2129.099	4	532.275	13.526	.000
	Linearity	1976.440	1	1976.440	50.224	.000
	Deviation from Linearity	152.659	3	50.886	1.293	.277
Within Groups	10074.212	256	39.352			
Total	12203.310	260				

Measures of Association

	R	R Squared	Eta	Eta Squared
total satisfaction * promotion	.402	.162	.418	.174

There is a linear relationship between the Total customer satisfaction and promotion through packaging as the value of sigma is less than 0.05

14. Total satisfaction * designs

ANOVA Table

	Sum of Squares	df	Mean Square	F	Sig.	
total satisfaction * designs	Between Groups (Combined)	1799.570	4	449.892	11.070	.000
	Linearity	1391.351	1	1391.351	34.236	.000
	Deviation from Linearity	408.219	3	136.073	3.348	.020
Within Groups	10403.740	256	40.640			
Total	12203.310	260				

Measures of Association

	R	R Squared	Eta	Eta Squared
total satisfaction * designs	.338	.114	.384	.147

There is a linear relationship between the Total customer satisfaction and designs of packaging as the value of sigma is less than 0.05

15. Total satisfaction * gifts
ANOVA Table

	Sum of Squares	df	Mean Square	F	Sig.	
total satisfaction * gifts	Between Groups (Combined)	2138.791	4	534.698	13.601	.000
	Linearity	2103.365	1	2103.365	53.501	.000
	Deviation from Linearity	35.425	3	11.808	.300	.825
Within Groups	10064.520	256	39.315			
Total	12203.310	260				

Measures of Association

	R	R Squared	Eta	Eta Squared
total satisfaction * gifts	.415	.172	.419	.175

There is a linear relationship between the Total customer satisfaction and gifts through packaging as the value of sigma is less than 0.05

16. Total satisfaction * hampers
ANOVA Table

	Sum of Squares	df	Mean Square	F	Sig.	
total satisfaction * hampers	Between Groups (Combined)	967.089	4	241.772	5.508	.000
	Linearity	876.486	1	876.486	19.969	.000
	Deviation from Linearity	90.603	3	30.201	.688	.560
Within Groups	11236.221	256	43.891			
Total	12203.310	260				

Measures of Association

	R	R Squared	Eta	Eta Squared
total satisfaction * hampers	.268	.072	.282	.079

There is a linear relationship between the Total customer satisfaction and hampers in packaging as the value of sigma is less than 0.05

17. Total satisfaction * attraction
ANOVA Table

	Sum of Squares	df	Mean Square	F	Sig.	
total satisfaction * attraction	Between Groups (Combined)	953.962	4	238.491	5.427	.000
	Linearity	906.373	1	906.373	20.626	.000
	Deviation from Linearity	47.589	3	15.863	.361	.781
Within Groups	11249.348	256	43.943			
Total	12203.310	260				

Measures of Association

	R	R Squared	Eta	Eta Squared
total satisfaction * attraction	.273	.074	.280	.078

There is a linear relationship between the Total customer satisfaction and attraction of packaging as the value of sigma is less than 0.05

18. Total satisfaction * innovation
ANOVA Table

	Sum of Squares	df	Mean Square	F	Sig.	
total satisfaction * innovation	Between Groups (Combined)	981.782	4	245.445	5.599	.000
	Linearity	882.052	1	882.052	20.123	.000
	Deviation from Linearity	99.730	3	33.243	.758	.518
Within Groups	11221.529	256	43.834			
Total	12203.310	260				

Measures of Association

	R	R Squared	Eta	Eta Squared
total satisfaction * innovation	.269	.072	.284	.080

There is a linear relationship between the Total customer satisfaction and innovation of packaging as the value of sigma is less than 0.05

19. Total satisfaction * creativity

ANOVA Table

		Sum of Squares	df	Mean Square	F	Sig.
total satisfaction * creativity	Between Groups	1316.049	4	329.012	7.736	.000
	Linearity	1164.916	1	1164.916	27.392	.000
	Deviation from Linearity	151.133	3	50.378	1.185	.316
	Within Groups	10887.261	256	42.528		
	Total	12203.310	260			

Measures of Association

	R	R Squared	Eta	Eta Squared
total satisfaction * creativity	.309	.095	.328	.108

There is a linear relationship between the Total customer satisfaction and creativity of packaging as the value of sigma is less than 0.05

Test for linearity by ANOVA between total satisfaction and	Type of relationship
1. quality	Linear relationship
2. price	Linear relationship
3. utility	Linear relationship
4. color	Linear relationship
5. size	Linear relationship
6. appeal	Linear relationship
7. labeling	Linear relationship
8. connivance	Linear relationship
9. recycling	Linear relationship
10. eco_friendly	Linear relationship
11. shape	Linear relationship
12. protection	Linear relationship
13. promotion	Linear relationship
14. designs	Linear relationship
15. gifts	Linear relationship
16. hampers	Linear relationship
17. attraction	Linear relationship
18. innovation	Linear relationship
19. creativity	Linear relationship

t -TEST One-Sample Test

	Test Value = 3.16					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
quality	-.109	260	.913	-.007	-.13	.12
price	-.706	260	.481	-.041	-.16	.07
utility	-.046	260	.963	-.003	-.13	.12
color	-1.604	260	.110	-.099	-.22	.02
size	.437	260	.663	.028	-.10	.15
appeal	-1.924	260	.055	-.118	-.24	.00
labeling	-.931	260	.353	-.060	-.19	.07
connivance	-.871	260	.385	-.057	-.18	.07
recycling	1.416	260	.158	.101	-.04	.24
eco_friendly	1.268	260	.206	.101	-.06	.26
shape	1.830	260	.068	.124	.00	.26
protection	3.029	260	.003	.189	.07	.31
promotion	2.064	260	.040	.124	.01	.24
designs	5.450	260	.000	.350	.22	.48
gifts	4.841	260	.000	.304	.18	.43
hampers	6.406	260	.000	.419	.29	.55
attraction	4.960	260	.000	.338	.20	.47
innovation	4.701	260	.000	.350	.20	.50
creativity	.012	260	.990	.001	-.14	.15

The t-test shows that the factors with negative value like quality, price, color, appeal, conveyance and labeling need to be given attention and the enhancement of the orientation of these factors would increase the customer satisfaction of the perceptions of quality of packaging of FMCG goods sold in the city of Jodhpur.

Findings

Package could be treated as one of most valuable tool in today's marketing communications, necessitating more detail analysis of its elements and an impact of those elements on consumers buying behavior. The attributes related to the

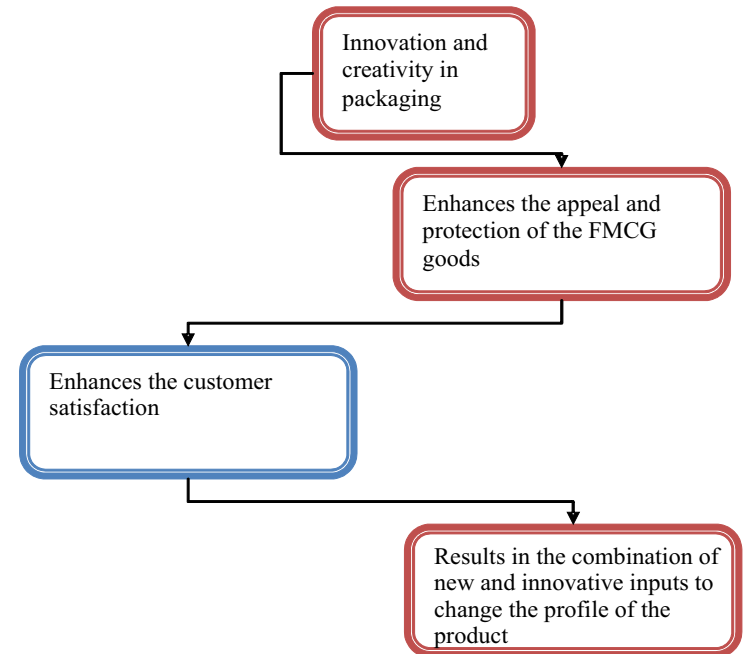
packaging put an impact on the customer satisfaction. The attributes of the packaging are linearly related to the total satisfaction making the impact valuable for the customers and the marketers. All these elements contribute each important effort to catch consumers' attention and interest. Besides each element's single function, we think that a good combination of those elements may let the product more eye-catching and attractive. In preserved products long lasting packaging is most important.

The strategic inputs for increasing the appeal of the packaging for the FMCG:

Packaging gives the appeal and value to the product and their basic attraction increases because of the enhancement of the value of good in terms of enhancing the protection of the goods. The packaging material must have the parameters related to good colors and attractive labeling so as to increase the customer satisfaction.

- 1) The marketers should promote the value of the good through the enhancement of the protection of the good through the better packaging aids to create the utility and the packaging should be innovative and curative to increase the appeal value.
- 2) The quality in of the packaging material should satisfy the needs and expectations of customers. The technical and intangible aspects should be to given attention because they build the bond of trust and faith in the minds of the customers.
- 3) Innovation and creativity is important to create the trust and value to the customers because it enhances the attractions and enhances the customer association to the particular brand. The innovation and creativity has to build the better designs and shapes with greater utility to create the greater acceptance of the products in the market.
- 4) The customer satisfaction is by the maintenance of the quality of the protect and so it has to enhance the value and ethics to protecting the product quality as it is manufactured and it should no deteriorates because of the handling issues and the environmental impacts.

- 5) The product innovative creation with the designs so as to enhance the beauty and presentation of the product increases the customer faith and trust.
- 6) The model of innovation relates the ability of packaging to the creation and impact of packaging for the customer satisfaction which increase the brand loyalty of product in the market.



Innovative packaging to enhance the customer satisfaction

Conclusion

Packaging plays an important role in the marketing context. The right packaging can help a brand carve a unique position in the marketplace and in the minds on consumers. Packaging has a better reach than advertising does, and can set a brand apart from its competitors. It promotes and reinforces the purchase decision not only at the point of purchase, but also every time the product is used. Packaging in different serving sizes can extend a product into new target markets or help to overcome cost barriers...As the

market becomes more competitive and shelf space is at a premium, products need to be able to stand out from the crowd and packaging needs to provide more than just functional benefits and information. The consumers differ according to the age, gender, education and income for the perceptions of the satisfaction related to the packaging of the FMCG sold in the city of Jodhpur.

REFERENCES

1. Danger, E.P (1997) Selecting color for packaging, Hants, England. Gower technical Press
2. Bloch.P.J (1995) Seeking the ideal Form : Product Design and Consumer response, Journal of Marketing vol 59 Issue 3 pp 16-30
3. Meyers, H.M & Lubliner M>J (1998). The marketers guide to successful package design Chicago. NTC Business Books
4. Silayoi P. & Speece M (2004) Packaging and Purchase Decision, british Food Journal, vol 106, No -8 pp 607-628
5. Underwood R.L & Klien N.M (2002) packaging as brand communication. effects of product pictures on consumer responses to the package and Brand, Journal of marketing Theory and Practices vol 10 issue 4 pp 58-61
6. Madden T.J, Hewelt & Roth M.S (1999) managing Images in different cultures : A cross national Study of Color meanings and preferences, Journal of International Marketing, vol-8 pp 90-107
7. Berkowitz M (1987) the product shape as a design Innovation Strategy, Journal of Product Innovation, Management vol 4 pp 274-283
8. K Rita (2009), impact of package elements on consumer purchase, Kano technological universities, Lietuva, ekonomika ir vadyba.
9. Rundh, B. (2005). The multi-faceted dimension of packaging. British Food Journal, 107 (9), 670-684.
10. Silayoi, P., & Speece, M. (2004). Packaging and purchase decisions: An exploratory study on the impact of involvement level and time pressure. British Food Journal, 106 (8), 607-628.
11. Silayoi, P., & Speece, M. (2007) the importance of packaging attributes: a conjoint analysis approach. European Journal of Marketing, 41 (11/12), 1495-1517.
12. Underwood, R. L. (2003). The communicative power of product packaging: creating brand identity via lived and mediated experience. Journal of Marketing Theory and Practice, winter, 62-76.
13. Wells, L. E., Farley, H., & Armstrong, G. A. (2007). The importance of packaging design for own-label food brands. International Journal of Retail & Distribution Management, 35 (9), 677-690.

EMPLOYEE SATISFACTION AND SUGGESTION AWARD SCHEME (A CASE STUDY OF JK TYRE INDUSTRY, KANKROLI, RAJASTHAN)

Dr.S.P.S.Bhadu
Dr.M.L.Vasita

Abstract

Employee satisfaction is supremely important in an organization because it is what productivity depends on. If your employees are satisfied they would produce superior quality performance in optimal time and lead to growing profits. Satisfied employees are also more likely to be creative and innovative and come up with breakthroughs that allow a company to grow and change positively with time and changing market conditions.

The ability to adapt and improve key processes and outputs is a vital aspect of organizational success. Creativity and innovation have a significant role to play in ensuring this and employee suggestion schemes are one way of being able to obtain input and ideas from the people who work most closely at the customer or manufacturing/production interface. An employee suggestion award scheme can be described as a formalized mechanism, which encourages employees to contribute constructive ideas for improving the organisation in which they work. The overall aim of these schemes is to gather, analyze, and implement ideas in order to create results that have a positive impact on the business and /or deliver new value to customers.

In our view, the study of "employee satisfaction and suggestion award scheme" helps the company to maintain standards and increase productivity by motivating the employees. This study also focuses that in order to provide an opportunity for creative thinking among the employees and involve them to bring about improvement in day to day working through the application of their experience and knowledge, suggestion award scheme is introduced in the organization. This study also provide an additional forum for mutual co-operation, involvement and collective initiative in fostering production/productivity, improving quality, cost reduction and improving customer service, etc.

The study in hand is done with special reference to JK Tyre Industry, Kankroli, Rajasthan in order to understand the level of employee satisfaction and study & analyse suggestion award scheme in the organisation.

1. Preamble

Employees' satisfaction is a measure of how happy workers are deal with their job and working environment. Keeping morale high among workers can be of tremendous benefit to any company, as happy workers will be more likely to produce more, take fewer days off, and stay loyal to the company. There are many factors in improving or maintaining high employee satisfaction, which wise employers would do well to implement.

To measure employee satisfaction, many companies have mandatory surveys or face-to-face meetings with employees to gain information. Both of these tactics have pros & cons, and should be chosen carefully. Surveys are often anonymous, allowing workers more freedom to be honest without fear of repercussion. Interviews with company management can feel intimidating, but if done correctly can let the worker know that their voice has been heard and their concerns are addressed by those in charge. Surveys and meetings can truly get to the center of the data surrounding employee satisfaction, and can be great tools to identify specific problems leading to lowered morale.

Many experts believe that one of the best ways to maintain employee satisfaction is to make workers feel like part of a family or team. Holding office events, such as parties or group outings, can help build close bonds among workers. Many companies also

participate in team-building retreats that are designed to strengthen the working relationship of the employees in a non-work related setting. Camping trips, paintball wars and guided backpacking trips are versions of this type of team-building strategy, with which many employers have found successful.

The backbone of employee satisfaction is respect for workers and the job they perform. In every interaction with management, employees should be treated with courtesy and interest. An easy avenue for employees to discuss problems with upper management should be maintained and carefully monitored. Even if management cannot meet all the demands of employees, showing workers that they are being heard and putting honest dedication into compromising will often help to improve morale.

The primary task of a manager is that of maintaining an organization that functions effectively. To do so, he must see that his subordinates work effectively and produce result that is beneficial to the organization. Organizational goals can never be achieved without subordinate's willingness to put their best efforts. Here arises the problem of motivation. The mentally and technically capacity of work and willingness to work is two different things. A man can be physically fit to work but he may not be willing to work. Hence, the need of motivation arises.

Employee Satisfaction been given by foreign contributory which are more applicable to their industrial system in India, because of different social -economic conditions, those models are applicable with certain reservations. Thus, while adopting a motivational model, some important considerations should be kept in mind such as working environment, Incentives, Motivation.

Suggestion Award Scheme

Suggestion programs are extremely effective way to harness the creative ideas of the workforce. They provide a formal structure by which ideas are solicited from or offered by the workforce, a process by which subject matter or technical experts may appropriately evaluate the merits of the ideas, and a tool to improve the operations of an organization and reduce its costs.

A suggestion is a new idea or a proposal , implementation of which would bring about an improvement in the present system or working condition or functioning of the organization without

sacrificing quality and aesthetics of the product in addition to achieve the following :

- Saving in working time
- Material saving
- Saving in overall cost
- Improvement in quality
- Improvement safety
- Simplification of work practice, process and procedures, etc.

2. Research Methodology

Research methodology is a way to systematically solve the research problem. It is a science of studying how research is done scientifically. The following points are included in research methodology:

Research Design

The research design used for the research problem in hand is exploratory research which is also termed as formulative research.

Sample Design

The sample design adopted for the research problem in hand is convenience random sampling. The following points are also included in sample design for the purpose of the study:

- Sample Size
The sample size for the study was 100.
- Sampling Unit

The sample unit of the study included employees from different departments of JK Tyre Industry located at Kankroli, District-Rajsamand, Rajasthan.

Methods of Data Collection

For the study in hand, both the primary and secondary data collected. The sources of collecting both the data were as follows:

- Sources of Primary Data - The primary data for the study in hand collected from the Questionnaire, Observation and Informal interview methods.
- Source of Secondary Data -The secondary data for the study

collected from different sources files and reports of the company, technical and trade journals, articles, newspapers, magazines, internet, periodicals, books, reports and publication of associations etc.

Tools for Analysis of Data

Along with the usual statistical tools such as tables, percentages, bar graphs, charts, data response sheet used for analyzing the data which helped in arriving at sound conclusions.

Presentation of Data

The collected data arranged in tables to make the data presentable and more effective. The results derived shown with the help of tables, graphs and charts which has helped in easy and effective presentation and hence, effective inferences are drawn out.

3. Objectives of the Study

Keeping in view, the relevance of the study, following objectives have been identified:

- To study and analyze the suggestions of employees regarding their jobs through suggestion award schemes in the organisation.
- To study employees competency and job satisfaction.
- To study the level of satisfaction of the employees in J.K. Tyre Industry.
- To know the effects of employees satisfaction on executives, workers and economic development of the Industry.

