

Jaipuria International Journal of Management Research

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03

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Book Review

I do what I do by Raghuram G. Rajan

Jitender Sharma

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The objective of the journal is to provide a platform to faculty, research scholars and practitioners of management discipline globally to highlight new knowledge, innovation, technology usage and latest tools of research in the areas of management science. Its focus is on applied research and to bridge the gap between management theories and practice. The journal aims to follow international benchmarks in papers selection, refereeing, editing, proofing and production as per the latest methodology and standards. Its International Advisory Board provides policy guidelines for publications in the journal.

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Chief Editor's Desk

It is once again a privilege to inform you about publication of next issue of Jaipuria International Journal of Management Research. With the release of July to December 2017 issue of the journal, we have successfully completed its three volumes. As the new Chief Editor of the journal, I whole-heartedly thank all our contributors, subscribers and readers from all corners of the world to make this happen and assure you that we shall always strive hard to further improve quality of the journal through your valuable suggestions and to publish the same always in time as per its regular schedule.

A lot of discussions and debates are going on predatory journals. Journals which publish anything and everything after charging a hefty fee without any review or quality check processes citing fake impact factors etc. I am proud to say that Jaipuria International Journal of Management Research stands tall with its head high as it is a purely academic refereed journal and doesn't use any unethical practice. All our included papers go through a strict double blind review process and plagiarism check and we don't charge even a penny from our contributors for publication of their papers. And that is the prime reason that in spite of comparatively a new journal, IJMR has always been able to publish in time with good quality papers every time.

I am also happy to share with all of you that Jaipuria International Journal of Management Research (IJMR) has been included in UGC list of recommended journals meaning by publication of paper in IJMR will be counted in API score. This is a big credibility push for the journal. We are also working very actively to associate our journal with an international publisher or database aggregator so as to give it world-wide exposure and make it broad-based.

This issue contains twelve carefully selected papers after thorough review on multiple issues currently faced by management and business world. Women empowerment is need of the hour and there are two papers in the current issue dealing with the topic. Interpersonal relations at work has always been a challenging subject and a paper on this issue has been included in the journal. Digital sustainability is another latest trend in both business and management sector and is rather biggest challenge today. Collaborative economics and strategy of Uber functioning has been discussed in another paper. Entrepreneurship is perhaps the most discussed and favourite subject in both B-schools and business world. Perception of youth about growth and barriers of entrepreneurship in India has been discussed in a paper in this issue. Similarly, there are papers on merger & acquisitions, Internet addiction among millennials, customer loyalty, emotional intelligence, gender bias, and Reliance-Jio entry in to Indian telecom sector. Thus, the current issue encompasses varying areas that are faced by management fraternity in current times.

I am also glad to mention here that January to June 2018 issue will be a special issue that will include best papers discussed in International Conference on Management Practices for the New (Digital) Economy that is scheduled in February 2018.

Once again, I reiterate that we are committed to ensure full transparency in our selection and inclusion of papers in this journal without any prejudice and are further committed for academic integrity by ensuring plagiarism free research and writing. This journal will always strive to be a role model and act as a pure academic and refereed platform on which researchers, academic and management practitioners can trust to send their research work for publication consideration.

Wishing you all a VERY HAPPY, BRIGHT AND PROSPEROUS NEW YEAR 2018

Dr. Kavita Pathak

Chief Editor – Jaipuria International Journal of Management Research

Director – Jaipuria Institute of Management, Noida

Editorial

As the year 2017 reaching towards its end, with pride we share with you release of latest issue of our journal "Jaipuria International Journal of Management Research" Volume 3 Issue 2 for the period of July to December 2017 honouring our commitment to bring out the journal well in time. Completion of three volumes of the journal is a combined effort of its' team with support and trust of all stakeholders including authors, subscribers, advisory board, reviewers and well-wishers. Adding to this treat is the news of inclusion of journal in UGC list of recommended journals. We are indebted to all the support extended by everyone in this three-years journey.

With increasing number of submissions for each issue of the journal, it becomes difficult to restrict number of papers to be included in a single issue. The present issue has eleven research papers, a case study and a book review chosen after rigorous process of double blind review, plagiarism check and relevance with the theme of the journal.

First paper titled 'Collaborative Economies Business Model: Uber Strategies for Transport Incorporated Private Market' analyzes the different strategies used by Uber to present globally as market leader using collaborative economies business model.

The second paper on "Sustainable Entrepreneurship and Growth in India: An Assessment of Perception of Youth about Growth and Barriers of Entrepreneurship in India" identifies the intentions and perceptions of the youths of the North East Regions (NER), India and their motivational and confidence level in taking up the venture of an enterprise and the barriers in the path and analyzes the data using various statistical tools.

Third paper on "Comparative Pre and Post Merger Financial Analysis of Selected Indian Pharmaceutical Companies" is about finding an impact of acquisition on liquidity, solvency & financial risk, profitability and profitability of the acquiring company post-merger as compared with pre-merger period in pharmaceutical industry.

