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Study of Artificial Intelligence in Human Resource Management

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Abstract: Today, Human Resource Management, in any organization, requires a strong backing from various computing systems for data processing, analysis and decision making so that it can function smoothly. This paper elaborates on how Artificial Intelligence, when applied into H.R.M. paves ways into a number of processes like recruitment and selection of apt candidates. The paper also incorporates the role of A.I. in context of data collection and data processing in growth and retention of people in an organization. It encompasses the levels at which A.I. can be helpful in collecting data to enable calculations and interpretations for appraisals and competency mapping of employees, storing and record keeping as well. The paper also puts light on the limitations of A.I. considering that A.I. can't match up with the nuances and instincts of a human brain and also on the scope of A.I. in revolutions to be brought in H.R.M.

Keywords: *Artificial Intelligence, Human Resource Management, Competency Management, Efficiency and Effectiveness, Scope and Limitations of A.I. in Human Resource Management*

I. INTRODUCTION

Solitary area of a business that is often late and considered slow to the game of changes is human resources. The HR department is generally targeted of budget cuts or, many a times, lack of investment in software, so the department is left behind to manage most of the work using the already existing methods which tend to make physical as well as mental efforts to be put up more by the human resource management team. Artificial Intelligence involves the process of developing computer systems in such a way that they are capacitated with performing tasks that human intelligence performs. Artificial Intelligence technologies embedded in human capital solutions can provide companies with astounding access to real-time individual capital information that will allow a line leader, a manager or a CEO to make mission-critical people decisions, in a far less time rather than days or months altogether down

the line while they are accessible with out of date human capital information.

Artificial Intelligence is slowly invading the field of HR. In the present VUCA (*Volatility, uncertainty, complexity and ambiguity*) scenario, even a little careless attitude or not being cautious enough possibly will lead an organization towards bereavement and decline. The competition may possibly be in the form of products, services, resources or know-how. As a consequence, although companies pay good attention towards enhancing their products and services, they must not overlook the human resources which form the backbone of the organization.

II. ROLE OF ARTIFICIAL INTELLIGENCE IN HR

The competency management data in an organisation require continuous analysis, interpretation and preparation of data base at various levels of an organisation and their application in different decision-making systems. The need for interaction of individual competencies creates the opportunity for application of Artificial Intelligence in general and expert systems in particular. The development of proficient system utilizes various knowledge Engineering methods to represent and infer knowledge; software engineering techniques to manage the system developments, information and control flows of model and data; intelligent systems technology to process and display data.

III. ARTIFICIAL INTELLIGENCE AND RECRUITING

There are a lot of innovative trends in human resource in the region of data: Big Data, Social Data and Data Analytics. But the one direction in which human resource is drifting towards is use of Artificial Intelligence for human resource management. In brief, here are five key ways that Artificial Intelligence can be used to get better process of recruiting: discovering the correct talent quickly.

1. **Going Beyond Key Words:** Most search and innovative solutions are capable of only finding

candidates that deploy the same words one uses when one writes his or her job description. If someone applying for a job articulates Marketing Manager, you can search out people using the same term. But you might miss the perfect candidate who happens to have the precise skills but a job title which is not similar to the searched term and or may have a slightly unconventional or non-traditional career path. Artificial Intelligence operates data clustering techniques to generate a job clusters so such different and alternate skills and titles can be identified.

2. **Fast and Accurate:** It is very common to spend hours on community and professional media sites to try and find that perfect candidate. Artificial Intelligence based search can look from beginning to end with the same data in seconds using refined searching and matching that helps you narrow in on what you are looking for.
3. **Perfect for the New World of Social Recruiting:** Data in the social "ether" is sprouting and turning more and more relevant to organisational decision making. But not all the data follows the traditional ways of recruiting. People reveal their skills and experiences in different ways, their job titles are distinctive and so it makes it harder to find people. A.I. based data matching has no difficulty or issues with these anomalies. Chief Idea Officer, no problem, Chief Moral Officer, no problem, Beer Ranger, AI loves that title too.
4. **Customizes to your Needs:** Not everybody who says they want a project manager or a sales lead or a client support specialist means the identical things. At times you can see that clearly in the job description, other times, we do not. By means of artificial intelligence based matching, you can work with predicted outcomes to customize the kinds of individuals and skills you are in actuality looking for. These in return will allow you to create a modified profile for a particular job that is matched to your needs.
5. **Gets Smarter:** The most important facet of Artificial Intelligence have been termed to get smatter with the use. AI adjusts to patterns and recognizes them. So if one is to hire sales people with a definite background and knowledge level, every time you give affirmation to or dismiss a match the system finds for you, it begins to recognize that blueprint and adjusts the types of recommendations it forwards to you.

IV. THE ROLE OF A.I. IN PEOPLE MANAGEMENT

When it comes to people operation and strategic decision about organizational effectiveness for example how to attract, retain, grow, and motivate people, data analysis do not come into play. Companies generally do not use data to address critical questions about team effectiveness and improve effectiveness of managers. Human resource leaders are now beginning to recognise that data-driven insight can have a major impact in risk reduction and success in decision making around talent management and organizational performance.

V. HOW IT WORKS: PREDICTIVE MEETS PRESCRIPTIVE

AI is designed to parse analysis, and transform data into humanized formats that are easy understand and act upon. With an influx of data in HR phase, AI has the capacity to provide a wealth of insight in areas including talent assessment, employee engagement, manager effectiveness and tem productivity – insight that might go undiscovered, which helps the HR Teams better understanding and predict workforce trend and problem area. Importantly it can help solve the major problem solved by the HR's i.e. building and executing plans for improvement.

Gathering of data together with employee engagement levels, information on performance and feedback on intuition or perception on why people leave, A.I. can provide company- and team specific prediction instantly. The prediction includes the employees that can be most successful, the population that are most at risk turnover or performance issues.

AI systems instantly identify patterns and make connection that would be difficult and time-consuming for individuals to uncover. This predictive intelligence allows HR team to become more proactive and more proactive and more strategic with their planning and program. AI eliminates much of the manual analysis and challenging planning associated with creating people programs and allowing us to have recommendations based on data rather than gut feelings. AI is poised to help HR teams and managers make better less biased decision and help make more impactful decision.

VI. ARTIFICIAL INTELLIGENCE – THE NEW BRAIN OF RECRUITING AND SELECTION

At the present time organizations are trying to do their part in being more economical in today's workforce Instead of hiring more employees' to tackle a job they distribute that job into equal parts among already employed individuals. This seems like a planned strategy and money cutback technique utilized to cut business costs, and utilise the finances for other things that the organisation needs with their annual budget.

It can help improve human resource managers and recruiters from the tiring tasks of the various levels of selection, interviewing, and screening processes. In order for AI to be successful in recruitment one needs to form a comprehensive set and order of the questions that are required for a particular position needs so that the selection process can be as easy and without ruffle as possible. Years ago, different algorithms helped in interpreting numerous decisions and lead us to otherwise difficult to get answers. And so it eases a lot of calculations to help choosing the right fit for a job as well.

VII. ADVANTAGES AND LIMITATIONS OF ARTIFICIAL INTELLIGENCE APPLIED IN HUMAN RESOURCE MANAGEMENT:

a. ADVANTAGES:

Artificial Intelligence will enable more precision and less errors. Use of computer systems with Artificial Intelligence will enable eliminating wastage of time due to fatigue. Emotions and sentiments that disable rational thinking in human beings will not be a hindrance to artificial

intelligence applied thinking programs. And it can carry out repetitive and time taking monotonous work without boredom and very efficiently without any requirement or demand of breaks or sleep.

b. LIMITATIONS OR DISADVANTAGES:

Employing a system that works on A.I. on a many levelled organisation for data processing, interpreting and decision making can seem costly and will definitely incur costs in applying, maintaining, updating, restoring and repair. A.I. might think like a human brain that has taught it but it will not inherit the dynamics of ethical or moral human behaviour. A.I. will not have a sense of belonging to the organisation or to the employees and hence might not fulfil the most important role of an H.R. personal that is of a grievance officer. It will not help being creative or original or intuitive or judgemental and alter responses based on previous failures and will not get better with experience.

VIII. CONCLUSION

A.I. in the last 20 or so years has made itself useful to the field of management by exactly performing the way it is programmed and taught by experts and hence utilises its programmers brain into collecting, arranging, sorting and decision making. It even learnt to distinguish between correct and incorrect and employed various resolutions calculating best responses and results. AI continuously mimicked the human brain and hence it is as good as the foresight of its programmer to grasp and forecast the problems or rather the situations that might arise in future. Thus, A.I. might always remain as good as a human brain can make it and will always get beaten by human instincts, ethics and morals that are ever changing with the situation one is in. When A.I. will start making decisions dynamically depending on intuition and basic instincts like a human brain, we suppose we will see a revolution in recruiting, selection and a completely reformed Human Resource Management.