4. Analysis and Interpretation of Data

The following course was taken during the investigation to study, analyze and evaluate the suggestion award scheme practiced in the J.K. Tyre, Kankroli, Rajasthan:

Table- 4.1
Experience wise distribution of employees

Experience (years)	No. of employees (f)	Percentage (%)
< 10	15	15
10 – 20	44	44
20 – 30	37	37
30 – 40	04	04
Total	100	100

The table- 4.1 focuses on the total experience of the respondent on different posts in organizations. The classification of experience is done in five classes, i.e., less than 10 years, 10-20 years, 20-30 years and 30-40 years.

The data exhibit that just 15 percent responding employees were possessing an experience of less than 10 years. Whereas 44 percent employees had an experience of 10-20 years. Besides it, 37 percent employees were having an experience of 20-30 years. Apart from it just 4 percent employees had an experience of 30-40 years.

Thus, a close analysis of the table brings out clearly that the highest proportion of respondents fall in the class of 10-20 years and 20-30 years. This clarifies that the opinion provided by the sample employees would be practical and correct. Hence the experience of their service provides a cushion for the validity of their views.

Table- 4.2
Age wise distribution of employees

Age (years)	No. of Respondent (f)	Percentage (%)
20 - 30	04	04
31- 40	31	31
41 – 50	43	43
51 – 60	22	22
Total	100	100

The table- 4.2 reveals the age wise distribution of employees covered in the survey. For the purpose of this distribution four

classes of age are made, i.e., 20-30 years, 31-40 years, 41-50 and 51-60 years.

As it is clear from the table that just 4 percent employees fall in the age group of 20-30 years. Whereas, 31 percent employees were from the age group of 31-40 years. Apart from it a major proportion of employees, i.e., 43 percent were from the age-group 41-50 years. While 22 percent employees have been accommodated in the category of 51-60 years.

Thus, an overall view of the table shows that in all the responses of 100 employees were taken, of them the highest proportion of employees were from the age group of 31-40 years and 41-50 years.

Table- 4.3
Education Qualification of employees

Qualification	No. of Respondent (f)	Percentage (%)
Sr. Secondary	15	15
Graduate	25	25
Post Graduate	51	51
Tech. Qualification	08	08
Others	01	01
Total	100	100

The sample of employees comprised of 100 sampling units. 15 percent have high school qualification; 25 percent of the employees are graduates; 51 percent are post graduates and 8 percent are having technical qualification.

Table-4.4
Response for suggestion award scheme in organization

Response	No. of Respondent (f)	Percentage (%)
Yes	100	100
No	00	Nil
Total	100	100

Table- 4.4 portrays the regularity of suggestion award scheme in the organization. The sample size of employees was 100. All of the employees responded positively. Hence, it can be concluded that the suggestion award scheme is regularly conducted owing to its contribution in the development of Human Resources.

Table- 4.5
Reasons behind adopting suggestion award scheme in organization

Purpose	No. of Respondent (f)	Percentage (%)
i) To provide an opportunity for creative thinking among the employees	54	25.83
ii) To recognize the positive contribution made by employees.	32	15.32
iii) To boost up the morale of the employees	41	19.61
iv) To estimate the capacities of the employees	22	10.53
v) To find out the deficiencies related to work	15	07.18
vi) To provide an additional forum for mutual cooperation, improving quality, cost reduction and improving customer services etc.	45	21.53

The table portrays the purpose of adoption of suggestion award scheme. To provide an opportunity for creative thinking among the employees is picked up by 25.83 percent of the employees. 21.53 percent of the employees stated to provide an additional forum for mutual cooperation, improving quality, cost reduction and improving customer services etc, whereas, 19.61percent to boost up the morale of the employees. 15.32 percent to recognize the positive contribution made by employees and 10.53 percent viewed to estimate the capacities of the employees. The table manifests that no single specific purpose is solved by the adoption of suggestion award scheme in an organization.

Table-4.6
Response for suggestion award scheme that it is develop a new way of innovative thing while performing job

Response	No. of Respondent (f)	Percentage (%)
Yes	87	87
No	13	13
Total	100	100

The sample size is 100. Out of it 87 percent responded give positive response that suggestion award scheme develop a new way of innovative thing while performing job; whereas, 13 percent give negative response for it.

Table-4.7

Responses that suggestion award scheme increase the amount of knowledge & skills in the employees

Response	No. of Respondent (f)	Percentage (%)
Yes	59	59
No	13	13
Up to certain extent	28	28
Total	100	100

The tabulated data shows that 59 percent of the respondent think that suggestion award scheme increase the amount of knowledge & skills in the employees; whereas, 28 percent respondent think upto certain extent. 13 percent respondent think that suggestion award scheme not increase the amount of knowledge & skills in the employees

Table- 4.8

Response that suggestion award scheme provides a bench for communication between top level management & lower level

Response	No. of Respondent (f)	Percentage (%)
Yes	48	48
No	26	26
Up to certain extent	26	26
Total	100	100

The table reveals that the suggestion award scheme provides a bench for communication between top level management & lower level. The tabulated data shows that 48 percent of the employees are responsive in positive whereas, 26 percent of the employees responded negatively. 26 percent of the employees say that the suggestion award scheme provides a bench for communication between top level management & lower level up to certain extent.

Table- 4.9

Response for areas or fields of suggestions under the suggestion award scheme

Areas/Fields	Not at all		Very less		Upto certain extent		Much		Completely	
	No (f)	Per (%)	No (f)	Per (%)	No. (f)	Per (%)	No. (f)	Per (%)	No. (f)	Per (%)
i) Working quality	02	2	12	12	48	48	32	32	06	06
ii) Working conditions	05	05	22	22	36	36	25	25	12	12
iii) Health facilities	10	10	16	16	22	22	38	38	14	14
iv) Proper allocation of work	11	11	13	13	58	58	15	15	03	03
v) Canteen facilities	00	00	16	16	22	22	35	35	27	27
vi) Improvement of social activities	07	07	18	18	37	37	24	24	14	14
vii) Incentive schemes	06	06	23	23	25	25	28	28	18	18
viii) Mutual cooperation	09	09	18	18	58	58	09	09	06	06
ix) Cost reduction	03	03	15	15	28	28	46	46	08	08
x) Travel concession	06	06	18	18	58	58	18	18	00	00
xi) Customer services	12	12	18	18	44	44	16	16	10	10
xii) Pension plan	09	09	25	25	49	49	13	13	04	04
xiii) Career planning	00	00	22	22	57	57	17	17	04	04

The table indicates towards the areas or fields of suggestions for suggestion award scheme they are : Working quality, Working conditions, Health facilities, Canteen facilities, Incentive schemes, Cost reduction, Travel concession, customer services, pension plan, Career planning etc. For "working quality", the response is : 'Not at all'- 2 percent; 'Very less' 12 percent, 'Upto certain extent' 48 percent; 'Much' 32 percent; 'Complete' 6 percent.

For the field, "working conditions" the responses cited are 5 percent, 'Not at all'; 22 percent, 'Very less', 'Upto certain extent', 36 percent; 'Much', 25 percent and 'Complete', 12 percent. For the area "Health facilities", 'Not at all', 'Very less', 'Upto certain extent', 'Much' and 'Complete' are responded by 10 percent, 16 percent, 22 percent, 38 percent, 14 percent respectively.

For "Canteen facilities", Nil percent, 16 percent, 22 percent, 35 percent and 27 percent are respectively documented for, Not at all, Very less, Upto certain extent, Much and Complete. For "Incentive schemes", 06 percent, 23 percent, 25 percent, 28 percent and 18 percent are respectively demarcated for, Not at all, Very less, Upto certain extent, Much and Complete.

For "Cost reduction", the responses is 3 percent, 15 percent, 28 percent, 46 percent, 08 percent are respectively labeled for, Not at all, Very less, Upto certain extent, Much and Complete. For "Customer services" the reply is 12 percent, 18 percent, 44 percent, 16 percent, 10 percent respectively for Not at all, Very less, Upto certain extent, Much and Complete.

For the area "Pension plan" 09 percent, 25 percent, 49percent, 13 percent and 04 percent respectively opted, Not at all, Very less, Upto certain extent, Much and Complete. In the field "Career planning" is responded by 00 percent, 22 percent, 57percent, 17 percent and 04 percent respectively for Not at all, Very less, Upto certain extent, Much and Complete.

It can be analysed from the table that in the organization employees prefer various areas or fields for suggestion under suggestion award scheme.

Table- 4.10

Response that an additive effect of suggestion award scheme on the development of the employees

Response	No. of Respondent (f)	Percentage (%)
Yes	76	76
No	11	11
Up to certain extent	13	13
Total	100	100

The tabulated data shows that 76 percent of the employees are responsive in positive and 11 percent of the employees responded negatively, whereas 13 percent respondent states that suggestion award scheme have an additive effect on the development of the employees.

Table-4.11

Response for satisfaction level of the employees for suggestion award scheme in their organization

Response for Satisfaction	No. of Respondent (f)	Percentage (%)
Yes	66	66
No	11	11
Up to certain extent	23	23
Total	100	100

Table-4.11 paints the level of satisfaction of the population regarding the suggestion award scheme. The sample size for employees is 100. Out of it, 11 percent of the employees are completely dissatisfied with the suggestion award scheme. 66 percent of the employees are satisfied; however satisfaction level is reached by 23 percent of the employees upto certain extent. Thus, it can be concluded that 2/3 of the population is satisfied with the present suggestion award scheme in the organization.

Table- 4.12

Response of employees with the evaluation of officer or supervisor who does the suggestion awards scheme

Response	No. of Respondent (f)	Percentage (%)
Yes	78	78
No	04	04
Up to certain extent	18	18
Total	100	100

The sample size is 100, out of which 78 percent sampling units marked 'Yes' at the same time only 04 percent of the employees said 'No' regarding the evaluation. By 18 percent hold the opinion that they are satisfied 'Upto certain extent'. It can be concluded that majority of the employees are satisfied with the officer who does suggestion award scheme.

5. Conclusion:

The study reviewed that the suggestion award scheme is a necessity for every organization. Whenever, we are talking about maximum utilization of resources and specially human resources then it helps to assess potentiality of human beings and through it, we can identify skills and knowledge of employees. This is necessary for proper motivation of human resource at work place.

Employee suggestion programs can offer any organization a distinct competitive advantage with their many benefits including cost savings, increased revenues, decreased waste, improved quality, safety, customer service, improved corporate culture, employee motivation and employee satisfaction.

The organization believes that the employee on the job knows the best and can contribute significantly towards its growth & prosperity by enthusiastically participating in management of the affairs of the organization.

The suggestion scheme is introduced: to stimulate creativity; to encourage employee participation; to recognize constructive ideas by personal rewards; to recognize Supervisors/Managers who motivate employees and implement the suggestions.

Many Suggestion Schemes invoke a multi-step process for evaluation and eventual granting of an award. First, the suggestion boxes are emptied (sometimes only once a month). Second, a Committee sifts and sorts for "realistic" submissions. Third, a Management Committee appraises the freshness, viability, cost savings or increased revenue from each suggestion. Fourth, someone in "Senior Management" decides upon the amount of reward to be given to the appropriate staff members. And finally, an actual awarding of the "prize" is conducted.

6. Suggestions

The following suggestions can derived from the study of employee satisfaction and suggestion award scheme of the Organization chosen for the study:

- At the launch of the scheme-the purpose, details and advantages should be spelled out to them orally and then followed up with a written document.

- An attractive notice or poster, briefly summarising the essential features of the scheme and designed to draw attention to it, should be placed on notice boards in the branches.
- A suggestion Committee should be selected on the basis of their technical and managerial knowledge to appraise and rate the suggestions fairly and accurately.
- The suggestions should be evaluated on a regular basis, i.e. bi-monthly. It is essential that suggestions should be dealt with promptly, so that staff may be assured of the sincere desire of management to receive and evaluate suggestions.
- Regardless of its value, every suggestion should be acknowledged promptly and as soon as possible the employee who made the suggestion should be advised of the outcome thereof, by personal interview or letter. This will prevent staff from losing interest in the scheme.
- Any usable suggestion should result in some definite recognition to the employee concerned, ranging from: Honourable mention, or letter of appreciation to a maximum cash award.
- In order to ensure impartiality on the part of the members of the committee it is desirable that the person who comes with the idea's identity be unknown to them to prevent bias.
- Every suggestion that is adopted should be noted on the staff member's service record for consideration when the question of promotion arises.
- The Suggestion Scheme could also be viewed as a complaints channel provided the Department head's authority is not undermined.

Overall, Employee suggestion programs can offer any organization a distinct competitive advantage with their many benefits including cost savings, increased revenues, decreased waste, improved quality, safety, customer service, improved corporate culture, employee motivation and employee satisfaction.

BIBLIOGRAPHY

BOOKS

- Ahmad, Sheb, New Dimensions in Human Resource Management, Discovery Publishing House, New Delhi, 2000.
- Ahuja, K.K., Personnel Management, Kalayani Publishers, New Delhi, 1998.
- Andrew F. Sikula, Personnel Administration and Human Resource Management, A Weley/Hamilton Publication, Canada, 1976.
- Arya P.P. and Tandon B.B., Human Resource Development, Deep and Deep Pub., New Delhi, 1998.
- Basotia G.R. and Sharma K.K., Research Methodology, Vishwa Pub., New Delhi, 1996.
- Bhagoliwal, T.N., Personnel Management and Industrial Relations, Sahitya Bhawan Publications, Agra, 2000.
- Chabbra T.N., Human Resource Management, Dhanpat Pub., New Delhi, 2001.
- Chakravarty, A.E., Corporate HRD, Crest Publishing House, New Delhi, 2002.
- Chatterjee, Bhaskar, Executive Guide To Human Resource Management, Excel Books, New Delhi, 1999.
- Daver, R.S., Personnel Management and Industrial Relations, Vikas Publishing House, Pvt. Ltd. New Delhi, 1999.
- Desseler, Gray, Human Resource Management, Prentice Hall of India Private Limited, New Delhi, 2000.
- Dharma,V.A., Human Relation and Organizational Behavior, Deep & Deep Publications, New Delhi, 1998.
- Dwivedi, R.S., Manpower Management, Prentice Hall of India Pvt. Ltd., Delhi, 1984.
- Flippo E. B, Personnel Management, Mc Graw Hill International Editions, Singapore, 1984.
- French & Bell, Organizational Development, Prentice Hall of India Pvt. Ltd, New Delhi, 1998.
- Hunt, Ligel, How to Conduct Staff Appraisals, Jaico Publishing House, Mumbai, 2001.
- Kothari C.R., Research Methodology, Wishwa Pub., New Delhi, 1996.

Maheshwari, B.C. and Sinha, D.P. (Ed.), Management of Change through Human Development, Tata McGraw Hill, New Delhi, 1991.

Mamoria, C.B., Personnel Management, Himalaya Publishing House, Mumbai 1999.

Michael V. P., Research Methodology in Management, Himalaya Publishing House, Mumbai, 1985

Pareek, Udai and Rao, T.V., Designing and Managing Human Resource System, Oxford & IBH Publishing Co. Pvt. Ltd., New Delhi, 1999.

Ramaswamy, E.A., Workers Consciousness and Trade Union Response, Oxford University Press, New Delhi, 1988.

Rao P. Subba, Human aspects of Management, Himalaya Publishing House, Mumbai, 1995.

Rao T. V, Nair M. R. R., Excellence through HRD, Tata Mc Graw Hill, New Delhi, 1998.

Rao T.V., Verma K. K., Khandelwal A.K., Abraham S. J., Alternative Approaches And Strategies of HRD, Rawat Pub., Jaipur, 1988.

Rao, T.V., The HRD Missionary, Oxford & IBM Publishing Co. Pvt. Ltd., 1995.

Ravishankar S., Mishra R., Sharma M., HRD in a Changing Environment, Dhruv and Deep Book Pub., Mumbai, 1988.

Saravanavel P., Research Methodology, Kitab Mahal Pub., Allahabad, 2001.

Sharma K. R, Research Methodology, National Publishing House, New Delhi, 2002.

Tripathi P. C., Human Resource Development, Sultan Chand & Sons, New Delhi, 1999. Chand & Sons, New Delhi, 1999.

OFFICIAL MANUALS AND REPORTS

J.K. Tyre Brochure and Management cadre induction guide.

JK news letter

JK industries brochure & leaflets.

INTERNET SITES

www.google.com

www.humancapital.com

www.humanlinks.com

www.wisegeet.com

www.managementparadise.com

Managerial Leadership: Lessons from Indian Scriptures*

Dr J K Sharma

Leader Behavior of Managers

Indian scriptures are a great source to draw lessons for the practice of management and leadership in organizational settings. This paper makes a small attempt to present before the distinguished gathering of world audience in this international symposium being held in the sultanate of Oman, the basic tenets and practical wisdom to be used by our leader-managers of today's modern organizations to be more effective and successful in their own settings.

Modern organizations seek leader-managers to ensure effectiveness and efficiency for their survival. Managers with better leadership skills are most preferred by them. Managers simply carry out their position responsibility while leaders produce useful change with a vision and a proper direction using their diagnostic abilities. Though management and leadership are culture-bound, their core principles to lead and manage large organizations remain the same within the culture and climate of their relevant locations.

*Originally accepted in an international symposium held in the Sultanate of oman on 21-22 Feb. 2010. Reproduced/published with permission for the native audience.

A chief executive of any organization is not powerful, he or she is responsible. As prime minister one is not powerful, one is responsible. This orientation has to be practiced with complete honesty to produce desired results.

Originally accepted in an international symposium held in the Sultanate of Oman on 21-22 Feb 2010. Reproduced/published with permission for the native audience.

High moral character is needed to be exhibited by all such people at the helm of affairs. A mental revolution is required. All great leaders throughout the world have always exhibited such traits to remain alive in the world history simply because of their valuable contribution to mankind. Mahatma Gandhi, Mother Teresa, Nelson Mandela are few examples of such people. The job of a leader is not to orate, but to deliver the goods. As leader-managers in organizational settings, managers have to deliver goods for survival and growth.