Next paper titled "How Frequently Do Women Invest? A Study of Women Investors of Punjab" tries to dispel the perception that investing in India is a male prerogative and women do not invest in stock market. The paper suggests that women should invest in the securities market rather than the traditional investment avenues as it offers greater favourable opportunities for substantial profits.

Fifth paper titled "Assessing the Behavioural Patterns of Internet Addiction: A Study of Indian Millennials" discusses the issue that digital landscape has not only emerged as a communication platform but also as an addictive entity amongst the youth based upon a pilot study conducted with 44 respondents from Delhi-NCR B- schools. Authors have also studied impact of digital addiction on society's well-being.

Next paper "Towards Praxis of Empathetic and Persuasive Communication Ethics: Re-negotiating Interpersonal Relational Complexities in Work Arenas" deliberates upon how inter-/intra-organizational communication ethics holds key not only to success of a business venture, but also to

achieve carefully set targets thereby enhancing its credibility in society at large in today's hyper competitive world and re-negotiate interpersonal relational complexities that one comes across in diverse work arenas particularly on account of utter lack of communication ethics.

Seventh paper titled "A System Dynamics Approach for Digital Sustainability Assessment" tries to deal with impact of the Network Readiness Index and how quantitatively it can be utilized by any economy to increase competitiveness and well-being.

Eighth paper on "A Study of Factors Affecting Loyalty: A Regression Analysis in Online Environment" deals with factors that may determine customer's loyalty. Authors have used linear Regression Analysis was used for the analysis of data. Results show that e-Trust, e-Perceived value and e-service quality are positively related and predict e loyalty.

Next paper titled "An Exploration of Emotional Intelligence of Doctors: An Empirical Study" explores the emotional intelligence level of doctors of West Bengal using statistical tools and concludes that proper training and education programme may help doctors to increase their EI level which will help to improve relation with co-workers, patients, and superior authority.

This issue also has a paper on "Understanding Subtle Gender Chauvinism in Indian Organizations" that calls for organizations defining their stand on gender equality at work places. The review paper determines various practices that are gender influenced and also suggests policies that can be used to counter them.

Next paper on "Deriving Relative Worth of Parameters of Women's Economic Empowerment: A Discourse Analysis" deliberates upon various programmes launched by Government and discusses in particular a programme i.e. SHG - Bank linkage programme effectiveness in developing economic empowerment of rural people or not.

The case study "Turning Red Ocean More Red: Impact of Entry of Reliance Jio in Hyper-Competitive Indian Telecommunication Industry" discusses the entry of Reliance Jio Infocomm in telecom sector with aggressive and attractive pricing schemes and offer the solution how existing players should adapt their strategies to remain in competition.

Finally, the book review of the title "I do what I do" by Raghuram Rajan, Ex-Governor, Reserve Bank of India is about articles written and speeches delivered by the author in his three years' tenure with his commentary and reasons behind the same.

The issue, therefore, is a blend of latest happenings, practices and issues faced by management and business community in both academia and corporate sector. It is sincerely hoped that these contents will be useful and serve as broad guidelines to deal with various issues at different levels.

As always, we invite your suggestions and feedback on the contents and to further improve quality of the journal.

Jitender Sharma • Shalini Srivastava

Collaborative Economies Business Model: Uber Strategies for Transport Incorporated Private Market

Keywords: *Technology-Based, Global Strategy, Globalization, Innovation, Work Global*

José G. Vargas-Hernández*

ABSTRACT

The aim of this paper is to analyze the different strategies that take Uber to join the global market successfully, positioning itself in different countries and analyze how come these businesses and strategies that Uber is doing become successful not just in one city but in several countries around the world. In order to accomplish this, it is necessary to go through previous literature on collaborative economies business model that is appropriate to identify the different theories that may be applicable in this context.

INTRODUCTION

For decades' movement of people from one place to another in large cities was dependent upon public transport, taxis, or move in their own car for those with better economic position and resources. That was the traditional way of going from one point to another, but with the different changes that occur in society today, technological, economic or related to the environment issues new ways of moving from one point to another

are emerging. These new forms also have to do with issues of passenger safety, comfort and other factors.

As a result of these new ways of moving, start-ups like UBER emerged, which for several years started a new trend in moving people from one point to another, especially in big cities around the world. It has its origins in a revised class concept of Strategic Management as it is born global i.e. companies which are born in a global or international markets and are marking a new trend in the way of doing business, taking advantage of the technological changes that have occurred in the world in which today we live. This company considers having a relationship with the technological-based firms that are characterized by being innovative, enough reason to learn more about the same as it was able to study from approaches such as the theory based on institutions and global strategy.

Uber has its origins in 2008 as it tells the story in its webpage when Travis Kalanick and Garrett Camp could not get a taxi in Paris, which led to an idea to create an application where with just one button, one could have a

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trip. What started with this simple idea is now changing the way people move in large cities. According to the Uber definition, it is the smartest way to move and luxury at low cost.