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Innovative Approach for Selling

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Abstract: Globalization is quickly becoming a permanent state of today's business affairs. With these changes, organizations and individuals are faced with tremendous task of developing relationships and interacting with a culturally diverse customer base whose behaviors, attitudes, and values are embedded in their own cultural heritage. Salespeople that are either unwilling or unable to understand and recognize these challenges and adapt their selling behaviors accordingly to fit cross-cultural interactions will struggle to perform at a higher level in cross-cultural selling (Sebenius, 2002; Wade, 2004).

The American Marketing Association Faculty Consortium on Professional Selling and Sales Management conducted a study using approximately one hundred sales educators, researchers, and practitioners to identify key teaching areas in selling and sales management and identified cross-cultural selling and diversity in the sales force as one of the key teaching developments for the future (Marshall & Michaels, 2001). Regardless of the selling environment, cross-cultural selling has become increasingly important as the United States has witnessed a large increase in immigration in the last three decades (U.S. Census Bureau, 2008). First generation immigrant population U.S. society. In the U.S. increased from five percent in 1970 to thirteen percent in 2012 (Duncan & Trejo, 2015). Since 1980, approximately sixty percent of U.S. population growth has been attributed to new immigrants (Passel & Cohn, 2008). It is projected that new immigrants will account for more than eighty percent of population growth from 2005 to 2050, and almost twenty percent of the U.S. population will be first generation immigrants by mid-century (Passel & Cohn, 2008). This projection clearly exemplifies that immigrants are an integral part of the socio-economical build of the U.S. society.

Keywords: *Globalization, Diverse, Immigration, Exemplifies, Socio-economical.*

I. INTRODUCTION

Globalization is quickly becoming a permanent state of today's business affairs. With these changes, organizations and individuals are face with a tremendous task of developing

relationships and interacting with a culturally diverse customer base whose behaviours, attitudes, and values are embedded in their own cultural heritage. Salespeople that are either unwilling or unable to understand and recognize these challenges and adapt their selling behaviors accordingly to fit cross-cultural interactions will struggle to perform at a higher level in cross-cultural selling (Sebenius, 2002; Wade, 2004). The American Marketing Association Faculty Consortium on Professional Selling and Sales Management conducted a study using approximately one hundred sales educators, researchers, and practitioners to identify key teaching areas in selling and sales management and identified cross-cultural selling and diversity in the sales force as one of the key teaching developments for the future (Marshall & Michaels, 2001).

Regardless of the selling environment, cross-cultural selling has become increasingly important as the United States has witnessed a large increase in immigration in the last three decades (U.S. Census Bureau, 2008). First generation immigrant population U.S. society. in the U.S. increased from five percent in 1970 to thirteen percent in 2012 (Duncan & Trejo, 2015). Since 1980, approximately sixty percent of U.S. population growth has been attributed to new immigrants (Passel & Cohn, 2008). It is projected that new immigrants will account for more than eighty percent of population growth from 2005 to 2050, and almost twenty percent of the U.S. population will be first generation immigrants by mid-century (Passel & Cohn, 2008). This projection clearly exemplifies that immigrants are an integral part of the socio-economical build of the U.S. society.

With a rapid increase in global immigration and many large multinational firms continuing to build global account management programs, it is of great importance that salespeople and sales managers have skills in managing transactions and relationships in a cross-cultural context. White, Abshire, and Huggins (2011) have suggested that hardiness (the capability to withstand difficult situations) and cultural distance (recognizing differences in cultural values and beliefs) have a direct effect on a sales manager's ability to adapt to a new cultural environment. Developing cross-cultural adaptability thus requires cultural intelligence to supplement traditionally taught adaptive selling skills as a necessary component of the cross-cultural selling success.

The objective and contribution of the method described in this manuscript is therefore to introduce a systematic active learning framework. The rapid increase in sales education over the past decade has been a direct result of the strong demand for qualified and trained sales students that are able to contribute to organizations (Cummins, Peltier, Erffmeyer, & Whalen, 2013; Fogel, Hoffmeister, Rocco, & Strunk, 2012). However, it is evident that there is a lack of sales pedagogy research that provides systematic frameworks and guidance for sales and marketing educators to utilize in a classroom setting, particularly in the development of active learning soft skills related to relationship management (Black & Wingfield, 2008; Cummins et al., 2013; Inks & Avila, 2008; McIntyre & Tanner, 2004; Wheeler, 2008). This is even more evident in the limited area of academic research that focuses on understanding why some salespeople are more effective than others in a cross-cultural selling context. Furthermore, literature in sales and marketing that provides pedagogical frameworks to actively build and apply cultural knowledge is even scarcer (Baker & Delpechitre).

II. THE INNOVATION: TEACHING CULTURAL INTELLIGENCE IN SELLING

This section presents information on a) the skills that students should possess and the foundational knowledge they require to adapt to the proposed teaching method, b) time and resource commitments of the instructor, and c) what students should know after the teaching process.

Teaching Cultural Intelligence in Personal Selling

When utilized within a holistic personal selling course pedagogy, this model of teaching cultural intelligence (CIQ) provides a structured platform to build cross-cultural awareness and abilities within the field selling context. First, it builds on individual awareness through the CIQ self-assessment, then proceeds to build foundational cognitive cultural knowledge and meta-cognitive cultural knowledge, and ultimately develops motivational and behavioral cultural skills that can be developed and enhanced after course completion.

To implement the proposed teaching method effectively and efficiently, it is beneficial for students to have fundamental knowledge of marketing principles and personal selling. Therefore, it is recommended that students complete an introduction to marketing and a personal selling course. It is assumed that an introductory marketing course should introduce students to the vocabulary, theories, and practices of the business functional area of marketing. The introduction to personal selling course should introduce students to the role of personal selling in the business process and different aspects of the sales task including how salespeople are able to accomplish these tasks effectively and efficiently. Students should also be exposed to active role-play presentations.

Time and Resource Commitments of the Instructor

The process is highly adaptable to multiple levels of teaching and time formats including undergraduate, MBA, executive MBA, and even professional corporate training formats. Time and resource commitments from the instructor will be relative to the level and structure of the course. Full

implementation of the method requires multiple individual role-play simulations to implement a active and adaptive learning environment. However, in abbreviated course formats, conceptual and theoretical discussion combined with video and case study analysis will provide foundational cognitive CIQ, meta-cognitive CIQ, and motivational CIQ within the personal selling framework, but not course assessed behavioral CIQ.

How Students Will Be Transformed after the Teaching Process:

Communicating effectively and relating to customers that are from a diverse cultural background are two of the greatest challenges salespeople encounter, mainly because cultural factors operate under conscious awareness and on an individual level and are difficult to identify and comprehend (Ricks, 2009; Kale and Barnes 1992). After completing the cultural training, sales students will be more aware of how to identify cultural norms, how to create a deeper level of cross-cultural awareness, how to develop abilities to reserve their own judgment of different cultures, and how to adapt behaviors to fit customers from different cultures. As a result, when interacting with prospective customers from diverse ethnic and cultural backgrounds, sales students will be more comfortable and capable of creating a stronger social bond between the buyer and seller (Berry, 1995). Students who are able to develop stronger bonds with prospective customers in a cross-cultural setting are able to understand and uncover customer needs better, overcome objections, and move through the sales process effectively.

This study defines cultural intelligence as a person's ability to function and effectively manage relationships in a culturally diverse setting (Earley, 2002; Earley & Ang, 2003; Earley & Mosakowski, 2004; Ng & Earley, 2006). In other words, a salesperson who is high in cultural intelligence has the ability to be effective in intercultural selling, as he/she is better able to adapt to the different cultural backgrounds from which customers are influenced. CIQ is a multi-dimensional form of interactional intelligence that can be learned and developed at the individual level (Earley & Ang, 2003). The effects of CIQ on individual judgments and organizational behavior are foundationally established in interactive intelligence theory (Sternberg, 1988). CIQ consists of four dimensions.

III. CONCLUSION

Innovative approach should be there for best marketing strategy and now a day's market strategy attract new customers which is essential for all the business .

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A Study of Role of Financial Institutions in Developing Women Entrepreneurship

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Abstract: Entrepreneurship as an ingredient of economic development is now recognized. A number of financial institutions provide support to women entrepreneurs for their innovative and imaginative scheme of activities aimed at skill development for income and employment generation in different sectors. There has been a substantial growth in women's involvement in the economic activities all over the world over the past few decades. For this both the government and non-government agencies have to play a vital role. Despite the efforts of governmental and non-governmental organizations, the women entrepreneurs are facing many problems. With a view that women entrepreneurs should come forward in industrial field and become self-sufficient, governmental and financial institutions have announced many schemes of providing financial assistance. The Financial Institutions also has been contributing its share to this cause. They have launched a number of schemes of assistance to the favour of women entrepreneurs. This attempts to examine the role of financial institutions in developing and promoting women entrepreneurship.