Glory and the Indian Mindset

"Let Noble thoughts come to us from every side" (Rig-Veda) has been the practiced belief of India over the centuries. This is the reason it has remained culturally unbroken even after foreign rule of twelve hundred years. The whole world knows that Mahatma Gandhi threw the mighty British Empire by following the principles of Truth and non-violence. Even today "Let the truth prevail" is an officially accepted phrase written on state symbol.

A delegation of engineers and technocrats from India was sent to Czechoslovakia to acquire specific skills in engineering and technology in the year 1970. In the usual inaugural session of the training programme, a member of Indian delegation said, "We have come here to learn your culture and technology". A native delegate in the audience got up and corrected the Indian speaker by saying "sir, you have come here to learn technology, we will learn culture from you." That is the respect and glory India has in the minds of people all over the world.

Mr V Krishnamurti, former chairman of the Indian public sector giant Steel Authority of India Ltd. (SAIL) was once interviewed after his retirement from a wonderful service career as a business executive. He was asked to tell about his single most

important achievement during his brilliant career as a business executive. Krishnamurti replied: "my twenty four subordinates are now working as CEOs of various organizations, this is my achievement." It is one of the best examples of effective and successful managerial leadership. Developing one's coworkers to their fullest capabilities is a primary duty of all modern managers acting as leaders in their respective organizational settings.

"Not a file on the table, not a penny in the bank". This was the condition when Lal Bahadur Shastri, former Prime Minister of India, died. And the installments of his car loan were being paid by his widow wife from the monthly pension she was receiving. Modern organizations need leaders like Shastriji who was an embodiment of righteous conduct both in his private and public life. He was a true leader-manager of the country. Managerial leadership needs transparency in the actual practice to be exhibited by modern-day managers. Lal Bahadur Shastri was a true India who had the divine privilege to correctly lead a country as prime minister wherein Dharmaacharan (righteous conduct) has been the essence of everyday life of its citizens for centuries.

Lessons for Leader-Managers

The two great India epics of Ramayana and Mahabharata are well known to the world. Wonderful TV serials had already been made on them for the benefit of new age generation. In fact, Indian scriptures are so many in numbers making ocean of knowledge and wisdom. This paper concentrates on Ramayana and Mahabharata as to how modern managers and leaders could be benefited for stress-free practice of management and leadership by learning lessons from them for applying in real life situations.

"Ramayana" and "Mahabharata" are the two major scriptural documents or books for the benefit of mankind. Lord Ram is the hero of Ramayana and Lord Krishna is the hero of Mahabharata. Ram is an embodiment of high moral character whereas Krishna is the embodiment of wisdom and intelligence. Krishna is tactful as well as strategic in approach in dealing with situations. He advocates: 'If ends or goal are pure, your means could be impure' to achieve success. Whereas Ram believes "even the means should be pure to achieve pure ends-an idealist of highest order.

That is why Mahatma Gandhi dreamt of "Ram Rajya", (Rule of Ram) not "Krishna Rajya" (Rule of Krishna). Right solution of world problems lies in practicing idealism, in fact.

Ram Bharat ka Charitra hain aur Krishna Bharat ki Buddhi (Ram is India's character or conduct and Krishna is India's intelligence). Ram and Krishna both are rulers in the epic and their leadership styles were guided by moral principles based on truth with a purpose of establishing dharma. Krishna is viewed as leader-manager whereas Ram is viewed more as a leader whose exemplary conduct has no parallel in the world. Mahabharat has one lakh slokas (stanzas) written by Saint Ved Vyas. It has been acknowledged as the world's largest epic containing one lakh slokas. The famous Gita discourse given by lord Krishna is the part of epic Mahabharat itself.

Ram was about to be crowned as king of Ayodhya by father Dashrath and the whole public of Ayodhya was celebrating the happiest moment to see the Coronation of Ram as their new king in whom they had unshakable faith. However, overnight things were turned out to be different.

Obeying his father's decision and maintaining the legacy and tradition of his family of keeping one's promise at any cost, Ram along with his wife and brother Laxman left for exile next day for a long period of fourteen years without any malice. People crave for power and play all foul acts to have it; he left power happily with malice towards none. This is the lesson today's leaders should learn from Ram. The modern Principle of management of 'subordinating individual interests to general interest' was followed by Ram through out his life. Ram always kept human relations or family relations uppermost than any other thing. A culture of total faith in leadership was always exhibited by him. Ram's personal conduct was extraordinary and par excellence to be imbibed by all modern leader-managers. There was no difference in his saying and doing. This is always essential to win confidence and trust of people around you.

Both the epics of Ramayana and Mahabharata contain the story of two separate wars fought in different periods of time. The Ramayana, besides Ram's life and living, contain the narration of war between Ram and the mighty demon king Ravana who

abducted Ram's wife Sita to forcefully marry her. She was kept as captive in his own kingdom and finally refused to release her to Ram at any cost. In order to avoid war, Ram sent a message to Ravana that if he release Sita with all human dignities, he shall be forgiven by Ram. Unfortunately, on Ravana's refusal to release Sita, war became inevitable and the demon king was killed, not murdered.

Besides so many things, the epic Mahabharat contains the story of war between the two families of cousin brothers named Pandava and Kaurava. Pandavas were five sons of Paandu, and kauravas were hundred sons of Dhritrastra. Paandu and Dhritrastra were two real brothers. Paandu died very early and pandavas were rendered fatherless. They lived with their widow mother named Kunti. Yudhishtra, the eldest brother of paandavas, was an embodiment of dharma (righteousness) both in saying and doing. Dhritrastra was blind by birth and wicked in nature. He wanted his eldest son named Duryodhana to be the crown prince. From here things started getting worse day by day. The wicked Duryodhana refused to give his own brothers paandavs any place to live in and went further by saying that even a space of needle would not be given to paandavas or their living. Despite all good efforts to avoid a war between the brothers, it became inevitable.

In Mahabharat, lord Krishna was a heroic leader though he just played a role of friend philosopher, and guide. He had no official position of authority while counseling paandavas. The famous Gita discourse was given to Arjuna in the battlefield itself by which Arjuna was made o believe that war is to be fought even killing his own people including his own teacher Dronacharya from whom he learnt the art and skill of archery. Krishna was a motivator par excellence. When war was imminent, everything had to be done to win the war. That is the job of a true leader.

Before the declaration of war, both Arjuna and Duryodhana went to seek help from Krishna. Krishna agreed and offered to help both the Seekers. Krishna offered two separate options to be accepted by each of them. Krishna was sleeping Arjuna sat and waited at his feet side whereas Duryodhana sat at his head side despite reaching earlier than Arjuna. When Krishna opened his eyes he first saw Arjuna and therefore he gave the first right to

exercise the given option. One option was that Krishna offered himself as an individual without military and also with a condition that he will not fight for war. He is available all alone. The other option to be exercised by the seekers was that he will give his entire military support excluding himself. As Arjuna was asked to exercise his option first, he sought Krishna himself without military support. Duryodhana was very happy to take military support without Krishna. So Krishna was with the paandavas and he decided to become Saarthi (driver) of Arjuna to drive his chariot during the entire war period. Paadavas won the war under Krishna's leadership and that was the magic and power of Krishna's effective leadership.

Krishna was tactful in his approach and strategic in goal achievement. He never allowed strategic failure to take place over tactical victory. Modern leader-managers must learn this from Krishna's leadership styles. Krishna allows use of foul means to achieve pure and righteous goals. Once Krishna was invited to be the Royal Guest accepting royal hospitality hosted by Duryodhana. He decided and preferred to stay with an ordinary employee living in ordinary house and had his normal food offered with full of love and emotions. Effective leaders are always down to earth. They believe no work is superior and no work is inferior. Also, no person is inferior and no person is superior. In another event of a gathering of highly distinguished people to perform a grand ritual, Krishna practically worked as a servant. Here comes the concept of servant leadership.

Concluding Observations:

Leadership role of managers have become much more important in modern organizations now operating globally with diverse workforce. The new realities and new challenges with highly volatile and competitive business environment pose greater responsibility on modern-day managers. The new concepts of servant leadership, ethical leadership, and organizational justice theory have been created by modern researchers simply because they are of course needed as to how managerial leadership should be carried out.

Leaders do difficult things immediately; they take little time to do impossible things. Leaders have vision whereas managers

have mission. Leaders produce useful change, managers simply carry out their position responsibilities. Managers are doers, not philosophers. Leaders are thinkers, philosophers and also doers. Managers focus on efficiency, Leaders focus on effectiveness. Leaders lead by example, managers lead by authority. There is no leadership without follower ship. Leaders create confidence and commitment to achieve the desired goals.

Winston Churchill, the then British Prime Minister was a hero of World War II. He, however, lost the civil election after the war was over. When asked, he said "probably I am wanted in a war situation". Results differ because situations differ. Therefore, Situational Leadership Theory is accepted by all. War and peace co-exist. Both are perhaps two sides of the same coin and are necessary for natural laws to work naturally. Dharma (Righteousness) And Ahimsa (Non-violence) are the basic goals of human conduct and behaviour India has always taught to the world. India has never attacked any country; it has always defended itself as we believe in peaceful coexistence and universal brotherhood.

GENDER DIFFERENCE AND SIMILARITIES IN THE LEADERSHIP STYLES AND BEHAVIOR: A CASE STUDY ON ACADEMICIANS

**Dr. Amit Sharma
Nidhi Vadhera**

Abstract

Purpose: This study focuses on gender differences and similarities in leadership styles and behavior.

Design/Methodology: A total of 71 leaders were asked to indicate their leadership effectiveness as well as their task/people oriented style of leadership. Hypotheses were examined using Chi-Square and Z-Test.

Findings: We found that leadership styles of both males and females show similarity.

Research Limitation: While taking different sample size, the result may vary; we have taken sample of academicians, but if we had taken from some other organization then the result may come in other way.

Direction for Future Research: The study result exhibit that there is association between effectiveness and task oriented leader. This is the direction for the further researchers to find out the degree of association between these two variables and further research may be done while taking large samples from different organization setting to describe this result in more detail.

Originality: Regarding the responsibilities to enable women to be valued for leadership qualities, organizations could provide opportunities for women to contribute and excel in using their leadership potential in management.

Keywords: Leadership, gender, leadership effectiveness

Introduction

There is an increasing interest in the study of gender differences in leadership styles. A number of authors have noted that women are making a significant impact on national economies through their participation in organizations and their ownership of businesses. They have noted that the accelerate in the number of women taking up significant roles in society is likely to continue into twenty first century (Davidhizar and Carmer , 2000; Stanford et al ;1995 Valentine and Godkin ; 2000). It is a known fact that men and women really differ in a variety of aspects. Both of them have different physiques, mental approach, behavior, physical appearance, etc. as compared to each other. Having such great differences, still they have to interact with each other in their personal, social, and professional life, and they are successfully handling this interaction. They are more social, and have ability to understand and manage differences. Despite of a lot of different characteristics, men and women are still called as “two wheels of life”. It means that both of them are vital elements of world's life. It means if two people differ in characteristics, their tendencies will also be different. Leadership of modern organization needs to be non coercive, based on team work and adept at building relationships (Colwill and Townsend , 1999 Hirschhorn and Gilmore 1992, Kolb 1999 Moss and Jensrud 1995) and this is the very style of leadership naturally employed by women in senior management position worldwide (Gardiner and Tiggennan 1999 Alimo-Metcalf 1995). By contract it seems that the common perception is that management is male. How gender and managerial level interact to influence men's and women's accuracy in evaluating their own leadership is explored, along with implication for women in management and organizational feedback processes. Taking that fact of men and women starting their careers with the same level of intelligence, education and commitment but comparatively few women reaching the top as a challenge. And it is also important to note that leadership roles

may have a strong influence on behavior which leads to the fact that gender differences within the same leadership roles may be present but small.

Some studies suggest that men and women actually adopt different leadership styles. Male gender qualities characterized as aggressive, independent, objective, logical, rational, analytical, decisive, confident, assertive, ambitious, opportunistic and impersonal are distinguished from female gender qualities described as emotional, sensitive, expressive, cooperative, intuitive, warm, tactful respective to ideas, talkative, gentle, empathetic and submissive (Park ; 1996 , Osland et al 1998). Female leaders emphasized the team approach more than men and where regarded as more people oriented than their male counterpart while male leaders were considered more paternalistic and authoritarian than female leaders. Schein (1973, 1975) found that male and female middle managers perceived managers to have the following characteristics Leadership ability, Competitiveness, Self-confidence, Objectivity, and Aggressiveness. Both men and women regarded intuition, helpfulness, humanitarian values and awareness of others' feelings as characteristics of managers that were stronger in women than in men. The notion of male and female qualities facilitate the argument that male gender qualities are oriented towards the more impersonal, task oriented or transactional approach to leadership while female gender qualities tend towards a mere nurturing , relationship oriented style of leadership that underlies the transactional leadership approach. Helgesin (1990) for example argues that women central involvement in managing household, raising children and juggling careers gives them a capacity for prioritization in a leadership roles than men typically do not possess . Also, female leaders might have difficulties being accepted in organizational practice and are at risk of receiving less professional respect from their followers than male leaders (Wolfram et al., 2007). A genetic attributes for example, dominant, independent, and competitive are more strongly ascribed to men than to women. On the other hand, communal attributes such as helpful, sympathetic, and interpersonally sensitive are ascribed more strongly to women than men. Female leaders seem to possess (and to show) more attributes that evoke among their followers feelings of respect and pride in working with them than do their male counterparts. Also,

they show more optimism concerning future goals and take the goals of their co-workers more strongly into consideration. Women seem to give their co-workers more rewards for good performance than men. Thus, there seems to be a greater incongruence between the female gender role and the typical leader role than is the case for the male gender role. However, while males and females described themselves as similarly competent as regards task and person orientation, female executives emphasized the importance of person-oriented characteristics for themselves as leaders.

To investigate leadership style and leadership effectiveness of female and male leaders and to find out who is more effective between them, we are using two theories to measure leadership effectiveness we are using Situational Leadership Model developed by Paul Hersey and K Blanchard and to measure Leadership concern either for people or for production we are using Managerial Grid Theory propound by Blake and Mouton in this article.

The leadership theory was developed by Blake and Mouton. They proposed a managerial grid based on the style “concern for people” and “concern for production” which essentially represents the Ohio State dimension of consideration and initiating structure or the Michigan dimensions of employee oriented and production oriented. The grid has 9 possible positions along each axis, creating 81 different positions in which the leader's style may fall. The grid does not show results produced but, rather, the dominating factors in a leader are thinking in regard to getting results. Based on the findings of Blake and Mouton, managers were found to perform best under a 9, 9 style, as contrasted, for example, with a 9,1(authority type) or 1,9 (laissez faire type) style. Unfortunately, the grid offers a better framework for conceptualizing leadership style than for presenting any tangible new information in clarifying the leadership quandary, because there is little substantive evidence to support the conclusion that a 5, 5 styles is most effective in all situation.

Paul Hersey and Ken Blanchard have developed a leadership model that has gained a strong following among management development specialist. This model called situational leadership theory (SLT) has been incorporated into leadership training programs at over 400 of the fortune 500 companies; and more than

1 million managers a year from a wide variety of organizations are being taught its basic element. Situational leadership is a contingency theory that focuses on the followers. Successful leadership is achieved by selecting the right leadership style, which Hersey and Blanchard argue is contingent on the level of followers 'readiness. Before we proceed, we should clarify two points: Why focus on the followers? And what do they mean by the term readiness? The emphasis on the followers in leadership effectiveness reflects the reality that it is the followers to except or reject the leader. Regardless of what the leader does, effectiveness depends on the action of his or her followers. This is an important dimension that has been over looked under emphasis in most leadership theories. The term readiness, as defined by Hersey and Blanchard, refers to extent to which people have the ability and willingness to accomplish a specific task. SLT essentially views the leadership follower as analogous to that between a parent and child just as parent needs to relinquish control as a child becomes more mature and responsible, so too should leaders. Hersey and Blanchard identify four specific leaders' behaviors from highly directive to highly laissez faire. The most effective behavior depends on followers' ability and motivation. So SLT says if a follower is unable and unwilling to do a task, the leader needs to give clear and specific directions ; if follower are unable and willing, the leader need to high task orientation to compensate for the followers' lack of ability and high relationship orientation to get the followers to “ buy into “ the leader's desires; if followers are able and unwilling, the leaders needs to use a supportive and participative style ; and if the employee is both able and willing, the leader does not need to do much. SLT has an intuitive appeal. It acknowledges the importance of followers and builds on the logic that leaders can compensate for ability and motivational and limitations in their followers.

Review of Literature

Several studies have been conducted on work place leadership effectiveness and leadership behavior initiatives. A brief review of some of the studies the work already done on the related aspects of the subject is assessed here.

Birgit Schyns and Karin Sanders's indicate no significant

difference in how followers rate their male and female leaders, although the follower rating for women leaders were higher than for men leaders. However, interestingly, female leaders rate themselves higher in transformational leadership.

Irene Hau-Siu Chow's Results from the present study showed that the perceived leadership among Hong Kong managers in the financial services and telecommunications industry favors attributes that include inspiring, performance orientation, decisive, visionary, integrity, administrative competent, diplomatic, collaborative, self-sacrificial and modesty. Females perceived leaders to be slightly more humane, more participative and higher on integrity, more team-oriented, and willing to make self-sacrifices. Males perceived leaders to be performance-oriented, more bureaucratic, status conscious, individualistic, autocratic, self-centered and malevolent, though no statistical difference was found in these gender-stereotypical attributes.