BACKGROUND OF THE PROBLEM

Today globalization has eliminated many barriers among countries. Technology has a significant role in eliminating those barriers, since technological innovations often come equally to different countries and at different times around the world, so it can be seen different products with similar characteristics, which is called as a standard product, regardless of whether they are produced in different cultures.

Uber has transformed the way of doing business and it is a platform for operations, profits, sales and everything related to business. What was started with a simple idea is now changing the way people move in large cities, according to the Uber definition it is the smartest way to move and luxury at low cost.

Technology and innovation play an important role in the process of globalization. Adopting a comprehensive strategy and addressing new ways of doing business are essential for technology companies. Nowadays several such new companies have successfully emerged which are technology-based, born in international markets like Netshoes, Netflix, Google, Amazon and many others. The creation of these new companies has diversified options before consumers to purchase the goods or services using new technology and not in the common traditional form.

One problem faced by companies that wanted to provide the services of private transport in the country, were the unions of taxi drivers that prevent or put barriers for companies which wanted to provide these services. They had to join the transport unions in addition to the permits they had to acquire from the authorities to provide the service. These were an impediment to a company. Uber and many other such applications took advantages of weaknesses of the system and develop their business models in a way that they are out the such regulations. Taking advantage of policy holes, Uber succeeded in entering the global market.

Globalization and technology role finds mentions in many previous works. One of these definitions is that of Friedman (1970) who wrote that globalization is a phenomenon characterized by technological innovation and its appearance in the world has been consolidated in stages. The initial stage of economic globalization, for some authors, is the industrial revolution that gave rise to this phenomenon. Most authors state that consolidation has given to a process of trade integration (Carbaugh, 2005).

In recent years this type of technology-based companies has increased their presence around the world and have led to the emergence of more of this type and have seen more and more not only born but become successful, not only in a nation but in the global market place.

DELIMITATION OF THE PROBLEM

A technology-based company can differentiate itself from other companies with the main feature of innovative processes, either in the product or service offered. They base their activity on technological research, having scientific and technological knowledge.

For purposes of this research, the case of Uber is studied from the angle of the strategies used by it to enter the global market, and succeeding in many countries, taking into account that each country and culture is different, the use of concepts as work global, technology-based companies, global strategy was considered a factor for growth and establishment of industries or companies of this type.

The technology-based companies like Uber have achieved their positioning in the limited control of institutions to such companies. In the absence of regulatory schemes both Uber and other companies have used this to establish their operations. Some features which make them different are: they have fewer staff operating or working for the company, by creating the online platform working and operating costs are lower than in a company established in a physical place third they are present in the world with a standard or homogenized product.

Companies like Uber provide advantages for users or consumers and used the same as tools to force different countries or states to consider making changes to their laws to fit the modus operandi of such companies. States allow or block entry of Uber and other companies of their type, having a power in the region where they arrive with their operations, thus having influence on decisions or regulations made in the laws for operation.

The present research is carried out to answer how technology-based companies with a global strategy have succeeded in entering and being successful in the new way of doing business. This research is to understand the impact of the strategies of technology-based companies taking specific case of Uber. This is done using the theory of institutions and by applying the concept of global strategy. Uber is chosen as it has already been established in at least 20 countries, albeit with some adjustments.

Uber initially faced problems especially with local competitors called taxis as they think Uber as an unfair competition. With innovation that Uber made in the product achievement it has been able to attract many people move from side to side in public or private

transport in changing the ways they use the shuttle.

We know that the group of people or consumers who can access this service is limited as two basic things are required for consumers to make use of this service i.e. to have a cell phone to download the application and then they also require to have a bank account with a credit card or debit card with which to pay the service they have. These basic elements are essential for this new business model and so far fundamental to acquire a service like what Uber offers, because without them they cannot access the transfer from one place to another. Thus, this is being a limiting factor that not all people can consume this good or service, so the service is intended for a specific sector of the population which operates the platform.

JUSTIFICATION

The technology-based companies today play an important role in the business world as they have implemented a new way of doing business, reducing costs, applying innovation in its services and creating a new business model, and in some cases, taking advantage of the weaknesses or gaps that exist in the laws and institutions of the nations where they arrive. Companies like Uber were not considered by institutions or legislation. Thus, taking advantage of the gaps, these companies have managed to enter the market and in some cases adapted in certain respects, but retaining the service innovation.

In the case of Mexico, so far it is not entirely clear the legal fulfillments that are must have for this company. Mexico is working on making changes to laws and regulations for roads and adaptations of the legal framework of the relevant institutions to consider Uber and companies of its kind in formal enterprises. In this case, some states are working to make adaptations to their traffic laws, such as the state of Jalisco and Mexico City that are having already advanced and concrete proposals as to how to resolve this issue. However, at the time of writing this report, some of the proposals were not being approved or published to make them official.