Keywords: *Financial Institutions, Women Entrepreneurs, Financial Assistance*

I. INTRODUCTION

Entrepreneurship as an ingredient of economic development has been recognized long ago in 1950. It was since then substantial amount of research has gone into this sphere. It is well known fact that entrepreneurs are born but they can also be made through innovative and creative interventions. However men and women at large are not showing sufficient of entrepreneurship skills and the women's position is more critical. Therefore, they should be helped particularly where women entrepreneurs are prone to face more hurdles. The focus on the contribution of women in direct productive work was first brought out in 1970 by Ester Boserup in his book "Women's Role in Economic Development". This work of Boserup is a complication of his research experience in India. It also provided a conceptual framework for research on Women and Development.

Around the mid 1970's, neo-Marxist feminists and dependency theorists began looking at the relationship between women and development rather than the strategies for integrating women in economic development. However, lack of understanding of women's work in developing societies, and Western biases in development projects reinforced the division between public and private spheres of women lives.

Women and development like women in development focused on productive sector, and aimed at skill development for income generation. A number of institutions collect funds from the public and place them in financial assets such as deposits, loans and bonds rather than tangible property. Various financial institutions and banks are playing a significant role in the development of women entrepreneurship. With a view that women entrepreneurs should come forward in industrial field and become self-sufficient, governmental and financial institutions have announced many schemes of providing financial assistance.

II. PREVIOUS WORK

Everett H.E. Hagen (1962) attempted to study the origin of entrepreneurs in many countries. He noted that the entrepreneurs have emerged mainly from a particular socio-economic class. Further, in the Indian context, the leading business communities like Parsis, Marvaris and Sindhees have been found to have a deep desire in engaging in industrial activities.

Berna (1966) in her study entitled "Industrial Entrepreneurship in Chennai State" found that the entrepreneurs hailed from diverse castes, occupations and classes, as only small-scale operations they came up to their present positions and diversified their production. This is attributed to their youth, education and technical training.

Habibullah (1987) showed that training is an effective tool for entrepreneurship development in Bangladesh. Habibur Rahman (1995) emphasized the importance of project viability, collateral and entrepreneurial evaluation at the project appraisal level of banks. Saleh (1999) found

inadequate cash flows, marketing deficits and discriminating treatment from supportive service agencies to create obstacles to women entrepreneurship development in Bangladesh. Rahman (1999) examines women borrowers' involvement with the microcredit program of the Grameen Bank, and the grassroots lending structure of the bank. He focuses on the processes of village-level microcredit operation and addresses the realities of the day-to-day lives of women borrowers and bank workers and explains informant strategies for involving themselves in this microcredit scheme.

III. OBJECTIVE

The main objective of the study is to trace out the several financial institutions providing financial assistance and their role in developing women entrepreneurship.

IV. ROLE OF FINANCIAL INSTITUTIONS

Financial sector plays an indispensable role in the overall development of a country. The most important constituent of this sector is the financial institutions, which act as a conduit for the transfer of resources from net savers to net borrowers, that is, from those who spend less than their earnings to those who spend more than their earnings. The financial institutions have traditionally been the major source of long-term funds for the economy. These institutions provide a variety of financial products and services to fulfil the varied needs of the commercial sector. Besides, they provide assistance to new enterprises, small and medium firms as well as to the industries established in backward areas. Thus, they have helped in reducing regional disparities by inducing widespread industrial development. The Government of India, in order to provide adequate supply of credit to various sectors of the economy, has evolved a well developed structure of financial institutions in the country. These financial institutions can be broadly categorised into All India institutions and State level institutions, depending upon the geographical coverage of their operations. At the national level, they provide long and medium term loans at reasonable rates of interest. They subscribe to the debenture issues of companies, underwrite public issue of shares, guarantee loans and deferred payments, etc. Though, the State level institutions are mainly concerned with the development of medium and small scale enterprises, but they provide the same type of financial assistance as the national level institutions.

National Level Institutions:

A wide variety of financial institutions have been set up at the national level. They cater to the diverse financial requirements of the entrepreneurs. They include all India development banks like IDBI, SIDBI, IFCI Ltd, IIBI; specialized financial institutions like IVCF, ICICI Venture Funds Ltd, TFCI ; investment institutions like LIC, GIC, UTI; etc.

All-India Development Banks (AIDBs):

Includes those development banks which provide institutional credit to not only large and medium enterprises but also help in promotion and development of small scale industrial units.

Industrial Development Bank of India (IDBI):-IDBI was established in July 1964 as an apex financial institution for industrial development in the country. It caters to the

diversified needs of medium and large scale industries in the form of financial assistance, both direct and indirect. Direct assistance is provided by way of project loans, underwriting of and direct subscription to industrial securities, soft loans, technical refund loans, etc. While, indirect assistance is in the form of refinance facilities to industrial concerns.

Industrial Finance Corporation of India Ltd (IFCI Ltd):

IFCI was the first development finance institution set up in 1948 under the IFCI Act in order to pioneer long-term institutional credit to medium and large industries. It aims to provide financial assistance to industry by way of rupee and foreign currency loans, underwrites/subscribes the issue of stocks, shares, bonds and debentures of industrial concerns, etc. It has also diversified its activities in the field of merchant banking, syndication of loans, formulation of rehabilitation programmes, assignments relating to amalgamations and mergers, etc.

Small Industries Development Bank of India (SIDBI):

SIDBI was set up by the Government of India in April 1990, as a wholly owned subsidiary of IDBI. It is the principal financial institution for promotion, financing and development of small scale industries in the economy. It aims to empower the Micro, Small and Medium Enterprises (MSME) sector with a view to contributing to the process of economic growth, employment generation and balanced regional development.

Industrial Investment Bank of India Ltd (IIBI):

IIBI was set up in 1985 under the Industrial reconstruction Bank of India Act, 1984, as the principal credit and reconstruction agency for sick industrial units. It was converted into IIBI on March 17, 1997, as a full-fledged development financial institution. It assists industry mainly in medium and large sector through wide ranging products and services. Besides project finance, IIBI also provides short duration non-project asset-backed financing in the form of underwriting/direct subscription, deferred payment guarantees and working capital/other short-term loans to companies to meet their fund requirements.

Specialised Financial Institutions (SFIs):

SFIs are the institutions which have been set up to serve the increasing financial needs of commerce and trade in the area of venture capital, credit rating and leasing, etc.

IFCI Venture Capital Funds Ltd (IVCF):

IVCF-formerly known as Risk Capital & Technology Finance Corporation Ltd (RCTC), is a subsidiary of IFCI Ltd. It was promoted with the objective of broadening entrepreneurial base in the country by facilitating funding to ventures involving innovative product/process/technology. Initially, it started providing financial assistance by way of soft loans to promoters under its 'Risk Capital Scheme'. Since 1988, it also started providing finance under 'Technology Finance and Development Scheme' to projects for commercialisation of indigenous technology for new processes, products, market or services. Over the years, it has acquired great deal of experience in investing in technology-oriented projects.

Tourism Finance Corporation of India Ltd. (TFCI):

TFCI is a specialised financial institution set up by the Government of India for promotion and growth of tourist industry in the country. Apart from conventional tourism projects, it provides financial assistance for non-conventional

tourism projects like amusement parks, ropeways, car rental services, ferries for inland water transport, etc.

V. CONCLUSION

It can be said that today we are in a better position wherein women participation in the field of entrepreneurship is increasing at a considerable rate. Women sector occupies nearly 45% of the Indian population. At this juncture, effective steps are needed to provide entrepreneurial awareness, orientation and skill development programs to women. The role of Women entrepreneur in economic development is also being recognized and steps are being taken to promote women entrepreneurship. In the last, to ensure women entrepreneurship development, integrated efforts by various organization and agencies are needed so that necessary assistance should be provided to prospective as well as existing women entrepreneurship.

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To Study the Influence of Advertisement of Food Items on Eating Habit of Children

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Abstract: Marketing gimmicks has played a major role in the present technological breakthrough to influence the children to a extent that it has lost its path and walking on the unethical grounds, leaving our children in a vulnerable conditions. Advertising has been the major influencing parameter and is the most attractive media for children. The need of the hour is to make it imperative to advertising agencies to create a positive impact on children through valuable teaching of culture and tradition prevalent in our country. Obviously certain questions must be answered while treating children at an early age like should advertising aimed at children be regulated? If so, how strict should that regulation be and, in a global market place, should regulators draw up common guidelines across all countries and cultures? Advertising is a form of communication that attempts to persuade consumers to purchase or to consume more of a particular brand of product. Every day when people watch television or read the newspaper, they come across advertisements. It brings products to the attention of consumers here we are talking about children.

In this research we will be discuss the impact of television advertisement on the children with the latest advent of technology and mobile phone. To attract children toward the product it is necessary that the advertisement should contain such facets that are according to their age, thinking and interest. When children see the advertisement according to their interest, they ensure that their parents are influenced to purchase that product. There is very close relationship between advertisement and buying behavior of children. The study was conducted in Nagpur and data was collected from children of various classes of different schools situated in Nagpur.