Martin and Collinson (2002, p. 255) suggested that in order to establish a new field of study gendered organizations there is a need to "strike out", to step away from the traditional field of organizational studies, risking the chance of becoming marginalized. "Striking out" they suggest would entail entering "uncharted territory, forge into the unknown, and take chances and risks". This would facilitate the development of a new field of knowledge, which incorporates unconventional theoretical and methodological innovations. For further development within the field of transformational leadership and gender to occur there seems to be a need to risk striking out conceptually, to dare think what has not yet been thought, and to navigate roads not yet taken. Anette Rohmann and Jens Rowold studies reveal sex differences concerning leadership style in different German organizational contexts. To sum up, the studies presented in this paper revealed that female managers when compared to male managers were described with the following behaviors: they manifested more behavior that instilled pride and respect for them, presented a more trustworthy and energetic role model for their followers, were stronger at communicating a vision, and showed more optimism and enthusiasm. Moreover, women were perceived as encouraging a questioning of established ways of solving problems more so than their male counterparts. In all four

samples, female leaders were described as being better at understanding the needs and abilities of each follower and responding to individual needs. In line with the results from Eagly and Johannesen-Schmidt (2001), women also exceeded men on one transactional scale: they gave their followers rewards for good performance more often than male leaders did.

Research Methodology

A. Nature and Sample

The present study is exploratory in nature. The data collected by the societal value survey. The sample involved 71 leaders in many different towns of Rajasthan. From each leader, one female and one male were asked to take part in the study, that is to evaluate the effectiveness of leader and their task oriented and people oriented styles of leaders. Mostly leaders adopted task oriented style. Leader's style and their effectiveness were obtained by using questionnaire survey from respondents in Education Department. The three set of quantitative data leadership effectiveness, task oriented and people oriented styles were collected from independent samples of respondents. The survey includes 35 women and 36 men, ranging in age from mid 20s to mid 60s. The sample was almost completely Indian. This exposes the future of the leaders, their styles and their leadership effectiveness.

B. The Questionnaire and Scoring Method

As the present work is questionnaire based case study the collection of requisite data was done with the help of a printed questionnaire consisting of three separate sections. Part one of the questionnaire sought to have general information about the respondents such as their age group, name of organizations, designations, educational qualifications, gender, experience of a person and salary. Part second of the questionnaire determines leadership effectiveness and leader behavior using the Situational Model developed by Paul Hersey and K Blanchard. Part three of the questionnaire determines either the leader is task oriented or relationship oriented by

Managerial Grid Model and the questionnaire was adapted from Sergiovanni, Metzger and Burden's revision of Leadership Behavior Description Questionnaire, American Educational

Research Journal, Vol. 6, 1969, pp. 62-79. These are some variations of third questionnaire.

1. Participants can predict how they will appear on the profile prior to scoring the questionnaire.
2. Paired participants already acquainted can predict each other's scores. If they are not acquainted, they can discuss their relations to the questionnaire items to find some bases for this prediction.
3. The leadership styles represented on the profile sheet can be illustrated through role playing. A relevant situation can be set up, and the "leader" can be coached to demonstrate the styles being studied.
4. Subgroups can be formed of participants similarly situated on the shared leadership scales. These groups can be assigned identical tasks to perform. The work generated can be processed in terms of morale and productivity.

Scoring Method:-Leadership Effectiveness of respondent is measure by, if his/her score lies between +24 and -24.

S.NO	SCORE BETWEEN +24 & -24	EFFECTIVENESS OF LEADER
1.	+24 to +12	Highly Effective
2.	+11 to 0	Effective
3.	0 to -12	Ineffective
4.	-11 to -24	Highly Ineffective

C. Objectives

1. To explore the relationship between leadership effectiveness and the Gender of a leader.
2. To exhibit the relationship between the effectiveness of a leader and his/her leadership style.
3. To examine the female leaders are more effective than male leaders by using some testable hypotheses.
4. To examine that is the effective leaders are either more task oriented or people oriented.

5. To study the leader who is using the Organization on Man Management style is more effective.

D. Sample Profile

Variables	Frequency	Percentage	Cumulative Frequency
Gender			
Male	36	51	51
Female	35	49	100
Total	71	100	
Experience			
0-10	4	6	6
11-20	12	17	23
21-30	33	46	69
31 & above	22	31	100
Total	71	100	
Salary			
15-25	9	13	13
26-35	30	42	55
36-45	25	35	90
46 & above	7	10	100
Total	71	100	

E. Variables

Data can be analysis work has been carried out by using the following variables:

Independent Variables	Dependent Variable
Leader's Gender	Leadership Style
Leader's Gender	Leadership Effectiveness
Leadership Effectiveness	People Oriented
Leadership Effectiveness	Task Oriented

Control Variable:

There are many other variable which may influence Leadership Effectiveness other than gender viz. age, income, organization, follower, nature of work, superiors and many other but in present study we considering that they have no influence on effectiveness of leader. So all these variables are control variables.

F. Hypothesis

Following Hypothesis were formulated for testing them in the present research work:

1. Gender does not determine leadership style.
2. There is no association between leadership effectiveness and Gender of a leader.
3. There is no association between leadership effectiveness and people oriented leader.
4. There is no association between leadership effectiveness and task oriented leader.

Results and Discussion: Testing of Hypotheses

This part of research deals with testing of hypotheses. On the basis of 'formulated research hypotheses', in all 4 statistical hypotheses/null hypotheses have been created and tested using Chi- Square test and Z- test for the purpose of analysis and discussion. The presentation has been given in a sequence of created hypotheses numbered H-1, H-2, H-3, and H-4.

H-1 Leader's Gender and Leadership style (Hypothesis 1)

Statement of hypothesis: Gender does not determine leadership style (H0)

Gender / Style	S1	S2	S3	S4	Total
Male	5	20	6	5	36
Female	5	14	10	6	35
Total	10	34	16	11	71

Table H-1: Leader's Gender and Leadership style

Null Hypothesis

H0 : fo-fe = Zero

fo : Observed Frequency

fe : Expected Frequency

Testing of hypothesis at 99% level of confidence.

The degrees of freedom are 3.

Calculated Value of chi-square (χ^2) = 2.548

Critical Value of chi-square (χ^2) = 11.345;

Calculated Value < Critical Value

The calculated value of Chi-Square is less than the critical value of Chi-Square, it is therefore the difference between observed and expected frequency is considered to be not significant.

Since difference is considered not significant, the Null hypothesis is accepted

The accepted of null hypothesis leads us to conclude that Leader's Gender and Leadership style are independent and there stands no association between them.

Result of hypothesis: Previous investigations have suggested that men and women often possess, difference in managerial style that, and could have same effect on subordinates' work experience and related outcomes. But in this study we investigated that there is no difference between the leadership style of male and female. Our main effect findings, however, might be found not so much in the leadership style used by women, but rather in the larger organizational context in which they worked. Result suggested that women managers often supervised employees in "softer", more relationship oriented in comparison to their counterpart.

H-2 Leader's Gender and Leadership Effectiveness (Hypothesis 2)

Statement of hypothesis: There is no association between leadership effectiveness and Gender of a leader (H0)

Gender / Degree Of effectiveness	Effective	Ineffective	Total
Male	29	7	36
Female	22	13	35
Total	51	20	71

Table H-2: Leader's Gender and Leadership Effectiveness

Null Hypothesis

H0 : fo-fe = Zero

fo : Observed Frequency

fe : Expected Frequency

Testing of hypothesis at 99% level of confidence.

The degrees of freedom is 1

Calculated Value of chi-square (χ^2) = 2.755;

Critical Value of chi-square (χ^2) = 6.635;

Calculated Value <Critical Value

The calculated value of Chi-Square is less than the critical value of Chi-Square, it is therefore the difference between observed and expected frequency is considered to be not significant.

Since difference is considered not significant, the Null hypothesis is accepted.

The accepted of null hypothesis leads us to conclude that Leader's Gender and Leadership Effectiveness are independent and there stands no association between them.

Result of hypothesis: There is no association between leadership effectiveness and Gender of a leader. Consistent with our hypothesis, the significant main effects for gender of leader reflected that both male and female subordinates have similar leadership effectiveness. Importantly, these significant main effects for supervisor gender don't influence the effectiveness of the leader.

H-3 People Oriented and Leadership Effectiveness (Hypothesis 3)

Statement of hypothesis: There is no association between leadership effectiveness and people oriented leader. (H0)

Computation of Co-correlation Statistic

X	Y	dX	dY	dX ²	dY ²	dXdY
10	-3	3	-9	9	81	-27
8	5	1	-1	1	1	-1
8	-4	1	-10	1	100	-10
10	7	3	1	9	1	3
10	-7	3	-13	9	169	-39
10	8	3	2	9	4	6
10	7	3	1	9	1	3
9	9	2	3	4	9	6
10	8	3	2	9	4	6
10	6	3	0	9	0	0
10	9	3	3	9	9	9
9	13	2	7	4	49	14
5	12	-2	6	4	36	-12
9	-4	2	-10	4	100	-20
8	16	1	10	1	100	10
7	14	0	8	0	64	0
8	-1	1	-7	1	49	-7
10	13	3	7	9	49	21
9	-3	2	-9	4	81	-18
5	-12	-2	-18	4	324	36
6	7	-1	1	1	1	-1
4	7	-3	1	9	1	-3
9	8	2	2	4	4	4
8	-3	1	-9	1	81	-9
9	-3	2	-9	4	81	-18
6	-3	-1	-9	1	81	9
7	-1	0	-7	0	49	0
6	8	-1	2	1	4	-2
4	8	-3	2	9	4	-6
10	11	3	5	9	25	15
9	-1	2	-7	4	49	-14
6	9	-1	3	1	9	-3
4	-4	-3	-10	9	100	30
9	5	2	-1	4	1	-2
8	8	1	2	1	4	2

X	Y	dX	dY	dX ²	dY ²	dXdY
7	6	0	0	0	0	0
8	14	1	8	1	64	8
10	8	3	2	9	4	6
10	0	3	-6	9	36	-18
6	6	-1	0	1	0	0
6	5	-1	-1	1	1	1
5	8	-2	2	4	4	-4
9	13	2	7	4	49	14
10	13	3	7	9	49	21
7	5	0	-1	0	1	0
8	-2	1	-8	1	64	-8
9	7	2	1	4	1	2
9	5	2	-1	4	1	-2
9	8	2	2	4	4	4
11	-3	4	-9	16	81	-36
7	12	0	6	0	36	0
9	-2	2	-8	4	64	-16
11	18	4	12	16	144	48
11	-4	4	-10	16	100	-40
6	13	-1	7	1	49	-7
8	-1	1	-7	1	49	-7
10	9	3	3	9	9	9
11	11	4	5	16	25	20
10	12	3	6	9	36	18
11	11	4	5	16	25	20
6	6	-1	0	1	0	0
7	5	0	-1	0	1	0
6	-1	-1	-7	1	49	7
10	7	3	1	9	1	3
6	9	-1	3	1	9	-3
6	5	-1	-1	1	1	1
9	6	2	0	4	0	0
7	12	0	6	0	36	0
10	0	3	-6	9	36	-18
8	-4	1	-10	1	100	-10
10	13	3	7	9	49	21
583	379	86	-47	358	2903	16

Table H-3: People Oriented and Leadership Effectiveness

$$r = \frac{\sum dx dy - n(\bar{x} - A)(\bar{y} - B)}{n\sigma_x \sigma_y}$$

Here

r = Correlation coefficient

n = numbers of the pairs of observations

\bar{x} = Mean of x \bar{y} = Mean of y

A = Assumed mean of X B = Assumed mean of Y

σ_x = Standard deviation of series x

σ_y = Standard deviation of series y

$$\sigma_x = \sqrt{\frac{\sum dx^2}{n} - \left(\frac{\sum dx}{n}\right)^2} = \sqrt{\frac{\sum 2903}{71} - \left(\frac{\sum -47}{71}\right)^2} = 5.729$$

$$\sigma_y = \sqrt{\frac{\sum dy^2}{n} - \left(\frac{\sum dy}{n}\right)^2} = \sqrt{\frac{\sum 358}{71} - \left(\frac{\sum 86}{71}\right)^2} = 1.034$$

$$r = \frac{16 - 71(5.311 - 6)(8.21 - 7)}{71 \times 5.729 \times 1.034}$$

$$r = .1789$$

Computation of Z-Test Statistic

$$z = \frac{(\bar{x} - \bar{y})}{\sqrt{\frac{(\sigma_x)^2}{n} + \frac{(\sigma_y)^2}{n}}} = \frac{(8.21 - 5.33)}{\sqrt{\frac{(5.729)^2}{71} + \frac{(1.034)^2}{71}}} = 4.17$$

$$Z = 4.17$$

Testing of hypothesis at 95% level of confidence.

The degrees of freedom are 70

Calculated Value of Z Test= 4.17

Critical Value of Z Test= 4.613

Calculated Value <Critical Value

The calculated value of is less than the critical value of, it is therefore the difference between observed and expected frequency is considered to be not significant. Since difference is considered not significant, the Null hypothesis is accepted.

The accepting of null hypothesis leads us to conclude that Leadership Effectiveness and People Oriented are independent and there stands no association between them.

Result of hypothesis: There is no association between leadership effectiveness and people oriented leader. The study indicates that leaders who are relationship oriented are more emotional, sensitive, expressive, cooperative, intuitive, warm, tactful, respective to ideas, talkative, gentle, and empathetic. The result shows that leaders who are more relationship oriented are less effective in their leadership styles.

H-4 Task Oriented and Leadership Effectiveness (Hypothesis 4)

Statement of hypothesis: There is no association between leadership effectiveness and task oriented leader.

Computation of Co-correlation Statistic

X	Y	dX	dY	dX ²	dY ²	dXdY
13	-3	1	-8	1	64	-8
14	5	2	0	4	0	0
13	-4	1	-9	1	81	-9
13	7	1	2	1	4	2
11	-7	-1	-12	1	144	12
16	8	4	3	16	9	12
14	7	2	2	4	4	4
13	9	1	4	1	16	4
16	8	4	3	16	9	12
16	6	4	1	16	1	4

X	Y	dX	dY	dX ²	dY ²	dXdY
10	9	-2	4	4	16	-8
16	13	4	8	16	64	32
14	12	2	7	4	49	14
15	-4	3	-9	9	81	-27
16	16	4	11	16	121	44
15	14	3	9	9	81	27
14	-1	2	-6	4	36	-12
13	13	1	8	1	64	8
15	-3	3	-8	9	64	-24
12	-12	0	-17	0	289	0
14	7	2	2	4	4	4
14	7	2	2	4	4	4
9	8	-3	3	9	9	-9
11	-3	-1	-8	1	64	8
17	-3	5	-8	25	64	-40
13	-3	1	-8	1	64	-8
11	-1	-1	-6	1	36	6
14	8	2	3	4	9	6
13	8	1	3	1	9	3
13	11	1	6	1	36	6
14	-1	2	-6	4	36	-12
16	9	4	4	16	16	16
12	-4	0	-9	0	81	0
14	5	2	0	4	0	0
12	8	0	3	0	9	0
8	6	-4	1	16	1	-4
14	14	2	9	4	81	18
13	8	1	3	1	9	3
15	0	3	-5	9	25	-15
11	6	-1	1	1	1	-1
16	5	4	0	16	0	0
15	8	3	3	9	9	9
14	13	2	8	4	64	16
17	13	5	8	25	64	40
14	5	2	0	4	0	0
12	-2	0	-7	0	49	0

X	Y	dX	dY	dX ²	dY ²	dXdY
13	7	1	2	1	4	2
16	5	4	0	16	0	0
14	8	2	3	4	9	6
14	-3	2	-8	4	64	-16
10	12	-2	7	4	49	-14
15	-2	3	-7	9	49	-21
15	18	3	13	9	169	39
16	-4	4	-9	16	81	-36
12	13	0	8	0	64	0
15	-1	3	-6	9	36	-18
14	9	2	4	4	16	8
14	11	2	6	4	36	12
14	12	2	7	4	49	14
11	11	-1	6	1	36	-6
13	6	1	1	1	1	1
6	5	-6	0	36	0	0
14	-1	2	-6	4	36	-12
16	7	4	2	16	4	8
13	9	1	4	1	16	4
16	5	4	0	16	0	0
16	6	4	1	16	1	4
10	12	-2	7	4	49	-14
15	0	3	-5	9	25	-15
14	-4	2	-9	4	81	-18
17	13	5	8	25	64	40
968	379	116	24	514	2880	105

Table H-4: Task Oriented and Leadership Effectiveness

$$r = \frac{\sum dxdy - n(\bar{x} - A)(\bar{y} - B)}{n\sigma_x\sigma_y}$$

$$\sigma_x = \sqrt{\frac{\sum dx^2}{n} - \left(\frac{\sum dx}{n}\right)^2} = \sqrt{\frac{\sum 2880}{71} - \left(\frac{\sum 24}{71}\right)^2} = 6.03$$

$$\sigma_y = \sqrt{\frac{\sum dy^2}{n} - \left(\frac{\sum dy}{n}\right)^2} = \sqrt{\frac{\sum 514}{71} - \left(\frac{\sum 116}{71}\right)^2} = 1.057$$

$$r = \frac{105 - 71(5.338 - 5)(13.633 - 12)}{71 \times 6.03 \times 1.057}$$

$$r = .1454$$

Computation of Z-Test Statistic

$$z = \frac{(\bar{x} - \bar{y})}{\sqrt{\frac{(\sigma_x)^2}{n} + \frac{(\sigma_y)^2}{n}}} = \frac{(13.633 - 5.338)}{\sqrt{\frac{(6.03)^2}{71} + \frac{(1.057)^2}{71}}} = 11.419$$

$$Z = 11.419$$

Testing of hypothesis at 95% level of confidence.

The degrees of freedom are 71

Calculated Value of Z Test= 11.419

Critical Value of Z Test = 4.613

Calculated Value < Critical Value

The calculated value is more than the critical value of, it is therefore the difference between observed and expected frequency is considered to be significant.

Since difference is considered significant, the Null hypothesis is rejected.

The rejection of null hypothesis leads us to conclude that Leadership Effectiveness and Task Oriented are dependent and there stands association between them.

Result of hypothesis: There is association between leadership effectiveness and task oriented leader. The study exhibits that leaders one who are performance oriented, task oriented, more bureaucratic, status conscious, individualistic, autocratic and self centered have influence on leadership effectiveness. The result shows that leaders who have such characteristics are more effective in comparison to the people oriented leaders.