Moreover, companies offering the same service as Uber, in this case the taxis, see it as an illegal and unfair to the service competition. These companies have been offering services and operating in some form as a monopoly. They don't pay taxes and has adopted certain aggressive strategies to try to reach the market through intimidation or aggression towards users or drivers of the business. They have taken advantage of technological changes and the weakness of the institutions.

One of these technology-based companies with a comprehensive global strategy that has carried out these concepts in a successful way is Uber because today it has established itself globally with these strategies. After

seeing this case, more companies have emerged with the same features and offer the service of private transport, for example Cabify and City drive to name a few. Even its operations are similar to the case analyzed in this work. These firms are technology-based companies that offer a private shuttle service to their users through a platform. Although not all companies operate as such in the same cities, their strategies are like.

On the other hand, not all these companies work in all cities. For example, in Guadalajara Uber and City drive operate but not Cabify, leading to the conclusion that even with global strategies they are not present in the same cities or arrive at the same time. Uber is in Guadalajara and 379 cities worldwide and is aimed at a specific segment of the population that is people with bank account, credit card or debit card to pay for the service they purchase, as well as having the application installed on their cell phone.

Within its business model, Uber does not accept payment in cash so far, this being an important innovation in the model, and this aspect is also part of the diversification of the service. Another important issue is quality standards since at the end of each trip, user can rate the service and the driver, this being another innovation in the service provided in comparison to traditional way of tax services.

An important issue in such companies as already mentioned is the diversification of product or service offered, as it has been key to succeed and companies like Netshoes, Netflix, Amazon and the company analyzed in this case Uber. These technology-based companies have one thing in common and that is they are based on diversification and innovation in what they offer which is considered the most important to have successful operations in a globalized world.

An important segment is the population that has access to the good or service that is launched. when somebody wants to buy a product like shoes, food, books or any other product only they go to the market place where the product is sold and with money in hand it is acquired and anyone who can pay the price can buy it.

In the case of services like Uber, this simple fact does not apply because it is a service that only is acquired from a strict sense by people over 18, who are the people likely to have a bank account to pay for the service. Thus, the target population or that can be client of Uber, are people over 18 years with bank account. Uber on its website states that it offers the service in five municipalities of the Metropolitan area of Guadalajara (ZMG), that is Guadalajara, Zapopan, Tlaquepaque, Tonalá and Tlajomulco, taking a total of 2,745,260 potential customers broken down as follows the municipalities, and displaying data as much as by men and women.

Table 1: Total Population of the Metropolitan Area of Guadalajara.

Municipality	Population 18 and over	Masculine Population 18 and more	Feminine Population 18 and more
Guadalajara	1,031,902	482,713	549,189
Tlaquepaque	376,022	182,406	193,616
Tlajomulco de Zúñiga	235,703	115,015	120,688
Tonalá	289,679	147,418	142,261
Zapopan	811,954	388,501	423,453

Source: Prepared with data from INEGI 2010 census.

According to data from the Metropolitan Transportation Institute Jalisco, taxis continue to maintain market power and Uber is positioned in second place in service of private transport as it is concerned. An advantage of Uber, considered by users is mainly the price and greater security.

THEORETICAL ASSUMPTION

One aspect that was taken into account in writing this paper was to consider the different theories and revised concepts. One of the aspects that fit for this work was the subject what role institutions play and whether they can reach, affect or influence strategies that take companies to conduct their operations. An aspect that Uber considered is the adaptation to the current legal framework, which call as the theory of institutions, and in this category it is found a definition of the Nobel laureate in economics, North (1990) who defined an institution as humanly planned restrictions that structure the interaction of people, which is popularly known as rules of the game.

Likewise, the same author classifies 2 different types of institutions and classifies them as follows (North 2005) formal and informal institutions. In the former are the laws, regulations and standards, and the informal side talks about rules, culture and ethics, including different ideas, values and attitudes of people in their behavior in society. Moreover, it is possible to distinguish three aspects the authors belonging to the first generation of institutionalisms, neo institutionalisms and the new institutional economics (Urbado and Hernandez, 2007). Moreover, Veblen (1965) also talks about the institutions and gives us another definition that by the end of this work is also acceptable. It is defined as common and predictable patterns of behavior in society, including the habits of thought and action generally shared.

One area where Institutions have failed are flaws in the regulations for these type of companies, i.e. governments had not considered the new e-business category where Uber is characterized. Canals (1994) states that the objective of internationalizing a company are the opening

of new markets, lower production costs, and a more efficient structure of production and distribution of the company.

The business model of this type of business is focused on a specific sector of the population and from this part gives a new way to operate, which is not available for all people who want to use the product or service this type of companies offer. The overall and global strategy adopted by these firms have advantages over competitors as it refers to how to compete, and focuses on providing standardized products and services worldwide (Peng 2000).