Children purchases product through the exhibitions in schools, by watching advertisements on television, Children of lesser age get prejudiced in purchasing a particular product because they are keen viewer of advertisement and children with more age purchase more advertised products. In this study we will discuss the liaison between food advertisement and children buying behaviour because children buy more food products as compare to other products. Children buying behaviour also depends on the T.V viewing hours because when children watch more T.V the watch more advertisement and purchase more products.

Keywords: *Gimmicks, Unethical grounds, Attract, Television, Influenced, Buying behaviour*

I. INTRODUCTION

Marketing gimmicks has played a major role in the present technological breakthrough to influence the children to a extent that it has lost its path and walking on the unethical grounds, leaving our children in a vulnerable conditions. Advertising has been the major influencing parameter and is the most attractive media for children. The need of the hour is to make it imperative to advertising agencies to create a positive impact on children through valuable teaching of culture and tradition prevalent in our country.

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Children purchases product through the exhibitions in schools, by watching advertisements on television. Children of lesser age get prejudiced in purchasing a particular product because they are keen viewer of advertisement and children with more age purchase more advertised products. In this study we will discuss the liaison between food advertisement and children buying behavior because children buy more food products as compare to other products. Children buying behavior also depends on the T.V viewing hours because when children watch more T.V the watch more advertisement and purchase more products.

Importance of Study

Advertising affects children and commercials influence children which can be seen in their constant demands for products advertised on television especially children of lesser age 4 to 8 years. There can be many negative effects as well as positive effects of advertising on children if parents are not careful. Advertisements help us to become aware of the products in the market and its utility but they have their negative effects also. Children today are exposed to all kinds of advertisements on the various media like the television, print media and online as well. In fact, everyone is bombarded by advertisements from everywhere nowadays. As children are more vulnerable, they may be easily influenced by advertisements.

Importance of the study in Nagpur Scenario

Many advertisements are being targeted towards children in urban areas like Nagpur, because children have great influence on their parents to spend on them. A handful amount of money is spent by parents on their children food items. Generally, most of the parents and other member of the society may have the view that advertisement have some negative, intentional or unintentional influence on children (Burr & Burr, 1977; Goldberg & Gom, 1978; Gross bart & Crosby, 1984; Goldberg, 1990) Apart from the influence on parents, children also take some purchasing decisions during the school time especially with their friends. Therefore, the main and the most important purpose to conduct this study in this scenario is to

make the parents aware about the eating habits and preferences of their children while they are in school and when they are alone at home. The parents may come to know how their children are taking fats, salts and other unhealthy diet which disturbs their diet schedules. Majority of the children use to eat extra while watching television. If mothers will be acquainted with it, they will certainly discover a variety of option which might defend their children particularly from obesity.

II. RESEARCH METHODOLOGY

Random sampling method is used for the purpose of this study. The sample size was limited to 100 parents of children aged between 3-15 years.

Data Collection

- a) Primary Data: The primary data is collected through questionnaire.
- b) Secondary Data: The secondary data is collected through Literature review and journals.

Universe of Study - Study is conducted in Nagpur City.

Sample Size - Sample size is 100.

III. OBJECTIVES OF THE STUDY

- 1) To study the number of hours children watches television.
- 2) To study the influence of food advertisements on children.
- 3) To study the effect of food advertisement on buying behaviour of children/parents.
- 4) To study the reaction of parents when their child compels to buy food products those are being advertised.
- 5) To study the food advertisement viewing habits of children.

IV. HYPOTHESIS

H0 – Children force parents to buy food products that are shown in the advertisement.

H1 - Children are reluctant to buy food products that are shown in the advertisement.

H0 – Children force parents to buy food products that are not advertised.

H1 - Children are reluctant to buy food products that are not advertised.

H0 – Parents reprimand children when they compel to buy food products.

H1 - Parents never reprimand children.

H0 – Parents buy food products instantly as soon as the child demands.

H1 - Parents make their children wait before buying food products.

H0 – Children watch food advertisement frequently on television.

H1 - Children rarely watch food advertisement on television.

V. DATA ANALYSIS & INTERPRETATION

Age of Respondents

Age Group	No of Respondents
1-5	22
5-10	59
10-5	18
Total	99

Gender of the Respondents

Gender	No of Respondent
male	70
female	29
total	99

Hours children watch TV

Watching TV hours	No of Respondent
1-2	19
2-3	25
3-4	33
4-5	12
5-6	2

INTERPRETATION: Out of the total respondents 21% of children watch television for 1-2 hours, 28% of children watch television for 2-3 hours, 36% of children watch television for 3-4 hours, 13% of children watch television for 4-5 hours, 2% of children watch television for 5-6 hours.

Average watching hours is (2.734693878) i.e. 3 hours.

Children force you to buy a product after watching advertisement?

Tool Used	Arithmetic Mean, Standard Deviation, Standard Error
Data	Five point Likert Scale (Interval type)
Average	2.09375
Standard Deviation	0.599616105
Standard Error	0.060263686
Lower Curve Value	2.881883175
Upper Curve Value	3.118116825
Null Hypothesis	Children force parents to buy food products that are shown in the advertisement.
Alternate hypothesis	Children are reluctant to buy food products that are shown in the advertisement
Result	Reject null Hypothesis
<p>From the above findings it can easily concluded that the observed mean (2.09) does not lie between the lower curve value (2.881883175) and Upper Curve Value (3.118116825) hence the NULL hypothesis is rejected</p>	

Do you reprimand your child when he/she demands for a product?

Tool Used	Arithmetic Mean, Standard Deviation, Standard Error
Data	Five point Likert Scale (Interval type)
Average	2.239583333
Standard Deviation	0.791331878
Standard Error	0.079531846
Lower Curve Value	2.844117582
Upper Curve Value	3.155882418
Null Hypothesis	Parents reprimand children when they compel to buy food products.
Alternate hypothesis	Parents never reprimand children.
Result	Reject null Hypothesis
<p>From the above findings it can easily concluded that the observed mean (2.23) does not lie between the lower curve value (2.844117582) and Upper Curve Value (3.155882418) hence the NULL hypothesis is rejected</p>	

Do you buy a product instantly after your child demands for a product?

Tool Used	Arithmetic Mean, Standard Deviation, Standard Error
Data	Five point Likert Scale (Interval type)
Average	2.21
Standard Deviation	0.832000653
Standard Error	0.083619212
Lower Curve Value	2.836106345
Upper Curve Value	3.163893655
Null Hypothesis	Parents buy food products instantly as soon as the child demands.
Alternate hypothesis	Parents make their children wait before buying food products.
Result	Reject null Hypothesis
<p>From the above findings it can easily concluded that the observed mean (2.21) does not lie between the lower curve value (2.836106345) and Upper Curve Value (3.163893655) hence the NULL hypothesis is rejected</p>	

Do your children like to watch frequently the food advertisement appearing on television?

Tool Used	Arithmetic Mean, Standard Deviation, Standard Error
Data	Five point Likert Scale (Interval type)
Average	2.554347826
Standard Deviation	0.906195167
Standard Error	0.091076041
Lower Curve Value	2.82149096
Upper Curve Value	3.17850904
Null Hypothesis	Children watch food advertisement frequently on television.
Alternate hypothesis	Children rarely watch food advertisement on television.
Result	Reject null Hypothesis
<p>From the above findings it can easily concluded that the observed mean (2.55) does not lie between the lower curve value (2.82149096) and Upper Curve Value (3.17850904) hence the NULL hypothesis is rejected</p>	

Children getting influenced by TV advertisement at first sight -

Tool Used	Arithmetic Mean, Standard Deviation, Standard Error
Data	Five point Likert Scale (Interval type)
Average	2.40
Standard Deviation	0.906297949
Standard Error	0.091086371
Lower Curve Value	2.821470713
Upper Curve Value	3.178529287
Null Hypothesis	Children force parents to buy food products that are shown in the advertisement.
Alternate hypothesis	Children are reluctant to buy food products that are shown in the advertisement
Result	Reject null Hypothesis
<p>From the above findings it can easily concluded that the observed mean (2.40) does not lie between the lower curve value (2.821470713) and Upper Curve Value (3.178529287) hence the NULL hypothesis is rejected</p>	

VI. CONCLUSION

- 1) The impact of advertisement on eating habits of children has not increased substantially due to increase in viewing of Television.
- 2) The attractive advertisement results into children being reluctant to buy a particular type of food items without considering the nutritious value of it.
- 3) It is very surprising to know that parents never reprimand their children when they persuade them to buy a particular food product.
- 4) Parents never fulfil the wishes of their children but try to avoid it but if it persists long enough then they give up.
- 5) The children may be watching television a longer time but they rarely are interested in the advertisement of food items.