Conclusion

The present study investigated the constructs of leadership qualities as perceived by female and male leaders. It is reported that the female leaders are equally effective as male leaders in this research. And females are using all the styles of leadership; they are not restricted to any one style. In past era it might be possible that females were less effective but in this era females are similarly capable as males. There is no interconnection between leadership effectiveness and people oriented style of leadership; if a leader is effective then it is not necessary that he/she should be people oriented. And lastly according to X theory (Douglas McGregor, 1960) we found that there is relationship between effectiveness and task oriented style of leadership. This indicates that if a leader is having the qualities of task oriented style then he/she should be effective in his/her style of leadership.

REFERENCES

1. Alimo-Metcalfe, B. (1993), "Women in management: organizational socialization and assessment practices that prevent career development", *The International Journal of Selection and Assessment*, Vol. 1 No. 2, pp. 68-83.
2. Alimo-Metcalfe, B. (1994), "Gender bias in selection and assessment of women in management", in Davidson, M.J. and Burke, R. (Eds), *Women in Management: Current Research Issues*, Paul Chapman, London, pp. 93-109.
3. Colwill and Townsend , 1999 Hirschhorn and Gilmore 1992, Kolb 1999 Moss and Jensrud 1995
4. Eagly and Johnson ; 1990 , Gevedon ; 1992 Rosener ; 1995
5. Grardiner and Tiggennan 1999 Alimo-Metcalfe 1995
6. Heilman, M.E. (1983), "Sex bias in work settings: the lack of fit model", in Staw, B.M. and Cummings, J.J. (Eds), *Research in Organizational Behavior*, Vol. 5, JAI Press, Greenwich, CT, pp. 269-98.
7. Schriesheim, C.A., S. L. Castro, X. Zhou, and L. A. DeChurch. "An Investigation of Path Goal and Transformational Leadership Theory Predictions at the Individual Level of Analysis. "Leadership Quarterly 17 (2006), pp. 21 38.

Corporate Training: A Model of Cost Effectiveness*

Prof. Anita Sukhwal
Prof. Kailash Sodani

Globalization, liberalization and modernization are the buzz words in today's business world. We are living in a global village where the survival of the fittest has been replaced by the survival of the FASTEST. In this competitive world, the development of human resources is putting newer challenges in business world.

During the early eighties, lean economic times forced most organizations to take a serious look at their budgets and make some difficult decisions about where to cut out the fat. For many companies spending money on training was a luxury they could ill afford. Training departments were closed, trainers were terminated and training initiatives of any sort ground to a halt. Times have changed. What most successful organizations have come to realize is that if they want to remain competitive, training is not a luxury but a necessity. Rather than slashing training as before, they are looking for cost efficient and effective ways to manage the training function. Training is an investment. If the learners apply back at work what they acquired during their learning, there will be a return on the investment. If they do not, then the training time was merely spent (and hence wasted) rather than invested.

*Originally presented in a National Conference at JIET, Jodhpur on 28-29th Feb. 2011; Published with permission.

Training is an investment in human resources. It is an important means of improvement the human potential and increasing efficacy of personnel. Training and development is increasingly recognized as the most important organizational activity. Rapid technological changes require newer skills and knowledge in many areas .Training has to be continuously offered to keep employees updated and effective.

Against this backdrop the objective of the paper is to explain about the various recent trends linked to cost effectiveness that has emerged in the field of training and development. The relevance of the Paper is mainly for the Industry. The paper is a review on the conceptual models which ultimately form the basis of foundation for the practitioners. The Research Methodology includes review of secondary data from National and International Journals and renowned sources. Major Findings, Conclusions and Implications that have emerged are interesting and will serve as a foundation for Trainings to be cost effective for the corporate.

Objectives

- 1.) To Overview the Conceptual Framework of Training and Development
- 2.) To Review the Literature to study the latest trends in T & D
- 3.) To devise a model for implementation of Training Trends to Cost Effectiveness.

The design chosen for the study was review of articles in renowned & refereed Journals, Newspapers, Magazines, Book reviews and Websites. Various academicians and practitioners in this field for guidance have also been consulted.

Training and Development: Conceptual Framework

1. Training Defined - Training constitutes a basic concept in human resource development. it is the systematic modification of behavior through learning, which occurs as a result of education, instruction, development and planned experience. It is concerned with developing a particular skill to a desired standard by instruction and practice.

British Manpower Services Commision: 1981 describes training as a planned process to modify attitude, knowledge or skill behavior through learning experience to achieve effective performance in an activity or range of activities. Its purpose, in the work situation, is to develop the abilities of the individual and to satisfy the current and future manpower needs of the organization.

It is concerned with the structure and delivery of acquisition of knowledge to improve the efficiency and effectiveness of organization. It is concerned with improving the existing skills and exploring the potential skills of the individual i.e. upgrading the employees' skills and extending their knowledge. Therefore, training is a key to optimize utilization of human intellectual technological and entrepreneurial skills. Training referred to acquisition and sharpening of employees capabilities that are required to perform various obligations, tasks and functions.

Training is a process of learning a sequence of programmed behavior. It improves the employee's performance on the current job and prepares them for an intended job.

2. Training Methods

- 2.1 The lecture: This is the traditionally the most formal method of instruction, and usually consists of verbal explanation or description of the subject matter, with or without illustration. It is also called CHALK-AND-TALK METHOD.
- 2.2 Buzz sessions: It is a technique for involving every member of large audience directly in the discussion process; the entire audience is divided into small groups for a limited time for discussion on assigned question. Before the talk they are identified, introduced, and their role explained.
- 2.3 Assessments (individual exercises): Examples include assessments, assignments', and in basket exercises. They permit learners to work at their own pace.
- 2.4 In-basket exercises: This exercise is a 3-step processes: (a) Data gathering
(b) creating the scenario; (c) and review.
- 2.5 Case study method: Learners must apply the knowledge and skills on real life situations Skills like Analytical, making decisions, and propose solutions focused.
- 2.6 Role playing: It is acting the role given. Mainly used in trainings of disciplinary problems, such as safety violation's or excessive absenteeism, team building etc...
- 2.7 Discussion method: Also called SYNDICATE DISCUSSION. Peer learning is one of the most direct benefits resulting from the discussion method.
- 2.8 The demonstration method: The usual way of imparting skills is by an experienced trainer performing the working activity,

- at pre-determined speeds, telling the trainee the movements involved and coaching the trainee whilst he practices.
- 2.9 The debate: It is an effective means by which to bring out important views on particular issue, foster teamwork, encourage public speaking skills.
 - 2.10 Fish bowl exercise: In this exercise, half the participants sit in a circle and discuss on the topic while the remaining half stand in circle outside near the inner circle and observe the behaviour of participants in inner circle of their verbal and non-verbal communication, body language, the group dynamics and the decision-making process. The observer group may take notes of the observations which can be used at the time of debrief discussions after the exercise is over.
 - 2.11 Management games (business games): In this simulated environment, trainees are presented with information about the concern-its market, products, workforce, financial position etc. - and the trainees assume given management roles usually in groups. Often the results are computerized, comparing the groups' actions to a pre-determined model of the likely outcome. Feedback is prompt so that analysis of the trainees' action and their likely effects is quickly forthcoming.
 - 2.12 Action maze: in a simple maze, people learn to run faster and faster to go to goal; in more complex mazes, people learn to make choices that lead to a goal. Negative reinforcement may also be done in maze learning.
 - 2.13 T-group method (sensitivity training): T-stands for training, is concerned with increasing the sensitivity of members to their own functioning and to that of the other members and with correcting blind spots and distortions. This development results in the: a) increased openness with others (b) greater concern for others (c) increased tolerance for individual differences (d) increased trust and support (e) understanding of group processes (f) enhanced listening skills.
 - 2.14 Ice breakers: these are activities used to "break the ice" at the opening of a training programme. They are important for the simple reason that participants cannot work with you or with each other effectively in a training session if they remain strangers. Learner's interaction is key to successful experience sharing- that is really a key benefit of groups' instructions-and icebreakers are useful in building effective interaction and ESPIRIT DE CORPS among the participants.

Review Of Literature

Yongho, Manishankar 2009, opine that Training and its relationship with Development of an organization, both monetarily and non- monetarily affects. Various new types of training techniques that are used recently are: Induction or orientation training, On the job training, Promotional training, Refresher training, Computer based training, Grid training, SSL technology. **Dhamodharan v.(2009)**:The quality of instruction and quality of resource Ended to deliver the instruction .all these mechanism are used for the Purpose of problem solving awareness on using software building bias Free listening is talking evolving multitude of solutions to problem, Learning the important of denaturalization learning .techniques skill, development etc. **K.C (2010)**, The importance of entrepreneurial resource a crucial input in the Process of economic development has now been widely recognized by scholars and policy makers. The Training Programmes were also organized in Proper way and most the technical session were carried About by the master trains on the master trainers on the honorium basic the annual income of male youth. **Udai Pareek (2009)** opines Test T measures training style of trendiness a consistent way interacting with People and situation this instrument will help you to know more about how you interact with Participants and others and important part of you tanning rote there no right or wrong answer you will Learn more about yourself .if you respond to each item as candidly as Possible. **Bhargava 2008**, talk about training and development of social sector. The ultimate objective of all efforts towards growth and development in any economy is to ensure improved quality of life for its citizens, encompassing various activities and schemes, assume increasingly an important role in importing human welfare and wellbeing of the nation as a whole. **Jha (2009)** from dairy sec. At the micro level this Farmer Processor Channel appears to be a result of two mutually converging requirements, that is, the requirement of farmers, particularly of small-holder farmers to access broader market and the demand of consumers to get quality and safe food. **Pradan, 2008** Dholpur regularly reviews and documents its activities on dairy sector development. An in-depth review of internal documents of PRADAN, Dholpur was conducted for this purpose. **Krishnamurthy R. (2008)** depicts that Emotional intelligence is defined as the capacity for recognizing our own feelings and those of others, for motivating ourselves and for managing emotions well, in ourselves and in our relationships.

When EI training is done right, it involves peoples' heart and minds. **Dr. Rowley Chris (2009), Vellani Anmol (2009)** explains that The growing importance for management and organizations of cultural intelligence (CQ) has key impact on human resources and HR management. A challenge for organizations and management, especially HRM, is to find, develop and retain people who can work in cross-cultural environments and assist organizations in adapting to changing business, social, economic and political conditions. **Mohanty Itishree (2009)**, propogate that As organizations are increasingly adopting training development programs, there is a pressing need for evaluating the same. Training is a transforming process that requires some input and in turn it produces output in the form of knowledge, skills and attitudes (KSA's). **Thiagi.com 2010** project TRAINING-GAMES While the session of training and development certain training games are also played to make out the session interesting and to prevent people to fall asleep. **Anand, 2008** state about Training of university and college teachers After the selection and placement, each employee will be given training according to the nature of work assigned to employee for doing a particular job. It improves the attitudes and modifies the behavior of employees. Training useful to acquire knowledge, skills, and competencies to specialize in specified areas.

Conclusions

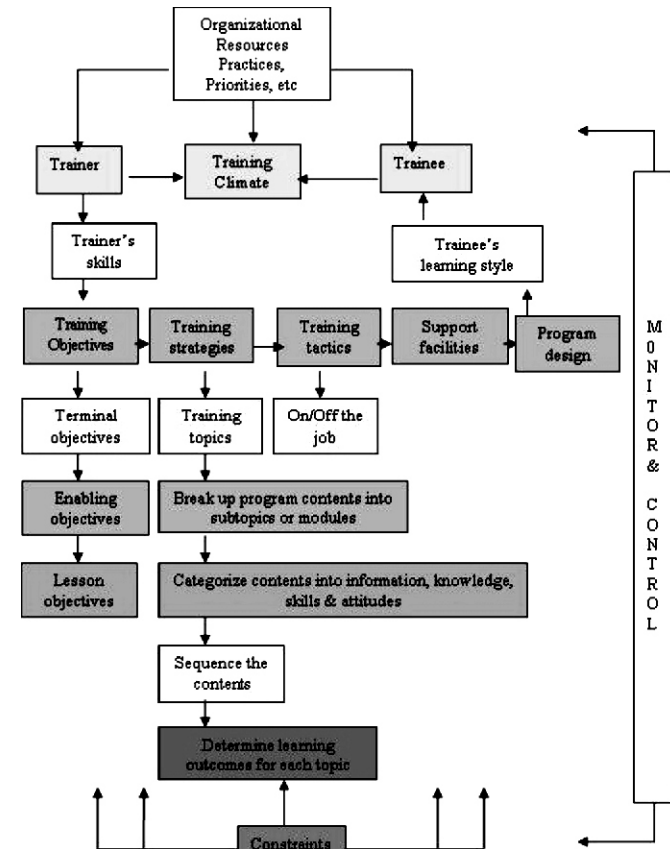
Training and development is increasingly recognized as a most important organizational activity. Training has to be continuously offered to keep employees updated and effective. A systematic training programme should be looped with Cost effectiveness by Putting Quantifiable and Qualitative Goals for each program.

- Improve in the quality and quantity of a workers output.
- enabling the workers to make Optimum unitization of materials and equipment.
- To develop worker-effective work habits and methods of work, thereby reducing the accident rate and the need for close supervision.
- Goal achievement of instructing the worker toward better job adjustment and reduces the rate of labor turn over and absenteeism.

- Educate Employees to Job advancement and how to increase their market value and earning power.
- Employee commitment and loyalty to the organization.
- Employee bank creation from which replacements can be drawn to fill the loss of key personnel at any time.

Recommendations

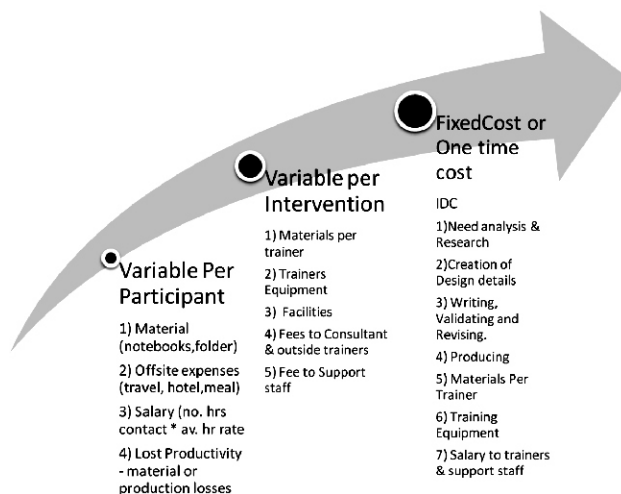
Training Strategy Strategy is Long term planning which focuses on the Growth of the Organization. Trainings are a tool where organizations can strategically differentiate their Human Resource. Though there are difficulties in trying to quantify the results of training programs The ROI assessments are the 'best estimates', it may be of more value to gain the 'best estimates' than to have no assessment at all.



Source: Garry Dessler

- As a Corporate trainer I have been taking trainings in Industry. The Observation is that the HR department is given KRA's to conduct trainings and the Employees are pinned on their appraisals to attend a desired number of trainings and trainers are paid handsomely for trainings without linking the feedback of training. As such it seems that trainings have become a number game. The HR Department should not be assessed on Number of trainings but Performance areas should be focused strategic goals.
- A Model on Cost Benefit analysis is being defined for Organizations which can act as a standard tool of assessment to make Trainings Cost effective. First, it will assure justification why organizations should spend. Second, it will provide organizations to compare different ways of carrying out interventions. This should be kept in mind that training alone can become a Core competency area and Differentiation criteria for a Organization. The Fixed cost, Variable per Participant cost and Variable per Intervention cost will give a idea of the components which are important and which can be waived off based on the necessity. This, in turn will help the HR managers to optimally utilize the Human Resource thus, creating a Pull effect for the Organization towards focusing the Trainings to Cost Effectiveness.

Suggested Model for Creating Pull effect for directing the Trainings to Cost Effectiveness



Variable cost per Intervention VCI	• Total of Variable Per Intervention * No. Times Intervention
Variable cost Per Participant VCP	• Total of Variable per Participant * No. of Participants
Total Cost	• Sum of Fixed Cost + VCI + VCP

BIBLIOGRAPHY

- Park Yongho (2010), "an empirical study of employee development in a Korean financial company", International Journal of Training and Development, Volume 14, Issue 1, Pages 1-15
- Meena K.C 2010, "Employment generation through entrepreneurship Training Journal of Training and Development, Vol.xxxxxno.1,.pg22-26
- Dhamodha. V, 2009, "Test Training tools: Performance Promoting", Scms Journal Of Indian Managements ISSN No-973-3167, vol.vInumber-2, April pg.64-69
- Ambedkar Dr., Nagendra S. (2009)," training and Development", OORJA-Journal of Management and IT, Volume 7 Number 3, Sep-Dec, Page No.:55-63.
- Pareek Udai, 2009, "Training Instruments in HRD "Training Style Tarsal oral style inventory Trainees(Test-d), Second edition pg.351-354.
- Mohanty Itishree (2009), "Evaluating a Training Development Program", HRM-Review, Feb., Page no.53-57
- Singh Dr. P.N. (2009), "Excellence in Training", Indian Journal of Training and Development, Volume-xxxix, Apr-June, Page no.85-86
- Rowley Dr. Chris (2009), "Creating Cross Cultural Management Training Program Design-Methods and Effectiveness", Asia Pacific Business Review, Jan-Feb, Page no.:72-75
- Dhamodharan Dr. V (2009), "Test Training Tools: Performance Promotion", SCMS Journal of Indian Management, April-June, Page no.64-69
- Vellani Anmol (2009), "Development without Culture", Indore Management Journal, Volume I, Issue5, April-June, Page no.19-25

- Jha S.N. (2009), "Training and Development for Farmer-Processor Synergy In Dairy Sector", Indian Journal of Training and Development, Volume-xxxix, April-June, Page no.15-31
- Hood Penelope (2009), "Developing Managers and Leaders today for Tomorrow", Indian Journal of Training and Development, Volume-xxxix, number-4, Oct-Dec, Page no.78-83
- Pawar Anand I. (2008), "Impact of Training on University and College Teachers: An Empirical Study", University News, a Weekly Journal of Higher Education, Volume-46(49), December, Page no.:14-20
- Krishnamurthy R. (2008), "Training for Emotional Intelligence: a Review", Indian Journal of Training and Development, Volume-xxxvii, Oct-Dec, Page no.1-5
- Bhargava P.K. (2008). "Why Is Development of Social Sector Necessary?" Business Perspectives, Volume-10, Number-2, July-Dec, Page no.69-74
- Johry Geetika S.(2008), "Vocational Education Training prepares for the Jobs Of Tomorrow", University News, a Weekly Journal of Higher Education, Volume-46(20), May, Page no.:16-18
- Pareek Udai, Lynton Rolf P., "Training and Development", 2nd Edition, Page no.3-311.
- Pandu G Naik.,2009, " Training and Development, Text Research and Cases", Page no.1-515
- Rao P. L, 2008, " Enriching Capital Through Training and Development", 1st Edition, Page no. 1-369
- Sahu R.K., Training and Development,, 1st Edition-2006, Page no.-1-327
- Tapomoy Deb, 2009," Human Resource Development, Theory and Practice", Training and Development, Page no.:117-182
- http://humanresources.about.com/od/glossaryh/Business_Management_Human_Resources_Dictionary_H.htm
- <http://www.thiagi.com/pfp/IE4H/october2008.html#DistributedGame>
- <http://www.thiagi.com/pfp/IE4H/august2008.html#TakeFive>

Revisiting Organizational Offerings through User Experience: A Case Study of Nokia N8

**Dr. Vibhuti Tripathi
Anushree Tandon
Dr. Ashutosh Kumar**

Abstract

The business scenario in India changed post-liberalization and contributed in triggering the economy towards an experience economy. This paper attempts to define the distinctiveness of experiences as an economic offering and the need for creating commercial experiences in order to reach out to the consumers in a more engaging and efficient manner. The described framework of experiential variables and its consequential effects attempts to describe and define the various elements of a commercial experience for a consumer and their association with consumer expectations and the overall impression of the experience provider. The paper also discusses the case of Nokia which is using the experiential platform for the launch of its first Smartphone N8 in India through the described framework.