Within the theory of institutions see different regulations that have occurred around the world to allow the application to offer their services. For example, in the United States in the city of Chicago a new category was created for transportation called service transport networks just as in Mexico City and have made regulations for the operation of the service. In New Orleans you will have to pay the city by permits, something similar happened in New York where the Council of Citizenship and Uber reached an agreement to set the number of vehicles that can circulate in the city.

Just as there are cities where they operate without any regulation of institutions, there are cases like the above where they operate with certain regulations by the institutions and authorities of the city, but is also the case of Florida in the United States because it does not operate in this city for failing to meet the requirements of city tax.

On the other hand, the phenomenon of globalization (Peng 2012) refers to the close integration of people and countries around the world, and today this concept is applied in different sectors and industries.

COLLABORATIVE ECONOMIES BUSINESS MODEL

Bostman & Rogers (2010) (2010) argue that firms like UBER are part of a classic model of collaborative economy, being a disruptive innovation (Christensen & Raynor, 2003) that occurs when individuals share

common interests and a common philosophy of life. In this case, they aim to rent cars in shared taxis or whole taxis through a social search and management system (Bostman & Rogers, 2010). So the emergence of this phenomenon is possible as the evolution of technology allows imitate the exchanges that usually or used to give face to face, on a larger scale thanks to the internet, together with the ability to create trust between strangers.

Rifkin (2014) points out that the decline in marginal costs, which tends to be near zero, is resulting in a dichotomous economy, partly capitalist market and on the other hand, collaborative commons gradually drawn out a new economic paradigm. Interian, (2016) argues that the sharing economy is credited with reducing transaction costs, increase efficiency and promote accountability and competence. This model does not require a centralized entity that should have an inventory and therefore is free of logistics, costs associated with maintaining inventory, product and geographic expansion for these purposes.

By allowing individuals to take advantage of an asset that someone already possesses, collaborative business model eliminates in an efficient and convenient way transaction costs. The specific characteristics of collaborative consumer of passengers and commuters are little known, although generally, it may try to travelers connected and experts, likely to responsible consumption, characterized by a high level of trust in the other members of the community and familiarity with internet and online commerce, demanding about the quality of its transport and commuting experiences (Russo & Quaglieri, 2014).

Despite its purported benefits, companies of collaborative economies have been strongly criticized for the way they operate, and in some cases have been forced to shut down operations. Critics argue that the laws are evading created precisely to regulate certain practices in which their companies are engaged; users sharing platforms become "prosumers" people who consume, like producer (Streitfeld, 2014)

Blurring the line between consumer and producer collaborative economy breaks with the traditional business model that companies own and people consume. On the other hand, the concept of sharing erodes the disinterested public regulation, substituting private regulation or leaving unattended regulated transactions. Because of this, business creation becomes more widespread and may even lead to displace their regulated and established counterparts some time ago. An example of this is Uber, which has become a ubiquitous service in major cities around the world (Interian, 2016). The most important cities in the United States and Europe have begun to implement regulations regarding share or rent cars and have initiated investigations with the goal of

bringing the collaborative economy in accordance with existing laws (Chafkin, 2016).

On the other hand, information technologies have facilitated the exchange of user experiences, enabling the comments and product valuation objective and transparent manner. These valuations are perceived in the market as certain and are changing consumer behavior and redefining the role of influence during the buying process by providing more realistic expectations (Cañigüeral, 2015). That is when the consumer can know the costs and perceived by others who have commented and valued their consumer experiences, which later will help to make a decision with some confidence, even if the consumer never had before contracted this service, reducing significantly benefits the perceived risk (Wen, 2009).

TECHNOLOGY-BASED COMPANIES, THEIR BEHAVIOR AND MARKET PERFORMANCE

Today, economies have adapted to new business models or at least they try in some cases that have been created with this type of technology-based companies. For the same, many companies now no longer have the need to have a physical space, plant or building in which to carry out its processes, but the base of their operations is through a platform in the network that can be accessed from any device with internet, what we call a new model of e-commerce business.

In its business model (Uber 2016) charges a 20% or 25% fee from the drivers to register in the system to make use of the platform and the remaining part is for the driver. According to the company in the metropolitan area of Guadalajara there are about 3,000 registered vehicles.

The success of Uber in the market is due to several factors. It is clear that neither it created anything new, nor does it offer a service that did not exist. What it did was to apply an innovation to a service that already existed, introduced a new way of doing business and using technology achievement join and establish successfully its operations with a standard product around the world, keeping costs down and driven by different factors that in the analysis of results will be observed so more clear.

ANALYSIS OF RESULTS

Today many companies seek more customer satisfaction or give greater importance to this issue. Therefore, they carry out different strategies to accomplish this and satisfy their customers. According to the sectors, companies make the appropriate innovations to the product or service offered by adaptations according to geographical area, with strategic advertising, by price or by improving product quality. Sometimes what the customer is looking for comfort, closeness or facility to acquire the asset or service. This is what Uber has done

to offer its service. Uber implements innovations in the business model.