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- [7] D. R. John (1999) classified consumer socialization stages of children as being the perceptual stage (3-7 years)
- [8] Abhilasha Mehta (Gallup and Robinson Inc. 2000) has concluded that print advertising performance is influenced by consumer's attitudes towards advertising in general.
- [9] D.P.S. Verma and Neetu Kapoor (2004) in their study revealed that parents give due recognition to the increasing role of children above the age of eight years in the family purchase decisions
- [10] Singh and Kumar (2003) explains that children today do not only make their buying decisions themselves but also play a great role in other buying decisions of the products to be purchased in household.



A Study of Job Analysis in Industries with reference to Nagpur District

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Abstract: Given a rapidly changing internal and external world it is likely that many jobs will change in the future. Job analysis is a technique which makes the implicit assumption that information about a job as it presently exists may be used to develop programs to recruit, select, train and appraise the performance of the people for the job as it will exist in the future. This research paper attempts some new techniques that, when added to traditional job analysis procedures, may facilitate strategic planning for the better development of personnel methods such as selection and training. Such new techniques are presented and followed by a detail discussion of some topics requiring future thoughts and research.

Keywords: *Static; Framework; Facilitate; Planning; Recruit; Appraise*

I. INTRODUCTION

The purpose of this study was to examine the extent to which Syrian Organizations incorporate job analysis in its Human Resource Management scheme, and the extent to which the incorporation of job analysis influences personnel utilization, and finding out barriers of major gaps in HR practices in Syrian organizations. Interviews conducted with HR managers of the top companies of Syria. The results summarizing that job analysis, a vital human resource management practice has a direct impact on employee job performance and its outcomes. Most HR managers agree that applying JA would increase the ROI on employees. Furthermore, proper training for each position based on deep analysis will increase the employee's productivity and hence ROI.

Strategic human resource management practices enhance employee productivity and the ability of agencies to achieve their mission. Integrating the use of personnel into the strategic human process enables an organization to better achieve its goals and objectives.

Job analysis is focused on the collection of work related information for the job as it's currently exists and/or existed in the past (Dessler, 2003). Yet, as competition and technological

innovation increase, jobs are becoming less individually based. Consequently, the tasks to (perform, knowledge, skills, and abilities) required for effective job performance and becoming more volatile, and more team-based. Organizations may perceive the creation of jobs that do not currently exist, the analysis of which is beyond the scope of traditional job analysis. This has led to calls for a more practice and strategic approach to job analysis, so that the procedures will continue to be relevant in today's workplace.

Managing the human capital in any country is considered of utmost importance since it is the main engine of an economic success and ignition of prosperity. Nonetheless, human resource departments were not fully recognized as an inseparable unit in corporations in India until recently, which indicates that – in most cases – it is not yet fully developed; contain well-trained personnel or even using complex techniques for maximum use of available potentials. In another words, most of the corporations haven't been aware of the impact of HR practices of human capital management, organization development, resourcing, performance management, and job evaluation and others on the organization's success and hence profits. Thus, a considerable gap is found that yet needed to be covered.

Job analysis is one of the most important aspects of human resource management, as it's the hub of all human resource management activities necessary for the successful functioning of organizations. Linking HRM practices to employee job performance is unexplored and required a great attention particularly in the context of Syrian organizations.

II. PROBLEM STATEMENT

As earlier research on job analysis focused on its importance as a strategic human resource management practice with contribution to personnel. Organizations that actively peruse job analysis as a human resource planning strategy are likely to gain competitive advantage.

III. OBJECTIVES

- 1) To examine the extent to which Indian Organizations incorporate job analysis in its HRM scheme.
- 2) To determine the extent to which the incorporation of job analysis influences personnel utilization.
- 3) To identify the major benefits derivable from incorporating job analysis.
- 4) To find out barriers and major gaps in HR practices in Syrian organizations.

IV. REVIEW OF LITERATURE

There are diverse stakeholders attached with an organization, the major strategic goal of an organization is higher performance. Major two types of performance are financial and operational. Financial performance of an organization depends upon a large extent on effective operational performance of their employees. Function of employees, processes and technology comes under the operational performance of an organization.

Peter Drucker and several other writers like suggest that the success of companies in the present competitive environment largely depends upon the calibre of their human resources and innovative employee management programs and practices. HR programs not only reduce employee turnover but also make a substantial contribution to financial performance and productivity.

Job analysis, a human resource management practice is a systematic process for collecting and analyzing information about jobs. Earlier research on job analysis focused on methodological aspects of job analysis. These research efforts made an important contribution develop the procedures to generate accurate and practically useful job related data. Some researchers stress the importance of job analysis as a strategic HRM practice with potential contribution to organizational performance. With increasing recognition of the HR-performance linkage, it has been suggested that organizations that actively pursue job analysis as a Human Resource Management Planning (HRP) strategy are likely to gain competitive advantage.

HRM practices such as job analysis, recruitment and selection, training and development, work environment and performance appraisal may enhance the competence of employees for high performance. Apart from interaction with technology and processes, relations with employees working within the department and the synergy such effective teamwork decide the operational success. To achieve better results, effective synergic interaction in the working group is necessary requirement.

Knowledge, skills and abilities (KSA) or competence of an individual is an important factor which decides operational effectiveness in terms of providing quality performance within a short time. An organization's understanding of the available and needed knowledge, skills and abilities (KSA) allow them to plan for the changes to new jobs and recruit the right person required for achieving their organizational goals thereby sustaining them through the indecisive times.

In view of above the potential contribution of the importance and practice of job analysis to employee job performance has

not systematically investigated, there is enough subjective evidence in the current HR performance literature to be expecting a positive impact of job analysis on employees performance, as job analysis and performance is the center position that job analysis occupies in HR practice that contribute to personnel utilization. Claim the ultimate purpose of job analysis is to improve utilization and. The practice of job analysis has the potential to make this contribution to personnel utilization both directly and interactively with other key HR practices. Sherman et al. claims, the main purpose of job analysis is to improve organizational performance and productivity. Organizational performance, however, depends upon the individual performance.

V. JOB ANALYSIS IMPACT AND OUTCOMES

Job analysis is defined as "the formal process of identifying the content of a job in terms activities involved and attributes needed to perform the work and identifies major job requirements".

As defined by Armstrong "job analysis is the process of collecting, analyzing, and setting out information about the contents of jobs in order to provide the basic of job description".

Jackson & Musselman Defined job analysis as:"the process of determining, by observation and study, pertinent information about the nature of a specific job".

Job analysis is a vital step taken before creating any position and the discussion stated in the literature review will show further the vital impact of it.

Purpose of Conducting a Job Analysis:

Job analysis produces the following information about job analysis :

Overall purpose: why the job exists and, in essence, what the job holder is expected to contribute
Content: the nature and scope of the job in terms of the tasks and operations to be performed and duties to be carried out.
Accountabilities: the result or outputs for which the job holder is accountable.

Performance criteria: the criteria, measures or indicators which the job is being performed satisfactory.

Responsibilities: the level of responsibility the job holder has to exercise by reference to the scope and input of the job; the amount of discretion allowed to make decisions; the difficulty, scale, variety and complexity of the problems to be solved; the quantity and value of the resources controlled, and the type and importance of interpersonal relations.

Organizational factors: the reporting relationships of the job holder.

Motivating factors: the particular features of the job that are likely to motivate or demotivate job holders in, in the latter case, nothing is done about them.

Developmental factors: promotions and career prospects and the opportunity to acquire new skills or expertise.

Environmental factors: working conditions, health and safety considerations, unsocial hours, mobility, and ergonomic factors relating to the design and the use of equipment or work stations.

Job analysis direct incomes are job specifications and job description and it has quite an impact on several aspects of

human resources such as:

On selection:

Job duties in advertising for vacant positions o Salary level for the job candidate

Minimum requirement & interview questions o Application appraisal/evaluation forms

Orientation material for the new hires

On job evaluation

- Judge relative worth of job in an organization,
- Sets fair compensation rates.

On compensation and benefits: it can be used to determine:

- Skill levels and compensation job factors
- Work environment o Responsibilities
- Required level of education

On training and development: it's used in training needs assessment to identify or develop:

- Training content and assessment tests to measure effectiveness of training
- Equipment to be used in delivering the training
- Methods of training

On productivity: JA also identifies performance criteria so that it promote worker for best performance. So, job analysis gives great deal of information about a job as a start, it impacts the organizational activities on several layers and finally it produces quite essential outputs:

1. Overall purpose – why the job exists and, what the jobholder is expected to contribute
2. Organization – to whom the job holder reports and who reports to the job holder
3. Content – the nature and scope of the job in terms of the tasks and operations to be performed and duties to be carried out.

Other purposes of conducting job analysis are listed in many researches, which are as under:

Job Description:

Job description outlines the job tasks, duties and responsibilities and serves as a guide for the recruitment and selection process going forward in general. further described job description as a written narrative of the tasks to be performed and what it entails, adding by usually it also includes information about the equipment used and the working conditions under which the job is performed.