Key words: Experience, Experiential Marketing, Consumer Engagement, Nokia N8

Introduction:

The 1990's were a turning point for the Indian economy which was faced with problems, like dismal foreign exchange reserves, slow growth of GDP, and huge current account deficits.

These were the drivers of opening the Indian untapped markets to Multi National Corporations (MNCs) leading to rapid globalization and integration of financial markets. MNC's established benchmarks by offering the Indian market, aided technology transfer at a lesser cost and goods & services of superior quality. Previously content with domestic products, Indian consumers discovered a plethora of products which were otherwise imported and available only to specific sections of the market. In such a liberalized scenario, IT revolution acted as a catalyst of change and put India onto the world map.

Indian populace witnessed an increase in pay packages along with an exposure to international standards. The economic reforms drove domestic organizations to strategically define their offerings while scanning their competitive environment. This meant upgrading existing product portfolio to match the international standards and to meet the ever evolving consumer expectations. In an attempt to match the standards, rapid technological advancements and research & development efforts of industry led to increased standardization and commoditization of goods and services with high quality and shorter life cycle.

The exposure to global outlook influenced consumer lifestyle by augmenting brand consciousness and expectations from offerings. Additional choices induced greater variety seeking behavior among consumers. Highly disseminated information due to ubiquitous communication vehicles increased the product related technical knowledge of the consumer. Fortified with knowledge, consumers are becoming more aware and demanding. Intense proliferation and information overload has led to selective distortion and clutter. In an endeavor to cut through this clutter and connect to the consumers, manufacturers and service providers are increasingly turning towards the experiential platform.

Traditional marketing focused on features and benefits of narrowly defined products and product categories while viewing customers as rational decision makers (Schmitt, 1999). It failed to gauge sensory, emotional, cognitive and behavioral relationship needs. With advent of changing market scenario the focus is changing to holistic customer-provider interactions keeping in mind the emotional influence on decision making. Manufacturers and service providers now have to make provision to obtain honest, real-life feedback from customer's perspective to incorporate into their promotional activity in order to influence perception, opinion

and attitude formation. The stage is now set for the Indian economy to move towards an Experiential Economy. There is a need to engage consumers holistically at physiological, psychological and emotional levels. This would require a well articulated, strategic approach to creating and marketing experiences of significant value for consumers to induce repetitive, consistent attempts to re-experience the same phenomenon.

Defining Experience : Cambridge Advanced Learner's Dictionary describes an experience as, 'something that happens to you that affects the way you feel', whereas, a commercial experience may be described as an appealing interaction between the consumer and the provider wherein the consumer perceives individual value in the encounter as well the ensuing memory of it.

The creation of meaningful experiences begins with focusing on what human experience means and what is involved in creating meaning for customers. Experience can be thought of as a continuous interactive process of doing and undergoing, of action and reaction, from origin to result that provides meaning to individual in several contexts of his life (Boswijk et al., 2005) and may cause the individual to change the perspective of self or his environment. It is essentially a form of behavior in which the logic of emotions will determine how an individual deals with both the environment and the people in it while looking for experiences that will give meaning to life. The characteristics of experience from an individual's perspective have been elucidated to include: heightened focus and concentration; alteration of one's sense of time; uniqueness of process and individual value; contact with 'raw stuff'; doing and undergoing something; sense of playfulness; an emotional touch; feel of having control of situation; balance between experiences and own capabilities.

Though these characteristics indicate manifold similarities between services and experiences, especially due to shared intangibility, the two may emerge as distinct economic offerings. According to the Economic distinctions proffered by Pine and Gilmore (1998) commodities are fungible, goods are tangible, services are intangible whereas experiences are memorable. Services, like goods, are progressively becoming more commoditized and experiences have emerged as the next step in what Pine & Gilmore (1998) call the Progression of Economic Values. The indications of maturity of the service economy arise from the fact that manufacturers now make greater profits from the

services than the goods they provide. Organizations now, create experiences by knowingly using the services as a 'stage' and goods as 'props' to create a memorable event. But, an event created only with the purpose of inducing customer preference for a commoditized product would not be an economic offering till the 'guests' of the event are charged for the experience.

Consumers are willing to spend an increasingly large premium for the extra values that allow them to pursue their desired lifestyle. In the current scenario, esteem and self-actualization needs have become the driving forces for the consumers and explain their desire to pay for personal and unique experiences.

Experience-The Fourth Dimension of Value: Experiences were first recognized as a possible fourth offering by Alvin Toffler (1971) when he talked about the upcoming Experiential Industry in which consumers would be willing to allocate high percentages of their incomes to live amazing experiences. Holbrook and Hirschman (1982) similarly argued for the recognition of important experiential aspects of consumption while regarding the consumer experience as a phenomenon directed towards the pursuit of fantasies, feelings and fun. Gerhard Schulze (1995) argues that experience value is rapidly and significantly substituting use and monetary values with rising affluence of consumers. With growing purchasing power and greater disposable incomes, consumers have become economically secure and are orienting their lives more towards experience. The Popcorn Report (1992) on consumer trends predicted that product appeal would increasingly result from offering safe and familiar offerings with exotic and adventurous appeals. These could be offered in terms of memorable experiences engaging for the consumers.

Phenomenological representation of an experience does not differentiate between a personal experience and a commercial one. The difference arises from the antecedents conditions the consumer brings to the experience and the sensations that take place in the consumer's mind during the experience encounter. Pine and Gilmore (1999) sparked an immediate interest among service providers to try and build a fundamentally new way of attracting and retaining customers through creation of new experience offerings. Schmitt (1999) echoed the opinions of Pine and Gilmore while articulating the imminent obsolescence of traditional marketing and its replacement by the experiential

revolution. Pine and Gilmore (2002) further elaborated on the importance of engaging potential consumers in a way that makes them pay attention and pay up with every consequent experience.

Though the experience economy will grow manifold in the near future, it will have to act in accordance with the laws of supply and demand (Pine and Gilmore, 1998). If companies fail to offer consistently appealing experiences, over-price experiences relative to perceived value or over-shoot their capacity, they will face pressures on demand as well as prices. With increasing proliferation of experiential offerings, this economy will grow through creative competitiveness.

Essentially concerned with the six senses: touch, vision, smell, taste, hearing and balance, experiential marketing is about more than a one off experience. The crux of this paradigm lies in the emotional attachment between the product and consumer. Companies engaging in experiential marketing take a product's (or a brand's) quintessence and animate it through events and interfaces. A product/brand may have two kinds of essence: a functional essence related to the product characteristics and an emotional essence dealing with product related imagery. As an example, the functional essence of Nokia is Communication, while the emotional essence is 'Connect Create Entertain'. It is the latter essence that requires an understanding of different experiential variables for a successful communication attempt with the intended consumer base.

Imperatives to Enhancing Experience: A customer experience is basically an interaction between an organization and a customer which can last for any amount of time from months (a holiday package) to a few seconds, like a fleeting look at an advertisement when the customer will make a judgment to either continue with the interaction or move on. For experiential marketers, this interaction will attempt to blend the physical and emotional aspects of the contact with consumer's senses while attempting to establish a tenuous emotional link between the marketer and consumer. There are certain imperatives to this blend which will define the overall consumer experience.

1. **Consumer Engagement:** Experiential marketing attempts to induce consumers toward hedonic pursuit of pleasure through the purchase process. Such an inducement would create a definite link between the experience offered and the experience takers, it also raises the methodological issues of

attaining better measures of hedonic response and the reliability and validity of such a scale through fluctuations across different situations (Holbrook and Hirschman, 1982). Certain factors determine level of consumer's engagement based on the nature and degree of influence they exert over the consumer. These have been consolidated under the categories of central and peripheral influencers.

- a. Central Influencers- Integral to individual consumers, the level of involvement will be determined essentially by the sensory experiences and the subsequent emotions evoked. The five senses of touch, taste, smell, sight and hearing, form an integral part of Schmitt's (1999) strategic experiential modules.
 - b. Peripheral Influencers - The psycho-temporal expenditures like time and effort in purchase decision are at the consumer's disposal and difference in psychological constructs of different individuals and purchase task definition would affect the level of consumer engagement (Holbrook and Hirschman, 1982) peripherally.
2. Organizational Performance: Encompassing the physical performance of the organization would include corporeal as well as intangible facets of the product/brand experience and determine the level of consumer engagement. These facets include relevance to central identity, aesthetics (Schmitt and Simonson, 1997), authenticity and structure.
- a. Relevance: An overall impression of experience is formulated about the provider organization while interpreting primary and secondary design elements, themes and styles. The design elements determine the relevance of the experiential offering for the consumer in terms of usage and applicability for future.
 - b. Authenticity: Perceptions of derivative and imitative experiences are negative because consumers value originality. Authenticity and originality are clutter breaking and may create a strong bond between the consumer and experience provider (Schmitt, 1999).
 - c. Aesthetics: Core competencies, service quality and customer value are no longer enough to ascertain success. The vivacity of aesthetics in consumer's lifestyle offers a differentiator to create value. Aesthetics incorporates certain dimensions time, scale and sophistication, each of which

plays a fundamental role in creation of overall impression of an experience.

- d. Organizational Structure: Experiences can create long term loyalty for an organization. However, organizations have to ascertain their commitment to an organizational culture that nurtures creativity, provide adequate leadership and focus on the consumer needs and expectations.
 - i. Establishing a positive culture is critical to building great customer experiences. A well-defined, experientially aligned, empowering culture can contribute highly to the recognition and retention of right people. However, culture alone cannot set the precedent for experiential platform. Inspiring leadership and a committed management also act as enablers.
 - ii. Most organizations have structures, systems and processes that are profit oriented, i.e. 'Inside Out'. The focus now is graduated towards generating experiences by adopting a framework that focuses on the consumer, i.e. 'Outside In', this in turn would generate revenues by creating strengthened base of loyal customers. Costs reductions may also be done in the form of reduction in overlaps along the consumer contact interfaces. Reducing transactional costs and mobilization of resources in the right places to reduce cost of failure, may contribute to improved operational efficiency.
 - iii. Advancements in technology create opportunities for new and enhanced experiences. The reflection of the level of technology used has a bearing on the overall customer impression and gives the experience a natural, high-tech or artificial feel. Attitudes relating to this impression, however, depend upon the individual's attitude towards the technology and the experience or product category.

Organizations try to arrive at a viable experiential offering by consolidating the defined variables. These variables will either blend with or exceed or fall short of the consumer expectations. The standards of consumer expectations will differ on an individual basis due to differences in consumer backgrounds, demographics, cognitive processes and intervening response systems. However, a point of reference may be arrived on through systematic study of overall expectations from product category, organizational image and brand equity. The experience provider may achieve a level over and above this point of reference to delight the consumer.

Enhancing User Experience: Case of Nokia's N8 : The growing adoption of mobile phones as a daily necessity across all market segments is contributing to emergent commoditization of product features, especially in the lower and middle segments of the telecom market. The high end of the market remains to be an arena where aesthetics, technological interface and user experience determine the success or failure of a company. This end of the market comprises of the consumer base for 'Smartphones'. This segment is gaining momentum. The third quarter of 2010 saw a strong quarter-on-quarter (3Q 2010 over 2Q 2010) growth in Smartphone sales by about 34.2 percent and a year-on-year (3Q 2010 over 3Q 2009) increase by approximately 294.9 percent (IDC, 2011). This clearly underscores the trend that Indian tech-savvy generations have started showing higher preference for adopting Smartphones.

The propensity to adapt Smartphone and application based operating systems is greatest among the youth and executive segments whose purchase patterns are driven by peer group influence, workplace usage patterns, large disposable incomes and willingness to experiment with new technology and operating system platforms. With changing consumer demographics and infrastructural support by the government, the Indian market presents ample opportunities for mobile phone manufacturers to differentiate their offerings on the experiential platform

Nokia's vision is of a mobile industry that is increasingly being defined by socially connected, location based devices and experiences¹ and the gap in Nokia's portfolio of Smartphones was a touchscreen which had already been leveraged by strong rivals to their advantage. Thus, Nokia launched its touchscreen Smartphone the N8, the first step in the direction towards Nokia's key premise of improvement of user experience.

India is the largest market for mobile phones with 11 to 12 million handsets being sold every month and a revenue of Rs 25,591 crore which is expected to grow up to Rs 35,005 crore by 2016 and Nokia, the Finnish mobile vendor has been the prevailing player in this market for a considerable time. Nokia customized its products to local wants as through its Nokia 1100 model in 2004 with features like dust-resistance and torch light. This disruptive innovation made the brand synonymous with the product. Nokia India acquired a market share of 60 percent through its efforts and India became the second largest market for the organization².

This dominance is now under duress due to the dynamic and competitive environment it faces. Increased competition from other mobile vendors has led to a decline from a market share of 56.8 percent in 2009 (IDC India, 2010) to a current market share of 32.9 percent for Nokia. Competition among the mobile service providers has also affected the market scenario with 38.5 percent of the market being captured by the new competitors like Spice, Micromax, Karbonn³. This could be attributed to lack of foresight in a price sensitive mobile telephony user market where the focus shifted from price to innovativeness of offered features and their relevance to current lifestyle. Nokia missed these phenomena more than once due to the delay in launching low cost Qwerty phones and features like dual-sim, long battery life etc.

The organization also lost revenue because of the slow response in slashing handset prices when VAT rates were increased from 4 percent to 12 percent in states like Maharashtra, Chhattisgarh. Nokia lost an opportunity to increase its holding in the low end market when unbranded Chinese manufacturers were banned from the market as they had no International Mobile Equipment Identity (IMEI). The local Indian brands utilized the infrastructure being offered by Chinese manufacturers like MediaTek to launch low cost handsets laden with features while Nokia made no move to introduce more handsets in this range causing consumers to shift to other brands.

The decline of Nokia's market share can also be accredited to the appointment of multiple distributors in different states. This move capped the growth a redistribution stockiest (RDS) could achieve and caused ambitious distributors to switch brands causing chinks in the strongest asset Nokia had its distribution network.

Another significant dilemma being faced by the organization is the loss of talent at the senior level owing to the resignations in the recent past including head of HR, director (operator accounts) and GM (North) including the critical position of marketing head which has been vacant for a year⁴. High attrition and apparent problems in talent acquisition/retention leading to inadequate leadership may also have had an impact on the decline Nokia is facing in the Indian market.

Despite the challenges, Nokia is attempting to regain its stronghold in the Indian market and is using the experiential platform for the same. Their latest product, the N8 is expected to raise the benchmark for users in terms of features, application support and

usage experience. An attempt has been made to describe Nokia's attempt to leverage the experiential platform for N8 through the proposed framework and the aforementioned experiential variables.

Relevance to the current needs of its target market is reflected in Nokia's attempt to enhance its product line and features in tandem with its competitors. In an endeavor to lure the younger masses through better operational (and technological) efficiency and relevant features, N8 has been integrated with more efficient memory management, Carl Zeiss lens and Xenon flash in a 12 megapixel camera, new graphics architecture and a range of network improvements, even readying the platform for 4G networks. N8 has been provided with enhanced usage capacity for parallel processing of mobile applications, given their increased usage among target consumers. Simultaneous focus is on providing significant application support through Nokia Ovi stores launched a year ago. Analysts believe that consumer interest in applications will grow in India, China and Eastern Europe so Nokia can attempt to gain an edge over its competitors through sheer volume of downloads for its 20 plus handsets connected to Ovi stores⁵ and diffuse the late mover advantage it has in the Smartphone segment.

The marketing strategy behind N8 speaks of the focus on consumer relevance and their experiences the success of which reflects in the fact that N8's launch through live webcast was viewed by approximately 100,000 unique logged in users causing online pre-bookings for N8 to surpass those of earlier devices. Nokia's ambassador in India, Priyanka Chopra's revelations about her experience with N8 added credibility to N8's relevance for its target group and experiential platform.

The brand equity Nokia enjoys in India was the result of successful communication attempts to enhance perception of the brand's authenticity and showcase the organization's efforts to adapt to local consumer needs. Authenticity remains to be consistently associated with the overall brand image and culture, acting as a reinforcing peripheral for N8's image and equity.

In terms of Aesthetics, N8 has been introduced with simple yet expensive, elegant avant-grade looks reflecting the opulence of the brand Nokia. Nokia has tried to match up to the expected standards relative to competitors like HTC and Apple, however, the focus is more on the operating software and user interface unlike contenders like Samsung's Giorgio Armani Luxurious Smartphone.