In finding that customer satisfaction, Uber relies to implement its innovations both in service and customer experience that maximizes utility when using the service. One of those innovations was the automatic payment. Also requesting service by an application installed on the user's phone that easily and at the touch of a button is the means to obtain the service. So consumers identify this innovation in service and thus the company could exercise monopoly power over its competitors once started. Uber seized market share by displacing the service that for years has been given in different parts of the world called taxis that were intended to transport people who had no car or prefer not to use it.

With all the technological changes that have occurred in recent years, it is common that most of the population have access to a mobile in which they can download the application and use the platform for requesting transportation service, regardless of whether they bring cash. Uber main advantages over its competitors are:

- a) Innovation in the way of providing the service.
- b) No need of cash (automatic payment).
- c) The customer requires a mobile with the application and a bank account where he will be charged by the service.
- d) Cheaper than a taxi fare.
- e) Provide a standard or homogenized product.
- f) They offer a bonus in addition to transportation, like listening to the music the customer wants during the trip, water, air conditioning in the car.

An important aspect to consider is if many innovations and changes that a company has made in the service or product it offered do not meet the quality standards of its customers it would not be accepted. Bringing the theoretical aspects to the practice when technological innovations, prices and product quality were bad, Uber would not have achieved success that has today. In this way, it can be seen how by implementing a comprehensive and global strategy, a standardized product and application of technology in its service, Uber achieved to implement a new business model in the field of private transport service, and how this has given rise to emerging technology-based companies in different industries or sectors.

These technology-based companies begin to take an important role by having greater technological resources in their operations, with so many changes that have occurred in the way business enterprises have had to adapt to these technological changes and because of this have emerged companies like Uber.

CONCLUSIONS AND RECOMMENDATIONS

One of the advantages of technology-based companies like Uber is to reduce costs and adapt to the new ways they are doing businesses through different mechanisms and strategies that were studied for this case. It can be concluded that through a global strategy and technological adaptations companies like Uber have been successful and also taking advantage of the gaps in governance systems such firms have set up a standard product offering throughout the world.

Companies of its kind have well defined characteristics as they base their operations through the use of technological resources, maintains a standard or homogenized product regardless of the region or geographical area and implements global strategies. However, there exist a weakness in their strategy that now many countries are making changes in their laws to allow their operations in restricted manners or in some cases totally block and not allow their operations. It is important to consider to rework and bring out a global strategy that may include and eliminate this threat.

Another advantage that technology-based companies can have over their competitors is that their operations are based on the use of technological resources, so it can be concluded that through technological innovations and through a global strategy, there is an emerging new type of economic system or a new business model. This new model begins to change the course of business.

The elements that the company included and considered fundamental are the implementation of automatic payment, request the service by installing application on a mobile because without it can not request the transfer from one place to another. This is a limitation and hence all people can not have free access to the service.

Finally, it should be mentioned that innovations do not reach at the same time to all places. Where the technology-based company starts operations, a company is critical to have a successful experience and continue to apply the strategies used to bequeath to success in its home and then expand their horizons.

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Sustainable Entrepreneurship and Growth in India: An Assessment of Perception of Youth about Growth and Barriers of Entrepreneurship in India

Keywords: *Entrepreneurship, Sustainable Entrepreneurship, Barriers to Entrepreneurship*

Nilam Panchal* W.C. Singh**

ABSTRACT

Entrepreneurship has been identified as the sure way to reducing poverty and mass under development of many developing countries for which India, particularly the North Eastern Region (NER) of the country is no exception. One of the major challenges facing by the people in this part of the country is unemployment. The situation applies to both the uneducated and the educated groups alike. In such a situation entrepreneurship can unleash the economic potential of young people and be a source of new jobs and growth, while improving their economic independence. But the establishment of entrepreneurial activities is not so encouraging in the whole of North Eastern Region of India. This study aims at the identifying mainly the intentions and perceptions of the youths of the North East Regions (NER), India and their motivational and confidence level in taking up the venture of an enterprise. The study tries to identify the perceptions of the youths in the region about the barriers to entrepreneurship. The study covers educated youths who are studying their final years in the colleges,

institutions and universities in the major cities and towns of eight states of NER of India. The whole analysis for this present study depends solely on primary data collected from the educated youths while taking the sample. However, secondary data is also collected from various sources like journals, books, manuals and reports of the State Government for literature part. Other sources include State Libraries, University Library and many other related institutions, etc. The collected data is analyzed with the help of various statistical tools. Further charts, diagrams and graphical representations are also being used.