Job Specification:

Job specification deals with the personal aspects of the job and education or qualification background, skills, knowledge and ability and other characteristics associated with effective job performance

Job Evaluation

Job Evaluation is a systematic procedure to determine the relative worth of jobs. Although different approaches exist, each one considers the responsibilities, skill, knowledge, abilities and working conditions inherent in the job. It determines which jobs are worth more to the organization than others.

Job Design/Structure:

A job is more than a collection of tasks recorded in job analysis and summarized in job description. Jobs are the foundation of organizational productivity and employee satisfaction. How well are job designed would reflect a vital

position in the accomplishments and even survival of many organizations. Job design reflects the organizational, environmental and behavioural demands placed on it.

Human Resource Attributes, knowledge, skills and abilities Human resource attributes required for better job performance are knowledge, skills and abilities (KSA). A degree to which employees have mastered is called knowledge which is directly involved in the job performance. Capacity to execute tasks requiring apply of tools, machinery and equipment is known as skill. Ability is the competence to take out mental and physical acts obligatory by a task where the involvement of tools, machinery and equipment is not an overriding factor.

Performance Appraisal:

A process of evaluating the job performance of an employee during a given period is termed as performance appraisal. Usually, at the end of a calendar year performance appraisals are carried out in the form of performance evaluation reports. Some of the part of the report is to be completed by the official reflecting personal data and job description. These reports help management to take decisions about the job succession planning.

Training and Development:

Training is imparted to the employees to enhance their skills for the current job whereas development is to prepare an employee for the future job. Performance appraisal also helps the management to identify the training need assessment of an individual.

Job Succession Planning:

The most important action an employee can take to further his or her career is good, ethical job performance. The assumption of good performance underlies all career development activities. When performance is substandard, regardless of other job succession efforts, even modest career goals are usually unattainable. Career growth rest largely on job performance which is measured by performance appraisal.

Implications for Job Analysis:

Job analysis provides detailed information regarding tasks and activities performed in a specific job. Often this information is used to document job boundaries and assign tasks and responsibilities. The resulting products, namely job descriptions and job specifications are then used to inform human resource functions such as selection and performance management. Job analysis captures the content of jobs as they are described at one point in time. Job analysis forces boundaries to be drawn, which creates a result that is inconsistent with new management practices, including cross-training assignments, job and task rotation, self-managed teams, and increased responsibility at all organizational levels. Additionally, given the nature of business today, the assumptions upon which job analysis was built may no longer hold true.

Effects of Job Analysis on Personnel

Job analysis information will be used to identify future staffing needs and enable teams to maximize their work process efficiencies. In his work on job analysis for the future, Sanchez suggests a shift in name from job analysis to work analysis. Use of the term work analysis implies clearly the change in purpose of job analysis: the description of work regardless of how it is distributed across specific positions.

Sanchez describes a number of ways in which work analysis can be useful in responding to emerging business trends, such as using work analysis to design skill-based pay programs, to facilitate organizational readiness for the future, and to identify task interdependencies and workflows.

Changes in society, business and technology which can be expected due to job analysis will be the new challenges to supply the kinds of information needed to ensure the success of future human resource planning. However, there will also be new possibilities for producing, analyzing, and updating information due largely to changes in technology. It can be considered that likely development in job analysis with regard to descriptors or types of data, the sources of information, data collection methods, and the units of analysis and introduction of methods for data storage, retrieval and dissemination. Sanchez and Levine have identified numerous emerging trends in the business and organizations that have implications for job analysis. Some of the trends are as the following:

- Static jobs with fixed KSA to fluid work with dynamics KSA.
- Selecting individuals for jobs to select individual for teams.
- A hierarchical approach to performance appraisal to input from multiple constituents.

Personnel Utilization and Performance:

Amos et al studied that effective management of performance was critical if the goals and objectives of the organization were to be achieved. Organizations were in existence to succeed and the achievement of the strategy through individual output places the spotlight directly on performance and the management thereof. An integrated human resource (HR) strategy supports the fulfilment of business strategy and the attainment of organizational goals. This integrated HR strategy represents a network of human resource processes, geared towards the achievement of business goals and introduces links of performance to sourcing, staffing, development, rewards, recognition, and employee relations.

According to Amah concept of personnel utilization appeared relatively self-explanatory. It related to overseeing employee job performance. Formally it was defined as "an interlocking set of policies and practices which have their focus on enhancing achievement of organizational objectives through a concentration on individual performance". Personnel utilization encompasses cascading overall business goals and objectives into individual employee objectives. Amos discussed that it was an approach to the management of the people, which deal with setting individual objectives that are related to organization objectives.

The most important organization link for performance management is to drive the implementation and realization of strategy. This alignment was required so that employee performance and development could be enhanced, with the aim of maximizing organizational performance. The word 'strategy' has been referred to ensure a shared meaning of this term given in the research context.

Effects of Job Analysis on Personnel

A sturdy positive association has been found by between organizational performance and individual performance appraisal. HR practices for recruitment and selection were linked to job performance & studied that motivation of an

employee was opened to the elements to have a momentous impact on job performance.

Clear and specific performance standards or measures assist in ensuring that employees know what he or she was required to perform, but to what benchmark this required to be completed. Employees further serve future purposes in aiding the ease of performance assessment, guiding counselling interviews and defining the parameters for performance discipline.

Benefits of establishing performance measures which include:

- Employee and their supervisors were aware of the requisite level of performance.
- Employee was able to constantly evaluate his / her own performance.
- Employees experience greater comfort in the job, knowing what was required of them.
- Better relations between the employee, peers and supervisor were likely as each of the parties knows what was expected. Communication and the absence of anxiety about performance requirements were more likely.
- Employees were more likely to discuss their performance and seek assistance and direction from their supervisors when performance standards were known.

The central role of job analysis once again reverberated and highlighted that job analysis assists in identifying performance measures. Performance measures aid the tracking; measurement and management of performance serve as the criteria of job success.

VI. FINDINGS

The study has found that Job Analysis plays significant role toward effective decisions leading to the employee's growth of the organization. It's revealed from the study that performing job analysis encourages service re-engineering; provide definite objectives' improves efficiency of service; improves employees' performance; helps to evaluate costs and benefits of projects; help in planning and encourages prudent management of resources in organizations.

Accurate job analysis can facilitate important group practice, including budgeting, strategic planning, quality improvement, and managed care contracting.

The cost data captured through job analysis can be used to develop an overall practice budget. A practice job analysis allows the manager or worker to:

- Plan for each work schedule and plan for each cost centre to meet those estimated figures.
- Measure whether the estimates were met at the end of the accounting period and provide the necessary tools and information to investigate and explain variances;
- Monitor the overall performance of the organization; and
- Control expenditure and identify cost-cutting opportunities.

These positions have been substantially corroborated by the works of Drucker , and Gdelade& Ivery . They submit that a strategic employee and cost management process of the job analysis is:

- Price-led
- Customer-focus

- Design-centered
- Cross functional
- Life cycle oriented
- Value chain based

An employee of the organization is achieved through cost effectiveness rooted from the fair functional report view of the job analysis.

Managers incorporate Job Analysis (JA) through the work prescription discipline and compliance to aid in planning and controlling human resource. Job analysis is a formal written expression of the plans for a specific future period stated in job description terms. Tools for business decision making lists the following benefit of job analysis:

- It requires all levels of management to plan ahead and formalize goals on a repetitive basis.
- It provides definite objectives for evaluating performance at each level of responsibility.
- It creates an early warning system for potential problems so that management can make changes before things get out hand.
- It facilitates the coordination of activities within the company by correlating segment/division goals with overall company goals.
- It results in greater management awareness of the company's overall operations including the impact of external factors such as economic trends.
- It motivates personnel throughout the company to meet planned objectives.

The more specifically direct costs can be assigned to units of service, the more accurate the job analysis will be. However, the desirability of highly accurate results must be weighed against the incremental value to the practice of spending additional sources to obtain a higher level of refinement.

HR practices in Syrian organization lack an in depth analysis and are mostly primitive. This primarily caused by the lack of experts and professional HR study.

Absence of JA implementation is a key factor to many organizational gaps since it facilitates and lays the foundation of countable needed practices.

VII. CONCLUSION

Job analysis, a vital human resource management practice has a direct impact on employee job performance and its outcomes.

The lack of formal study of HR whether in private institutes or formal colleges till recently. The lack of professionals in this domain reflected poorly directly to their HR unit performance as a whole.

The Lack of low compensation for skilled employees that drove them to work for foreign companies. The lack of HR skills is lie behind the incapability of performing JA, and other HR practices based on JA, such as JD, and JE properly.

Attracting skilled employees would be able to value the impact of their works.