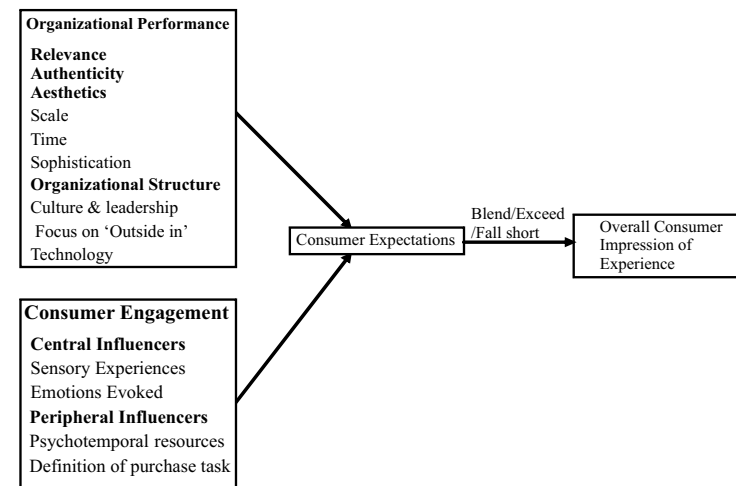
Nokia is making an effort to hone its organizational structure by optimizing its distribution strength, augmenting its market response time and focusing 'Outside In'.

Apparent tenacity to achieve its vision and brand equity make Nokia formidable opponent to existing competitors and potential entrants. Nokia's commitment to creating user experiences does not conform only to the high end of the market segment. While Nokia's N8 will be followed by other devices E7, C7 and C6 in the near future, the company also plans to cater to the lower end of the market in the price range of Rs 5,000 to Rs 10,000 for the masses. Nokia is definitely doing its bit to engage and 'Connect Create Entertain'⁶, its consumer conforming to its catchphrase but whether it will generate sufficient level of consumer engagement and create a favorable impression for Nokia's N8 remains to be seen.

Conclusion:

As traditional marketing tools reach a crisis point in terms of usage, applicability and dependability to attract consumers, Experiential marketing, offers a way to break through the clutter to reap benefits. Creating experiences that would have sufficient thrust to engage consumers requires creativity, an insight into consumer mindset, authenticity and committed leadership from the experience providers. The influencers of consumer engagement provide a challenge to organizations as they will have to account for individual differences while designing the experiential offerings.

Figure 1: Experiential Variables and Consequential Effect



REFERENCES

- Boswijk, A., Thijssen, J. P., & Peelen, E. (2005). *A New Perspective on the Experience Economy Economy: Meaningful Experiences*. amsterdam: pearson education.
- Brown, S. (1995). *Life Begins at 40: Further Thoughts on Marketing's Mid-Life Crisis*. *Marketing Intelligence and Planning* Vol. 13 No. , 4 17.
- Csikzentmihalyi, M. (1990). *Flow: The Psychology of Optimal Experience*. New York: Harper Perennial.
- Holbrook, M. a. (1982). *The Experiential Aspects of Consumption: Consumer Fabtases, Feelings and Fun*. *Journal of Consumer Research* Vol. 9 , 132 - 140.
- Layton, R. (1998). *Marketing in the Future: Back to Basics?* *Australian Marketing Journal*; Vol. 6 No. 1 , 30 - 34.
- McDonagh, P., & Prothero, A. (1996). *Making a Drama out of a Crisis: The Final Curtain for the Marketing Concept'*. In S. B. Brown, *Marketing Apocalypse: Eschatology, Escapology and the Illusion of the End* (pp. 44 - 65). London: Routledge.
- Pine, J. a. (1998). *Welcome to the Experience Economy*. *Harvard Business Review* Vol. 76(4) , 97 - 105.
- Pine, J. I. (2002). *Experience is the Marketing*. *Strategic Horizons LLP* , 1 14.
- Schmitt, B. (1999). *Experiential Marketing*. *Journal of Marketing Management* Vol. 15 , 53 67
- Schulze, G. (1995). *Die Erlebnisgesellschaft'* (Translated into English: *The Experience Society: Cultural Sociology of the Present'*. Routledge Language.
- Toffler, A. (1970). *Future Shock*. In A. Toffler, *Future Shock* (pp. 219 - 234). Random House.

Legal Framework of Agricultural Produce and Subsidy: A study in National and International Perspective

Dr.D.S.Kheechee

Introduction

Agricultural produce and production has largely been an area to the delight of economists and planners and the input of law and legal thinking in the entire agricultural phenomenon in a country like India has remained at the backdoor. It is admitted on all hands that throughout the world the issue of agricultural subsidy has more political economy overtones than legal or economic designs to model and streamline agricultural production, storage and distribution. However, and notwithstanding the above, the issue of agriculture subsidy has more become the focus of attention among the planners, economists, and social scientists of all hues particularly after the conclusion of WTO and TRIPS.

In the Indian scenario legally speaking agricultural and all of its associates of infrastructure development are in the domain of the states, including the land reform. The Government of India did have a supportive role in agricultural finance, market development, promoting the Food Corporation of India for strong market maker and ensure fair price to the farmers. The Government of India declares the support price for most of the food crops, sugarcane and oil seeds as soon as the crop comes in the market because as it was stated that the market fails when the crop comes in the

market. Until recently, India was dependent on imported wheat, rice and vegetable oil and was a net food-importing country.

Considering the base years of 1986 to 1980, India was still importing cereal crops, oil seeds and vegetable oil. The import was entirely made by the Govt. of India through state Trading Corporation. Private sector enterprises entering in to export and import of agricultural goods are recent phenomena. The distribution of the food crops and Sugar is done through a chain of public distribution scheme under the administered price. It has now become impossible for any state in India to bear the difference the support price and the administered price.

Meaning of Subsidy and staple Agricultural Produce

Subsidy was a tax first levied at the end of the 1200s in England; it was collected off and on until the 1600s. There was separate tax collection on the clergy, hence the two types, clerical subsidy¹ and lay subsidy and this was authorized by an act of parliament, which gave the monarch the right to collect a subsidy. The Act specified the reason for the tax (usually war), when it was to be collected, what was subject to taxation, the rate, and who was liable to pay the levy.

As far as definition and use of subsidy in India is concerned this is a post independent development. Although no statute passed by the legislative assemblies or the parliament define subsidy yet State Governments and the Government of India provide subsidy in number of production and consumption process. As far as the Government of India is concerned there are explicit reports available, which speak about subsidy². Major subsidies wherein the Central Government spends to the tune of 4.25% of the GDP are food, fertilizer³ and petroleum subsidies. However the expenditure of the Govt. on the above referred item in current time is close to 8% of GDP on account of spiraling prices and inflation.

The WTO subsidies Agreement provides comprehensive rules in the area of subsidies under the WTO Subsidies Agreement. Subsidy definition requires finding of a direct or indirect financial contribution by a government actor and a benefit subsequently conferred.

Article 14 of the WTO Subsidies Agreement⁴ provides "guidelines" for calculating the "Amount of subsidy in terms of the benefit to the "recipient". These guidelines begin with the

presumption that there is no benefit unless the equity infusion loans guarantee, provision of goods and services or purchase of goods and services occurs on terms inconsistent with commercial or market based terms.

The WTO agreements have clearly demarcated and distinguished industrial subsidies from agricultural subsidy. Agricultural products are expressly excluded from this coverage of the WTO Subsidies Agreements.⁵ The exclusion of agriculture necessitated the advent of WTO Agreement on Agriculture (AOA) that regulates national export subsidies in a fashion unsuited for treatment under the broader Subsidies Agreement.

In economics terms, a subsidy is defined as payment by the government, which forms a wedge between the price consumers pay and the costs incurred by producers, such that price is less than marginal cost.

As far as the meaning of staple agricultural produce is concerned, it is defined to include rice/paddy and wheat. Rice and wheat is the main cropping system of Indo-Gangetic plain in the Northwest and the North-East regions of India, while monoculture of rice is prevalent on the coastal belt of Eastern and Southern Indian states.

Legal dimension of Agricultural produce and Agricultural Subsidy

Indian agriculture is largely an executive policy driven when it comes to subsidy but it is having high legislative content when it comes to agricultural produce regulation. To provide impetus to agricultural produce in India, in the wake of green revolution in India the following three important enactments were enacted by the parliament of India

1. The Seeds Act, 1966.
2. The Insecticides Act, 1968.
3. The Food Corporation Act, 1964.

Crucially, with a strong infrastructure for research and development in place and a well designed extension network for disseminating new technologies to cultivators there was a rapid extension and the land under the new-high yielding varieties. Measures were taken to involve small and marginal farmers in the production process by providing them with new inputs, including seeds, fertilizers and credit at subsidized rates and public investment in irrigation, power and rural infrastructure was given high priority with this a sound legislative framework was created in

order to promote and regulate seeds and insecticides the core factors for high yield⁶. At this stage it must also be noted that the land ceiling laws did not encourage commercial agriculture in India and at the same time farming remains dominated by small land holdings, Indian agriculture is in no position to adopt the high-tech farm practices espoused by commercial agriculture unless significant legislative reform is made towards the same.

Legal framework of Agricultural subsidy

As far as Indian agriculture is concerned there are opinions⁷ that the net aggregate measure of support (AMS) to agriculture is negative.

This builds up a thesis that Indian agriculture, on the whole was taxed and not subsidized suited the performer lobby, not excluding the political parties, most of whom want to project themselves as the farmers messiah⁸. The magnitude of such a thesis is that it amounts to an endorsement of agricultural subsidies in the present form. Although there is a cap on governmental support to agricultural production under WTO regime, yet countries like India in which a large percentage of population is dependent on this sector need a certain degree of autonomy and flexibility in determining their domestic agricultural policies.

Under the AOA permitted extent of subsidy is very wide and this in itself reflects that agriculture and subsidy have integrated relations. The permissible total support (i.e. as encapsulated by the Ams) + de minimis support + special and Differential Treatment support + production limiting support + Green Box support.

It must be noted that these interventions would naturally be geared towards improving productivity, enhancing income levies, reducing vulnerability to market fluctuations, ensuring stability of prices etc., and which by their very nature would not be distortive.⁹

In India the minimum support price (MSP) provided to commodities particularly rice/paddy and wheat is less than the fixed external reference price determined under the AOA. Therefore, the Ams is negative. Theoretically, therefore, India could increase the product-specific support up to 10%. Looking at the economic viability of MSP, it is becoming difficult for India to cope up with the enhancement of MSP as regularly demanded by the farmers owing to increase in cost of production. In such circumstances it could be

stated that AOA does not affect much the policy decisions at the domestic level as far as agriculture sector is concerned. However to get maximum benefit out of AOA India must gear up to enhance export oriented and competitive price for their produces. In competitive world Indian strategy should be to produce the best quality of the lowest cost. This can be encouraged and supported by proper policy reforms and public investments in strengthening agriculture infrastructure and research which is permitted under the AOA.

Taking consideration of present agricultural produce subsidy policy in India a pertinent question arises about its compatibility under international regime i.e. whether AOA creates impediments in continuance of domestic policies aimed towards several developmental measures like infrastructure market support etc for the agricultural products. It is seen that AOA lists several types of subsidies to which reduction commitments apply. If India has to reduce such subsidies, which affects the domestic policy as stated in above in that circumstances, the question raised would be in affirmative and on that count India would be a loser under the AOA. Firstly such subsidies are virtually nonexistent in India, which requires India to go for reduction and secondly, this is so because exporters of agricultural commodities do not get direct subsidy.

Even exemption of export profits from income tax under section 80-HHC of the income tax Act, 1961 is not among the listed subsidies under the AOA. It is also worth noting that developing countries are free to provide three of the listed subsidies namely, reduction of export marketing costs internal and international transport and flight charges during the implementation period¹⁰.

India has had a long history of direct and indirect export subsidies including direct cash subsidy to exporters export finance export insurance and guarantee, export promotion and marketing assistance and export processing zones. Thus Commercial banks in India provide export financing at interest rates below market rates. The Reserve Bank of India fixes the annual lending rates this purpose. The Banks are required to extend a minimum 12% of their net credit as export credit. The export credit Guarantee corporation of India limited (ECGC) owned entirely by the government provides exporters a range of insurance cover against non-realization of export proceeds due to political or commercial reasons. It also provides guarantees to financial institution to facilitate the granting of credit facilities to exporters on a liberal basis.

The Government also places a strong emphasis on facilitating export promotion and marketing assistance. There are 15 broad schemes in operation for this purpose. Indian Trade promotion organization (ITPO) promotes exports and import and helps upgrade technology. It undertakes publicity, assists firms in developing new products and organizes export developments programs. The Indian institute of packaging assists firms in improving the standards of packaging and undertakes research into the raw materials for the packing industry.

The Indian institute of foreign trade develops human resources and organizes seminars on issues relating to trade. Finally, the government has also established seven export-processing zones (EPZS) to promote exports. Hundred percent export oriented units (Eous) meant to compliment the EPZS, can be established outside the Zones.

On an assessment of the above it appears that framework of agricultural produce subsidy in India is not directly defined by any one legislative mandate rather it is subjectively governed by the executive policies of the government. But it would be improper to assert that there is no legislative mandate on agricultural produce subsidy in India.

International framework of Agricultural Production and Subsidy

One of the major outcomes of Punta del Este declaration is the agreement on agriculture (AOA), a landmark that was contemplated never before the inception of Uruguay Round of multilateral trade negotiations (URMTN). AOA has explicitly created framework for agricultural produces in the realm of international trade in agricultural produces. The main objective¹¹ of the AOA is to establish a fair and market oriented agricultural trading system and that a return process should be initiated through the negotiation of commitments on support and protection and through the establishment of strengthened and more operationally effective GATT rules and disciplines. This long term objective perpetrates a mechanism that runs through the body of AOA and aims to provide for substantial progressive reductions in agricultural support and protection sustained over an agreed period of time, resulting in correcting and preventing restrictions and distortions in world agricultural markets¹². The modus operandi for achieving this objective relies heavily up on the specific binding commitments in four areas market access, domestic support, export competition, and sanitary & phyto-

sanitary issues. India being a signatory to this agreement required to comply through legislative and executive policy initiatives.

The preamble of AOA states that the commitments under the return programme should be made in an equitable way among all members, having regard to non-trade concerns including food security and the need to protect the environment, having regard to the agreement that special differential treatment for developing countries is an integral element of the negotiations, and taking in to account the possible negative effects of the implementation of the return programme on least developed and net food importing developing countries¹³. It must be noted that due to varied domestic reasons the goals of AOA appeared difficult and members agreed to short out differences pursuant to Article 18 of the AOA and continued negotiation, which witnessed major breakthrough in Doha ministerial conference in 2001, however in subsequent ministerial conferences no agreement was reached through. The commitments to continue the negotiations and give a fruitful end to the Doha Agenda as was visible in the beginning of the sixth ministerial conference in Hong-Kong in 2005 was not evident after the conclusion of the ministerial ultimately on 24th July, 2006 the Director general of WTO Pascal Amy announced the members decision to suspend the talks on the Doha Round being unable to break the impasse¹⁴.

These developments pursuant to the AOA show that agriculture is a very crucial subject matter in international arena, which needs consistent domestic monitoring and support.

The AOA replaced non-tariff import measures with bound tariffs and ensured broader protection and transparency, export subsidies were curbed and domestic programmes were classified according to their potential to distort trade¹⁵.

Thus WTO AOA is an attempt to impose discipline on global agricultural trade by removing trade distortions resulting from unrestricted use of production and export subsidies and import barriers, both tariff and non tariff. The provisions of the agreement apply to products following under chapters 1 to 24 of the Harmonized system and a few other specified products. Its coverage thus includes both primary and processed agricultural products for practical reasons, agricultural products are sometimes divided into two groups, viz tropical products and others. Though there is no agreed definition of tropical products beverages like tea, coffee and cocoa, cotton and hard fibers like jute & sisal, fruits

like bananas, mangoes & guavas, and others products in developing countries are treated as tropical products.

Conclusion

The above discussion amply demonstrates that legal instruments furthering subsidy and agricultural products are related in India by Government Policy and orders, there is no direct statute which defines subsidy or agricultural produce eligible for the same in absence of statutory control mechanism the entire gamut of agricultural produces and subsidy remain haywire and based on political ideology, which under no circumstance could be considered good for either the agricultural sector or the economy as a whole. The above discussion also port-ray international produce subsidy to get better understanding of the legal framework. It is therefore, humbly submitted that there is an urgent need to introduce series of legislative reforms in the areas of Tenancy and Land Ceiling Laws, the insecticides Act, 1968, the seeds Act, 1966 etc in order to ensure corporate farming. Unless the issue of subsidy is addressed rationally in forum like Doha and other multilateral trade negotiations, India will not be able to achieve the second green revolution because "supply will never catch up with demand, landmass is limited and there is a limit on what can be done to increase productivity"¹⁶.

REFERENCES

1. http://www.british_history.ac.uk/report.asp/compid=31904.
2. See Reports on Central Government Subsidies in India, Department of Economics Affair, Ministry of finance Govt. of India, 2004.
3. Ibid.
4. Article 14 SCM agreement (describing permissible calculation of subsidy amount in terms of the benefit to the recipient.
5. Alan C. Swan & John F. Murphy cases and materials on the Regulation of internal Business & Economics relations, 1999, New York p.73.
6. Economics survey 1996-97, Department of Economics Affairs ministry of Govt. of India.
7. Ashok Gulati and Sudha Narayanan, the subsidy Syndrome in Indian Agriculture (Oxford University Press, Oxford, 2003).
8. Ibid.
9. It is important to understand that no point does the Agreement ban any specific production policy, either for developing or developed countries even for those polices that have trade distorting effects.
10. Article 9(1 (d) and (e) of AOA.
11. See Ministerial Declaration as to Agreement on Agriculture, w.e.f. Jan 1, 1995.
12. Preamble to the Agreement on Agriculture, Para 3.
13. Ibid, Para 6
14. Trade Talk suspended "Today there are only losers", WTO news item, 24th July 2006.
15. Agriculture in the Uruguay Round an Assessment 103, Economic Journal, Nov, 1994 PP 1513-1527.
16. Hemendra Mathur, M.D. SEAF India Investment Advisor in the Economic Times of India : Agriculture is Gaining Corporate Currency Dated 29-04-2011 at Page 21.