INTRODUCTION

Entrepreneurs are the seed of industrial development and its fruits are greater employment opportunities, increase in per capita income, higher standard of living and balanced regional development. Entrepreneurship has been identified as the sure way to reducing poverty and mass under development of many developing countries for which India, particularly the North Eastern Region (NER) of the country is no exception. One of the major

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challenges facing by the people in this part of the country is unemployment. The situation applies to both the uneducated and the educated groups alike. In such a situation entrepreneurship can unleash the economic potential of young people and be a source of new jobs and growth, while improving their economic independence. But the establishment of entrepreneurial activities is not so encouraging in the whole of North Eastern Region of India.

REVIEW OF LITERATURE

As a part of the research work, a lot of literature has been consulted. The literature reviewed include books written on the subject by experts and also journals, manuals, newspapers, etc. in fact, there is very little literature available regarding the perceptions of the youths about the barriers to entrepreneurship.

An entrepreneur can be regarded as a person who has the skill and motivation to set up a business or enterprise of his own and always look for the high achievements. He is the catalyst for socio-economic change and works for the common good. They look for opportunities, identify them and seize them mainly for economic gains.

The influence of the role of entrepreneurship on economic development has been explained by a number of authors. Conditioned by a number of forces and factors (including legal, institutional, cultural, societal, etc.), the role of entrepreneurship has been different across countries.

As a key driving force of today's society, entrepreneurship is considered not only an important constituent in the organization of modern economies and an engine of economic progress, but also a solution in order to face social challenges such as unemployment and poverty. As Tamvada (2010) stated, "self-employed are more likely to escape poverty, as are salaried employees and entrepreneurs who are employers".

The global financial and economic crisis has heightened interest in entrepreneurship as an essential element to foster economic recovery and employment growth according to Organization for Economic Co-operation and Development (OECD), 2014. Entrepreneurship stimulates economic growth and drives job creation (Baumol, 1996). Consequently, entrepreneurship has increasingly become an important vocation and option for many people all over the world.

Different personal characteristics of an entrepreneur have been investigated in past research (Brockhaus, 1982; Baron, 1998; Shaver and Scott, 1991). Holland's (1997) theory proposes that people are attracted to work environments that conform to their personality orientation. Rauch and Frese (2007) have distinguished two sets of personality traits: General personality traits

(extraversion, emotional stability, openness to experience, agreeableness, conscientiousness) and specific personality traits (need for achievement, risk-taking, innovativeness, autonomy, locus of control, self-efficacy); both can be related to venture success.

According to Pihie (2009) entrepreneurship can be measured in two ways: Actual entrepreneurship (i.e. people that have actually started business) and entrepreneurial intention or latent entrepreneurship (i.e. people that intend to start business). This study focused on latent entrepreneurship. Vesalainen and Pihkala (2000) define latent entrepreneurship as a conscious state of mind that directs attention (and therefore experience and action) toward a specific object (goal) or pathway to achieve it. Latent entrepreneurs wish to be self-employed in the future and have the possibility to realise self-employment with adequate policy. Pihie (2009) notes that intention is the state of mind or attitude which influences entrepreneurial behaviour. A strong association exists between the entrepreneurial intention and the actual behaviour. Henley (2007) points out that entrepreneurship is an intentional activity, in that for many those intentions are formed at least a year in advance of new venture creation. This suggests that there is a link between entrepreneurship and intention.

In a report of the World Bank (2008), it was written very clearly that there are many crucial factors for the entrepreneurial engagement. It includes: promoting an entrepreneurial culture among young people, improving entrepreneurial education, improving access to finance, improving the administrative and regulatory framework, business assistance and development services, and improving youth entrepreneurship policy.

In their analysis, Leora Klapper, Luc Laeven and Raghuram Rajan (2004) highlighted the importance of business environment of a country in driving the creation of new firms and its relevance to barrier to entrepreneurship.

Moriano et al (2007) said that barriers reflected the impact of social, cultural, economic and institutional factors on entrepreneurial intentions. Examples of barriers include finding the necessary funds to start a business, bureaucratic procedures to create a company, and social risk attached to the stigma of failure.

According to European Entrepreneurship Cooperation's report (2004) on the project "Barriers to Entrepreneurship and Business Creation", research studies on the business startup process and on small business management tend to suggest that the typical age for setting up and running a business is over 30 and in many cases over 40 years. However, increasing focus is being placed in policy and research circles on the position of the younger entrepreneur (less than 40 years). High levels of

unemployment among some groups of young people have partly fueled this interest, with entrepreneurship being seen as one way out of the trap of social exclusion. It is also being suggested that entrepreneurship might provide an outlet for the talents of many highly educated young people, such as university graduates, in areas such as information technology, biotechnology and other modern industries. The potential of young people is now being recognized as a contributor for the reduction of unemployment and the promotion of economic growth and innovation, but they face a series of specific problems related to their youth: Lack of capital, Underdeveloped skills in business management, Limited market contacts and Outdated attitudes on the part of support finance or providers.

In order to promote entrepreneurship amongst young people there's a need to inform and influence young people and their advisors for targeting financial support for young entrepreneurs networking and influencing existing business organizations to extend comprehensive support packages for young entrepreneurs.