It's also noticed that the HR actions in most Syrian organizations is limited to basic duties not only due to lack of experts but also due to understaffing problems that made them prioritize in the favour needed basic duties only. Lack of

awareness about the importance of advanced HR practices - of which JA applications is good example – from the upper management is the main key to this problem, another point that the budget of HR units based on their basic need requirements; leaving them little room to improve the potentials of their employees.

VIII. RECOMMENDATIONS

To increase the performance of organizations, job analysis must be tied into the business strategy of the organization so that the objectives for integrating job analysis schemes in organization could be achieved.

The importance of job analysis to the achievement of organizational objectives of organization cannot be overemphasized. Therefore, organizations should institute appropriate measures that could help them have effective and all-embracing job analysis systems in their services in order to allow for maximum utilization of the gains arising from personnel utilization.

As a matter of policy recruiting qualified personnel and effect job analysis techniques in the organization so that strategic advantage could by attained there from.

Organizations should have the courage to motivate their personnel through effective job analysis.

Since the improved performance of the worker leads to greater organizational productivity on aggregate synergy, it is recommended that the organizations' staff should encourage bringing out their best through efficient job analysis.

The job analysis must be willing to ask tough questions of management, the internal auditor and the independent auditor.

Given the discussed impact of JA on organizations, it's highly recommended that Syrian companies of different magnitude and business sector to conduct full JA for all created and to-be-created positions. It would undoubtedly facilitate process and increase employees' productivity as proven throughout the research.

To increase performance, job analysis must be tied into the business strategy of the organization so that the objectives for integrating job analysis schemes in organizations could be achieved.

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A Study of Organisational Culture and its Impact on Employee Motivation and Work Performance

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Abstract: Organizational culture plays a critical role in motivating innovative behaviour, as it can create commitment among employees of an organization in terms of believing in innovation as an organizational value and accepting innovation-related norms prevalent within the organization. Motivation is the main force through which individuals allocate efforts to generate and implement innovative ideas. However, employees are only motivated to go beyond their designated role and get involved in spontaneous and innovative activities if they have a strong identification with the organization. Organizational cultures can have varying impacts on employee work performance and motivation levels. Often, employees work harder to achieve organizational goals if they consider themselves to be part of the corporate culture. Different cultures operating in one company can also impact employee performance. Strong corporate cultures indicate that employees are like-minded and hold similar beliefs and ethical values. When these beliefs and ethical values align with business objectives, they can prove to be effective in building teams because rapport and trust quickly ensues. The success and growth of an organisation depends on how effectively and efficiently does its employees perform and culture is a means through which employees learn and communicate what is acceptable or unacceptable in an organisation in the light of its values and norms. Thus, the primary purpose of this paper is to explore relationship between organization culture and employee motivation and examine its impact on work performance of employees.

Keywords: *Organization culture, Motivation, Organizational value, Work performance*

I. INTRODUCTION

Organization development is concerned with the analysis and diagnosis of the factor that determine organizational effectiveness, and the planning and delivery of programmes to increase that effectiveness.

Organizations want to obtain the commitment of their employees. Management would like its employees to identify with the values, norms and artefacts of the organization, hence the need for organizational culture. Management needs to

explain and imbibe its culture in its employees; this will enable the employee to get familiar with the organizational system. During this process of explanation, the employee learns about the organizational culture and decides whether he can cope with it or not. This means that each organization is a learning environment. It is the proper understanding of the organizational culture that the performance of the employee in the organization. The culture of the organization should be developed to support continuous improvement, improve employees' style of performing their job and thus develop quality awareness.

Organizational culture is unusual for every organization and it is very problematic to change it. An employee performance based upon the combination of good working skill and work environment. There is need of some sort of motivation to get the good performance from employees. Motivation can come from salaries and other incentives. Productive work can be created by effective motivation. Employees feel that an organization has made a commitment to them to perform better. Organizational commitment offers a good pay and allowances, offer for employee's higher education costs, give a training that keeps employee updated and gives the chance of promotion.

Good organizational culture creates good society as well as good citizens. So the impact of culture plays a major contribution in any society. Organizational culture is the „binder“ that combines people together and makes them part of the organization experience. A strong corporate culture refers to how broadly and steeply employees hold the company's strong values and beliefs. Organizational culture guides the sense-making process. It aids employees understand what happens and why things happen in the organization. Culture of corporate also makes it simple for them to understand what will be expected of them and to join with colleagues who are well versed with the culture and believe in the organization. People are constantly surrounded by culture. It forms the strong background of working area, coloring everything in an organization. Organizational culture also gives a powerful tool for regulating behavior by affecting how we attach benefit to our world and how we perceive events.

II. OBJECTIVE OF THE STUDY

The main objective of the study was to investigate the impact of organizational culture on employee motivation and work performance.

III. REVIEW OF LITERATURE

Culture comes from a culture of organization but it is not the culture of society. In each organization beliefs, attitudes and pattern of culture are influenced (Khorshidi, 2009). Farjad (1989) believed that culture have two parts that are material culture which involve all facilities, buildings etc and spiritual and immaterial culture which includes values, laws, customs, arts and philosophies.

Every organization have organizational culture and sub cultures exist in every organization that needs absolute knowledge is sign of their cultural characteristics (Zahedi, M. 2004).

There are seven features for organization those are creativity and risk, attention to detail, result-oriented, staff, transformation, transforming and stability (Robbins, 1991).

Wallach (1983) used cultural indicators of organizational culture those are bureaucracy, innovative and supportive culture. Bureaucracy requires demand, rules and arrangement. Innovative culture gives independence to colleagues in thinking, giving, and opinions to work. Supportive culture communication plays vital role through friendship, cooperation and harmony.

Organizational culture has been defined as the “normative glue” that holds an organization together (Tichy, 1982). Forehand and von Gilmer (1964) suggest that culture is the set of characteristics that describe an organization and distinguish it from others. Schein (1990), in a more comprehensive fashion, defines culture as values and behaviours that are believed to lead to success and are thus taught to new members.

Literature has suggested that the organizational commitment and organizational effectiveness has great impact on different levels of the employees who are working within the organization as, low-level employees if provided with a bus service that it will leads towards the increase in the fulfillment of the organizational commitment as this commitment refers to the adaptability, turnover etc. It does not refer to the absenteeism, or operating costs. Study proved that organizational commitment is equally related to the organizational effectiveness (Harold L. Angle and James L. Perry 1981).

IV. RESEARCH METHODOLOGY

This paper is based on secondary data and information has been sourced from various books, trade journals, government publications, newspapers etc. and research is descriptive in nature. The research strategy used is qualitative. Unit of analysis for this study is “individuals”.

V. EFFECTS OF ORGANISATIONAL CULTURE

The effects of organizational culture are many and varied.

Obviously the affects of organizational culture varies depending on whether the company has a strong culture or a weak culture, but there are some generalities that apply. This article is going to focus on the positive effects that occur when a company makes a concerted effort to establish a strong positive organizational culture at the work place.

Many workers are spending more and more time at work. Depending on the job or company, many workers would put in 50, 60, or even more hours a week. The old axiom goes that a happy worker is a productive worker, and this is one of the effects of organizational culture.

Workers want to enjoy work. They want to be interested in whatever is going on that day or long term goals. Being part of something meaningful that the worker enjoys makes the whole experience of work better, which will make them more productive. The effects of organizational culture should help provide this setting.

A strong organization will focus on the environment it creates for its workers because that will help encourage a more efficient and productive company. Focusing on building and sustaining organizational culture shows employees that they are considered an important part of the company. This type of company generally has among the best response from its employees and thus will also have a much better chance of achieving its goals.

There are five major reasons for wanting to create an appropriate and positive organizational culture for your company:

1) A strong organizational culture will attract high level talent. The high level talent entering corporations want to go to the companies that offer opportunities for advancement and to show off their talents. The best people can be choosy and they will strongly consider the companies where the organizational culture appears effective and positive and the workers get along with each other and are united in their goals of making the company better.

2) A strong organizational culture will help to keep your top level talent. If workers love the job they are at, and feel like valuable members of a team, then they’re not likely to want to go to another company. A top notch culture will not only attract the best new talent, but help retain them afterwards.

3) A strong culture creates energy and momentum. Once a strong organizational culture is built, it will gain a momentum of its own and will help to allow people to feel valued and express themselves freely. The excitement and energy this will cause will end up being a positive influence that affects every part of the organization.

4) A strong and successful organizational culture should alter the employee’s view of work. Most people think of work as a place you have to go, a solid culture can make employees look forward to work. If the workers love coming into the job, they are going to work harder, and put more effort into any job. Everyone wants a job that they enjoy, and most people are willing to work: but it’s easier to work hard in a job you enjoy than in one you hate. Same principle applies to everyone else, too.

5) A strong and positive organizational culture will help make

everyone more efficient and successful. From the lowest mail room worker to the highest CEO, a strong culture helps everyone. You often hear this type of description made with a professional football team.