The impact of social issues on the perceptions of the tourist visiting the desert destination of Jodhpur

Dr. Ashish Mathur

The tourism is a social process of interaction where people impact each with their behavior and culture. The society is the reflection of social values and norms which bind people to design the social fabric of any system on which the economic and political system is built. It is essential to analyze the social values of any society so to reflect the system of interactions for building the economic growth of any society. For a tourism-based economy to sustain itself in local communities, the residents must be willing partners in the process of growth and development. Their attitudes toward tourism and perceptions of its impact on community life must be continually assessed. This paper analyses the social values associated with the tourism industry and builds strategy for design of the perceptions related to social values of any economy.

Key words- tourism, social impacts, values, social norms

Introduction

The travel was difficult in the olden days but the modern era has made the tourism industry sophisticated where the participation of people has impacted the norms and values related to the travel industry. Tourism is a study of man away from his usual habitat and the industry responds to his needs and the

impacts are experienced by the society impacting the socio-cultural, economic and physical environments of the economy.

The tourism market is guided by the demand generated by the local characteristics and the cultural patterning. The demand is also generated by the seasonality of the industry. The information and the promotion of the industry are guided by the promotion of image of the destination and the information and the publicity of the local market. The transportation is the basic of the connectivity of the destination where the tourists come to see the attraction of the destinations. The destination environment is guided by the attractions of the cultural parameters and the characteristics and the lifestyle of the local population. The service facilities in form of accommodation, catering and the shopping also influence the travel demand.

The social impacts of tourism make the social process of change to grow in such a way that it fosters positive aspects of human tolerance and respect impacting the society in a sustainable way. The social and cultural ramifications of tourism warrant careful consideration, as impacts can either become assets or detriments to communities. Influxes of tourists bring diverse values to the community and influence behaviours and family life. Interactions between residents and tourists can impact creative expression by providing new opportunities. Increased tourism can push a community to adopt a different moral conduct such as improved understanding between people, safety and health facilities and security needs. The traditional ceremonies may be renewed and revived by tourist interest or lost in alternative activities. The social impact of tourism impacts and enhances the educational experience of the tourists by increasing the quality of life. There is a positive change in values and customs and this promotes cultural exchange by improving the understanding of different communities. It also helps in the preservation of cultural identity of host Population and increases demand for historical and cultural exhibits. There is a greater tolerance of social differences and this gives the satisfaction of psychological needs.

Social impacts of tourism

- Fostering of faith in the lost traditions increased education
- revival of lost traditions
- fosters global human dignity

- fostering interest in shopping of souvenirs
- faith and community attachment
- increased cultural acceptance
- interaction and awareness
- connectivity and respect for guest
- fostering of conservation of art and culture

Tourism has to be managed in such a way that the sustainability of the destination is maintained by the ethics of preserving the local traditions and values of the destinations and that the richness of the host destination is maintained. The destination culture and the quality are important for the long-term development of tourism in an ethical way. The community based tourism approach focuses on issues, where the local people are taught to participate in the preservation of the local values and the resources and generate employment and good to the society by managing the sustainability and the quality of tourism

Literature review

One important reason to study the sociocultural impacts of tourism is that they influence the local communities' perceptions of tourism. Whether or not they have a welcoming attitude, for instance, might become an important factor in determining success or failure in terms of attracting or aiming more customers to the destination (Daye 1997). The ability to define and quantify the various sociocultural impacts of tourism on the local communities helps to create effective strategies that avoid potential conflicts between guest and host (Reid 2006). Additionally, this may lead to a reduction in the possibility of disruptive differences among the stakeholders and strengthen their relationships. The benefits will be passed on to the visitors and possibly lead to an increase in the numbers of visitors in the near future. The attitudes of those local people who maintain misconceptions of tourism may also be changed by the ongoing impact of the presence of tourists in their locality. This involves a change of mindset, largely from a reluctance to engage with the tourism industry to being able to see the benefits of increased employment and the resultant increase in income from tourism. It is therefore important for tourism decision-makers to be fully aware of these local attitudes and conceptions so that they can take the appropriate actions to attempt to satisfy the desire of the local people to improve both their standard of living and quality of social welfare (Williams and Lawson 2001).

Faulkner and Tideswell (1997) state that the sociocultural impacts of tourism should be monitored continuously in order to maximise the Benefits of tourism at the destination.

According to Sherlock (1999), it is difficult to define the term “community” precisely; nevertheless, the word can be used to refer to a group of people who exist in one particular location. Aramberri (2001) suggests that “host societies are in fact communities, made of one piece”. For Williams and Lawson (2001) community is defined as “a group of people who share common goals or opinions”. “Host community” in particular is defined by Mathieson and Wall (1982) as the “inhabitants of the destination area”. Similarly, Swarbrooke (1999) defines it as “all those people who live within a tourist destination” . In the light of the previous definition, it can be concluded that a host community consists of all those people in the host destination, whether they are homogenous or heterogeneous and regardless of whether the impacts of tourism are beneficial or otherwise. Smith (1995) suggests that interaction between host and guest qualifies as a sociocultural impact. The resultant effects can range from daily changes to the quality of life, such as on traditions, norms, identities habits, beliefs and values, and these can have both positive and negative consequences ranging from crime, social conflicts, traffic, traditions, materialism, community service and cultural activities (Hejazeen 2007, Schianetz 2007). The interaction between guest and host is the key element in the sociocultural impact (Swarbrooke 1999). This author contends that interaction may take place between tourists and those locals who work in tourism. The variation in the relationship between residents and tourists depends on the level to which the benefits of tourism are perceived to exceed costs (Faulkner and Tideswell 1997). Swarbrooke (1999) states that this is demonstrated by what the locals observe about the tourists and wish to copy. In other words, demonstration effect and relative deprivation are two elements that do have an impact on local communities. The first raises the expectations of the locals who try to imitate the tourists' lifestyles, and the second is the relative deprivation which occurs when locals compare themselves to tourists. Faulkner and Tideswell (1997) state that a number of studies found that the communities which depend on tourism for their living either emphasise the positive impacts of tourism on their communities or they tolerate the negative impacts. That means that when negative impacts are recognised, the local community can still accept them if the

benefits are achieved from tourism. Relatively speaking, the closer the residents are to the tourist activities, the more tolerant they become to the disruptions caused by tourism. The duration of locals' residency at a destination, dependant on their history and the development of the destination itself, affects the residents' reactions to tourism. Negative impacts of tourism will be more emphasized in destinations in a mature phase of tourism development. Where there is high seasonality and large numbers of tourists, this may result in negative community reactions. However, residents who are directly employed in tourism tend to be more tolerant of the impacts (Faulkner and Tideswell, 1997). Perceptions of impacts can differ by factors such as community attachment, dependency on tourism, age, gender and education. As regards community attachment, most studies have concluded that the longer a host has been resident in the area, the less they like tourism (are less 'attached' to tourism) (Jurowski 1997, Weaver 2001, McGehee and Andereck 2004).

Objective of the study-

The basic objective of the study is to:

- To understand and analyze the dimensions customer satisfaction level of the services provided by the selected mobile brands operating in the city of Jodhpur.
- To ascertain the relevant dimensions of service quality in mobile phones.
- To frame the strategy for the enhancement of customer satisfaction.

Research Methodology- The researcher contacted the respondents personally with well-prepared sequentially arranged questionnaire. The questionnaire prepared, was divided into two parts, of which part one was used to gather demographic details of the respondents using the mobile services of the Jodhpur city and the second was related to customer preferences for the various attributes of the services available in the mobile phones.

Sampling Area - The study is conducted on the respondents i.e. the international and domestic tourists coming to the Jodhpur city.

Population

All the tourist coming to the Jodhpur city.

Sample size -The research focused on the participants who were willing and wanted to complete the research questionnaire .The

total 400 respondents filled the questionnaire.

Sampling Design-The sample was designed by the convenience based random sampling method.

Primary Data - Most of the data collected by the researcher was primary data through a structured questionnaire, which was operated on the samples of the tourist visiting the destination of Jodhpur

- a.) Demographic Characteristics- gender, age and education of the respondents.
- b.) Dimension of social perceptions of the tourists coming to the city

Secondary data- The secondary information was collected from the published Sources such as Journals, Newspapers and Magazines and websites.

Research instruments - A summated rating scale format was used, with five choices per item ranging from "strongly disagree " to "strongly agree". In this all the questions were positively framed to study the impact of independent variable like age, gender and education on the dependent variable is the social perception of the tourists.

Analysis of Data - All the data collected from the respondents was feeded and tabulated and the analysis was done through the software of SPSS version 16.

Frequency Table

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	206	51.5	51.5	51.5
female	194	48.5	48.5	100.0
Total	400	100.0	100.0	

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid less than 20	104	26.0	26.0	26.0
20-25	100	25.0	25.0	51.0
25-30	100	25.0	25.0	76.0
above 30	96	24.0	24.0	100.0
Total	400	100.0	100.0	

Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid undergraduates	62	15.5	15.5	15.5
graduates	176	44.0	44.0	59.5
post graduates	162	40.5	40.5	100.0
Total	400	100.0	100.0	

faith in lost traditions

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	20	5.0	5.0	5.0
disagree	24	6.0	6.0	11.0
neutral	175	43.8	43.8	54.8
agree	163	40.8	40.8	95.5
strongly agree	18	4.5	4.5	100.0
Total	400	100.0	100.0	

social acceptance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	5	1.2	1.2	1.2
disagree	16	4.0	4.0	5.2
neutral	105	26.2	26.2	31.5
agree	170	42.5	42.5	74.0
strongly agree	104	26.0	26.0	100.0
Total	400	100.0	100.0	

moral values

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	1	.2	.2	.2
disagree	18	4.5	4.5	4.8
neutral	163	40.8	40.8	45.5
agree	189	47.2	47.2	92.8
strongly agree	29	7.2	7.2	100.0
Total	400	100.0	100.0	

shopping_sovenirs

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	2	.5	.5	.5
disagree	26	6.5	6.5	7.0
neutral	162	40.5	40.5	47.5
agree	186	46.5	46.5	94.0
strongly agree	24	6.0	6.0	100.0
Total	400	100.0	100.0	

socail_enthusiasm

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	6	1.5	1.5	1.5
disagree	8	2.0	2.0	3.5
neutral	142	35.5	35.5	39.0
agree	206	51.5	51.5	90.5
strongly agree	38	9.5	9.5	100.0
Total	400	100.0	100.0	

faith_in_cultural_identity

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	22	5.5	5.5	5.5
neutral	169	42.2	42.2	47.8
agree	165	41.2	41.2	89.0
strongly agree	44	11.0	11.0	100.0
Total	400	100.0	100.0	

socail_innovations

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	10	2.5	2.5	2.5
disagree	14	3.5	3.5	6.0
neutral	176	44.0	44.0	50.0
agree	160	40.0	40.0	90.0
strongly agree	40	10.0	10.0	100.0
Total	400	100.0	100.0	

social_support

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	10	2.5	2.5	2.5
disagree	29	7.2	7.2	9.8
neutral	103	25.8	25.8	35.5
agree	206	51.5	51.5	87.0
strongly agree	52	13.0	13.0	100.0
Total	400	100.0	100.0	

socail_investment

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	4	1.0	1.0	1.0
neutral	104	26.0	26.0	27.0
agree	178	44.5	44.5	71.5
strongly agree	114	28.5	28.5	100.0
Total	400	100.0	100.0	

socail_norms

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid disagree	17	4.2	4.2	4.2
neutral	128	32.0	32.0	36.2
agree	176	44.0	44.0	80.2
strongly agree	78	19.5	19.5	99.8
44	1	.2	.2	100.0
Total	400	100.0	100.0	

[DataSet1]**One-Sample Statistics**

	N	Mean	Std. Deviation	Std. Error Mean
faith_in_lost_traditions	400	3.3375	.85757	.04288
social_acceptance	400	3.8800	.88462	.04423
moral_values	400	3.5675	.70476	.03524
shopping_sovenirs	400	3.5100	.72885	.03644
faith_in_cultural_identity	400	3.5775	.75857	.03793
social_support	400	3.6525	.88527	.04426
socail_norms	400	3.8900	2.16440	.10822
socail_enthusiasm	400	3.6550	.73983	.03699
socail_innovations	400	3.5150	.81942	.04097
socail_investment	400	4.0050	.76579	.03829

One-Sample Test

	Test Value = 3.69					
	T	df	Sig. (2 tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
faith_in_lost_traditions	-8.221	399	.000	-.35250	-.4368	-.2682
social acceptance	4.296	399	.000	.19000	.1030	.2770
moral values	-3.476	399	.001	-.12250	-.1918	-.0532
shopping_sovenirs	-4.939	399	.000	-.18000	-.2516	-.1084
faith_in_cultural_identity	-2.966	399	.003	-.11250	-.1871	-.0379
social support	-.847	399	.397	-.03750	-.1245	.0495
socail_norms	1.848	399	.065	.20000	-.0128	.4128
socail_enthusiasm	-.946	399	.345	-.03500	-.1077	.0377
socail_innovations	-4.271	399	.000	-.17500	-.2555	-.0945
socail_investment	8.227	399	.000	.31500	.2397	.3903

Inferences and Implications

- The total asocial impact of tourists consists of the social investment which is positively displayed by the value of 8.277 in the T_test table in terms of values and feelings of the host community. Their feelings and values are important to gain the edge of acceptance in the international tourism market where the tourist wants to come and interact with the host residents. This fosters the positive attitude of tolerance and faith.
- The t-test shows that social acceptance is the biggest factors impacting the perceptions of the tourists when they come to Jodhpur. The relationship of positive attitudes and built in values of acceptance help the industry grow in a sustainable way so that the social society is built in with the broader vision

Recommendations

- The industry needs social tolerance and values which can promote the social ethics of promotion of acceptance. Love, human compassion and tolerance for three built in system.
- Tourism can foster the feelings of goodness by promoting the options and opportunities for income generation and employment, and by positively contributing to government programs, supporting quality of life, environmental excellence and the development of society". The general

tone of the strategy has to be linked to the efforts of the central government to build the better community services with social objectives.

- The positive interaction between the host and guest would encourage further positive achievements. From the locals' perspective, tourism has contributed to a better understanding of other cultures, as well as increasing the degree of pride in the locals' national culture.

Conclusion

The tourism is impacting the life of people in a big way where the connections and the interactions are happening because of the changes happening in the society. The social change brings lot of economic development. The social; changes arise in form of enhanced learning and change in the value systems of the people. The society is in the post world war era where people are live in peace with each others.

REFERENCES

1. Aramberri, J. (2001) 'The Host Should Get Lost Paradigms in the Tourism Theory.' *Annals of Tourism Research* 28, (3) 738-761
2. Daye, M (1997) 'Messages to Hosts.' Masters dissertation submitted to the University of Surrey: Guildford.
3. Faulkner, B. and Tides well, C. (1997) 'A Framework for Monitoring Community Impacts of Tourism.'
4. Hejazeen, E. G. (2007) *Tourism and Local Communities in Jordan: Perception, Attitudes and Impacts "a Case Study on Five Archaeological Tourist Sites"*
5. München: *Tourism Studies from the University of Eichstätt-Ingolstadt*
6. Hernandez, A., and Garcia, H (1996) 'Residents' Attitudes towards an Instant Resort Enclave.' *Annals of Tourism Research* 23,
7. Jurowski, C., Uysal, M. And Williams, D. (1997) 'A Theoretical Analysis of Host Community Resident Reactions to Tourism.' *Journal of Travel Research* 36, (2) 3-11
8. Konstantinos, A., and Vaughan, R. D. (2003) 'Urban Residents' Attitudes toward Tourism Development: The Case of Crete.' *Journal of Travel Research* 42, (2) 172-186

9. Mathieson, A. and Wall, G. (1982) *Tourism: Economic, Physical, and Social Impacts*. Prentice Hall Mbaiwa , J. (2004) 'The Socio-Cultural Impacts of Tourism Development in the Okavango Delta, Botswana.' *Journal of tourism and cultural change* 2, (3)
10. McClave, J., Benson, P. G., and Sincich, T. (2005), *Statistics for Business and Economics*, Pearson- Prentice Hall, New Jersey, USA 60
11. Reid, M., and Schwab, W. (2006) 'Barriers to Sustainable Development: Jordan's Sustainable Tourism Strategy.' *Journal of Asian and African Studies* 41, (5/6) 439-457 available from <<http://jas.sagepub.com/cgi/reprint/41/5-6/439>> [10 April 2008
12. Schianetz, K., Kavanagh, L. and Lockington, D. (2007) 'Concepts and Tools for Comprehensive Sustainability Assessments for Tourism Destinations: A Comparative Review.' *Journal of Sustainable Tourism* 15, (4) 369-389
13. Schianetz , K. E. A. (2007) 'Concepts and Tools for Comprehensive Sustainability Assessments for Tourism Destinations: A Comparative Review.' *Journal of Sustainable Tourism* 15, (4)
14. Sherlock, K. (1999) 'The Role of Community in Tourism Studies.' *International Journal of Contemporary Hospitality Management* 11, (2/3) 126-127
15. Smith, S. L. J. (1995) *Tourism Analysis*. Harlow: Longman
16. Smith, V. L. (1989) *Hosts and Guests: The Anthropology of Tourism*. University of Pennsylvania Press
17. Swarbrooke, J. (1999) *Sustainable Tourism Management* Wallingford: CABI Publishing
18. Wall, G., and Mathieson (2006) *Tourism: Change, Impacts and Opportunities*. Essex Pearson Prentice Hall
19. Weaver, B., and Lawton, L. (2001) 'Resident Perceptions in the Urban-Rural Fringe.' *Annals of Tourism Research* 28 (2) 439-458
20. Williams, J. and Lawson, R. (2001) 'Community Issues and Resident Opinions of Tourism.' *Annals of Tourism Research* 28, (2) 269-290