VI. IMPACT OF ORGANISATIONAL CULTURE ON EMPLOYEE PERFORMANCE

Organizational culture provides a framework with respect to the behaviour of employees in their workplace. Depending on the type of culture that is created in an organization, it can have a positive or negative effect on employee performance. Let's look at a few organizational situations that result in either positive or negative employee performance.

An organizational culture where employees are considered an integral part of the growth process of the organization fosters employee commitment towards the organization. They align their goals and objectives with those of the organization and feel responsible for the overall well-being of the organization. As their efforts are in turn appreciated by the management and suitably rewarded, they have immense job satisfaction. In such organizational cultures, the employees are committed to achieving their goals and thus have a positive effect on the overall performance of the organization.

In organizations where managers are not facilitators but taskmasters, employees live with fear and distrust and work is nothing but a dreary chore. Since they are not involved in the overall organizational goals, they do not understand the implications of their tasks and hence may not be committed to achieving them. An organization where there is no cooperation between different departments ends up having employees working in silos or working towards undermining the efforts of the other departments which is detrimental to the overall health of the organization.

Organizational culture to a large extent determines the performance of the employees. Therefore, it is in the interest of organizations to eliminate negative factors that slow down employee performance in order to foster a positive workplace environment or a positive organizational culture.

VI. ORGANISATION CULTURE AND MOTIVATION

Motivation is the key component of organisational culture. Organisational culture plays a significant role in an organisation regarding how people feel about their work, levels of motivation, commitment, and in turn job satisfaction. A strong culture brings out the positive energy of people to perform with loyalty and at deeper level while having emotional bonds of attachment with the organisation. The way in which the managers behave with their employees, shows the strength of culture within that organisation that is enacted both consciously and subconsciously. There is a clear mutual interdependence between organisation and its employees, where both the parties have an impact on each other's potential so as to achieve success. Such a relation gives birth to the relation of employee motivation and job satisfaction. There are evidences from the researches that motivation and job satisfaction cannot be treated in isolation. Organisational culture should be prompted to ensure employee motivation in order to achieve organisational goals. So the starting point according to him is organisational culture. Organisational

culture is also regarded as central theme in organisational psychology and its impact is considered as a legitimate factor responsible for the achievement of organisational goals. From organisational point of view, organisational culture is manifested in employee behaviour with an existence at both cognitive as well as emotional level. There has to be an explicit flow of individual objectives within the strategies of an organisation so as to motivate their employees in the best way. To ensure the motivation of the staff is considered as the key role of the management these days. Motivated staffs take pride whilst doing their job and thus feel responsible for the organisational success. But it has been an issue for some managers regarding how to motivate their employees, Management News. Because of the uniqueness in the behaviour and needs of the human being, discussed above in the motivational characteristics, it has been almost impossible for the management to identify a unique solution for the motivation of the employees. Organisational behaviour is being influenced by different motives and the collection of the different aspects of organisation's culture determines the employee behaviour. Recognition of the work done by the employees will make them work harder in future. There would be the improvement in the performance of the people because of promotions and developmental steps taken by the management and a growing relation between the peers and subordinates will be a strong factor for the motivation of the work force.

VII. CONCLUSION

Every individual has different culture and beliefs that he works with and when he joins an organization that has a completely different culture and beliefs from his own, he should be allowed to internalize himself first with the organization's culture and values to know whether he can cope with them or not. It is the ability of the employee to cope with the organizations culture that will determine how he will perform on his job.

In cases where an organizational culture must be changed, employees must first of all be notified and made to learn the modification of the old culture as this will affect their performance. Organizational culture of must be binding on all member and staff of the company as this will encourage uniformity among members of the organization and thus enhance commitment and group efficiency.

VIII. SUGGESTIONS

The main objective of this research was to explore the impact of organizational culture on employee performance. Higher bodies should set realistic norms and standards so that employees can achieve these standards. The positive association between culture and performance helps in improving productivity of organization. Efficient and effective management of work force employees can be stronger by organization strong culture. Healthy organizational culture improves and runs competitive environment. The employee commitment helps in improving performance based organization sustainability.

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A Study on Factors Influencing Mutual Fund Investment

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Abstract: At present there has been growing importance of Mutual Fund Investment in India. When compared with other financial instruments, investments in Mutual funds are safer and also yields more returns on the portfolio investment. The focus of the study is to explore the factors that are responsible in increasing the Mutual Fund investment in India. The study also helps to understand the role of demographics in Mutual funds in India. This enables the fund managers to understand investment pattern and preferences of investor's behind investing in Mutual Funds. Further analysis of the study reveals that financial literacy of respondents is very important for making investment in Mutual funds. Therefore Mutual fund companies should promote financial awareness amongst the respondents so as to channelize their income and savings towards Mutual Funds.

Keywords: *Mutual Funds, Investment, Preferences, Companies, Awareness*

I. INTRODUCTION

Mutual Funds entered the Indian Capital Market in 1964 with a view to provide the retail investors the benefit of diversification of risk, assured returns, and professional management. Since then they have grown phenomenally in terms of number, size of operation, investor base and scope. Being a part of financial markets although Mutual Funds industry is responding very fast by understanding the dynamics of investor's perceptions towards rewards, still they are continuously following this race in their endeavor to differentiate their products responding to sudden changes in the economy. Every type of investment, including Mutual Funds, involves risk. Risk refers to the possibility that investors will lose money (both principal and any earnings) or fail to make money on an investment. A Fund's investment objective and its holdings are influential factors in determining how risky a fund is. Reading the prospectus will help the investors to understand the risks associated with that particular Fund. Thus, it is time to understand and analyze investor's perceptions of such risks and expectations, and unveil some

extremely valuable information to support financial decision making of Mutual Funds.

II. REVIEW OF LITERATURE

Singh (2012) conducted an empirical study of Indian investors and observed that most of the respondents do not have much awareness about the various function of mutual funds and they are bit confused regarding investment in mutual funds. The study found that some demographic factors like gender, income and level of education have their significant impact over the attitude towards mutual funds. On the contrary age and occupation have not been found influencing the investor's attitude. The study noticed that return potential and liquidity have been perceived to be most lucrative benefits of investment in mutual funds and the same are followed by flexibility, transparency and affordability.

III. OBJECTIVES OF THE STUDY

The primary objective of the present study is to analyze the investors' perceptions of the Mutual Fund Risks. The following are the specific objectives of the study.

- 1) To study the investors' perceptions of risk;
- 2) To study the investors' perceptions of Mutual Fund risks: and
- 3) To study the investors' satisfaction over return on Mutual Funds.

IV. HYPOTHESIS

The following are the hypotheses set for the study:

- 1) The age of the investors and their perception of risk are independent.
- 2) The marital status of the investors and their opinion on risks associated with Mutual Funds are independent and
- 3) The annual income of the investors and their opinion on risks associated with Mutual Funds are independent.

V. RESEARCH METHODOLOGY

Database - The present study was conducted by gathering

both Primary and Secondary data. The primary data was collected through a questionnaire and the Secondary data was collected from Journals, Books, Magazines, News Papers, and websites of various statutory and non-statutory organizations such as Association of Mutual Funds in India, Securities and Exchange Board of India.

Sample size - A survey was undertaken through questionnaires for the purpose of studying the above objectives. Investors who invested in Mutual Funds constitute the universe of the study. The Survey was conducted among 100 geographically dispersed investors spread over 3 areas in chittoor district of Andhra Pradesh in India.

Period of the Study - The survey was conducted for the period of six months i.e. from July 2015 to December 2015.

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VI. FINDINGS OF THE STUDY

- Most of the investors opined that risk is under performance (53 per cent)
- 57 per cent of the investors felt that the risks in Mutual Funds are medium (57 per cent).
- Most of the unmarried investors stated that the risks in Mutual Funds are low (63.48 per cent).
- In contrast to unmarried investors, 65.82 per cent of married investors said that the risks in Mutual Funds are medium.
- Majority of the investors whose age is 40 to 50 years (52.5 per cent) opined that risk refers to both loss of principal and as well as income.
- All the investors whose annual income is above Rs. 6 lakhs felt that the risks in Mutual Funds are low.
- Majority of the investors whose annual income is less than Rs. 1 lakh said that the risks in Mutual Funds are medium.
- Most of the investors were just satisfied with respect to the return on Funds.

VII. SUGGESTIONS

As majority of the investors are much more anxious with the prior information pertaining to risks in investing, the Mutual Fund companies (MFCs) have to think about higher levels of disclosures in this regard.

As majority of the investors feel the risk as under performance, Mutual Fund companies may work hard to offer the returns as expected by them.

VIII. CONCLUSION

The present study endeavored to throw a light on the investors' perceptions of Mutual Fund risks. Understanding the requirements of investors by the Mutual Fund Companies has become necessary to accelerate the required pace of growth. A detailed analysis of risk perceptions of the investors was made in this study. Survey findings of this study have got significant implications that can be adopted by the Fund companies either by adding to the existing practices or by replacing.