Pretorius and Shaw (2004) and Atieno (2009) report that lack of finance is one of the major constraints to the formation of new enterprises. Entrepreneurs need to access to both internal and external finance to reduce the survive and grow. According to Lefebvre and Lefebvre (2002) and Peterman and Kennedy (2003) managerial competency and skills are important for new firm formation. Robertson, Collins, Medeira and Slatter (2003) and Bosma, Van Praag, Thurnik and De Wit (2004) find that the endowed level of talent of a small business founder is the investment in industry-specific and entrepreneurship-specific human capital which contributes significantly to the performance of new small firm. The quality and context of the educational system do not promote the development of managerial competencies.

Social and cultural factors can also have an influence on youth latent entrepreneurial intention. Chigunta (2002) found evidence from developing countries that participation of youths varies with gender and young men are more likely to be self-employed than young women. These findings appear to suggest the existence of socio-cultural constraints which tend to affect the participation rate of young women. Morrison, (2000) has emphasized that cultural factors such as social norms can influence the way entrepreneurs perceive opportunities and this could represent significant barriers.

In addition, most potential entrepreneurs are not aware of government programmes specifically designed to help them. Lack of awareness of the existence of government programmes is another problem faced by youth. Most youths are not aware of the various support programmes available and as a result, youths with entrepreneurial

tendencies perceive that there is no support from government. One of the barriers to the success of an enterprise is lack of willingness to take risk. Fear of failure and embarrassment prevent people with ideas not to explore them and venture into a competitive stage. Many young entrepreneurs become risk averse because of their social environment (Kazela, 2009).

If youths have negative perception regarding the environment of the business, they might decide not to start their own business. Mollentz (2002) affirm that market issues and demand for products are the most important factors that positively influence new enterprises growth. Thus, bad market conditions and no market opportunities can be a constraint to youth entrepreneurial intention.

Theories of entrepreneurial intention and perception include Ajzen and Fishbein's 1975 theory of reasoned behaviour, Shapero and Sokol's entrepreneurial event theory of 1982 and Bandura's process driven theory of 1986. Ajzen and Fishbein's (1975) theory of reasoned action declare that behaviour is greatly influenced by one's intention to engage in that behaviour and intentions are influenced by attitude towards the behaviour. This implies that intention comes first before the actual behaviour. The underlying assumptions of this theory are that: Much human behaviour is planned and therefore preceded by intention towards that behaviour. Human beings are rational and make systematic use of information available to them when making decisions.

Shapero and Sokol (1982) introduced the entrepreneurial event theory. The theory examines life path changes and their impact on individual desirability and perceptions of feasibility related to new venture formation. The underlying assumption of the entrepreneurial event theory is that, critical life changes (displacement) precipitate a change in entrepreneurial intention and subsequent behaviour. Displacement can occur in a negative form such as job loss or a positive form such as financial support. The intention to become an entrepreneur therefore depends on the individual perceptions of desirability and feasibility in relation to that activity. Shapero and Sokol (1982) also distinguished push and pull factors to entrepreneurial intentions. Positive factors like market opportunities pull people towards an entrepreneurial venture; while negative factors, necessity related events like unemployment or frustration with current job, may push people to self-employment.

Another theory of entrepreneurial intention is the process driven theory developed by Bandura in 1986. Bandura explained that behaviour is dependent on an individual's perception that they can carry out the intended action. According to the process driven theory, external environment influences thoughts, which shape attitude

and form intention, which if strong enough leads one to action.

Besides, newer reviews and evaluations of entrepreneurship personality research suggest that personality traits of entrepreneurs may be important for entrepreneurship. Several scholars have thoroughly studied the barriers in developed countries (Collins, Hanges and Locke, 2004; Kwong, Jones-Evans and Thompson, 2012). The research on entrepreneurship in developing countries has not very well been investigated (Nabi and Linan, 2011; Sandhu, Sidique and Riaz, 2011). There is a lack of research in the field of graduate entrepreneurship in the developing world, and further research in developing countries may help to understand the entrepreneurial venturing issues (Sandhu et al., 2011). It is perceived by the youths that there is high level of barriers to entrepreneurship (Sharma and Madan, 2013)

Kunene (2008) has identified elements in the macro environment such as economic factors, political-institutional factors, socio-cultural factors, market environment, internal environment such as company demographics and human capital as the primary barriers or at least perceived barriers for Small Micro and Medium Enterprise. Taormina and Lao (2007) found that budding and aspirant entrepreneurs face psychological issues in entrepreneurial venturing; Sandhu et al. (2011) suggest that variables like fear of failure, lack of social circle, avoidance of risk and lack of resources affect entrepreneurship. Chowdhury (2007) explains that political instability, corruption, lack of infrastructure facilities, proper education and training and lack of financial help are barriers to entrepreneurship in developing nations.

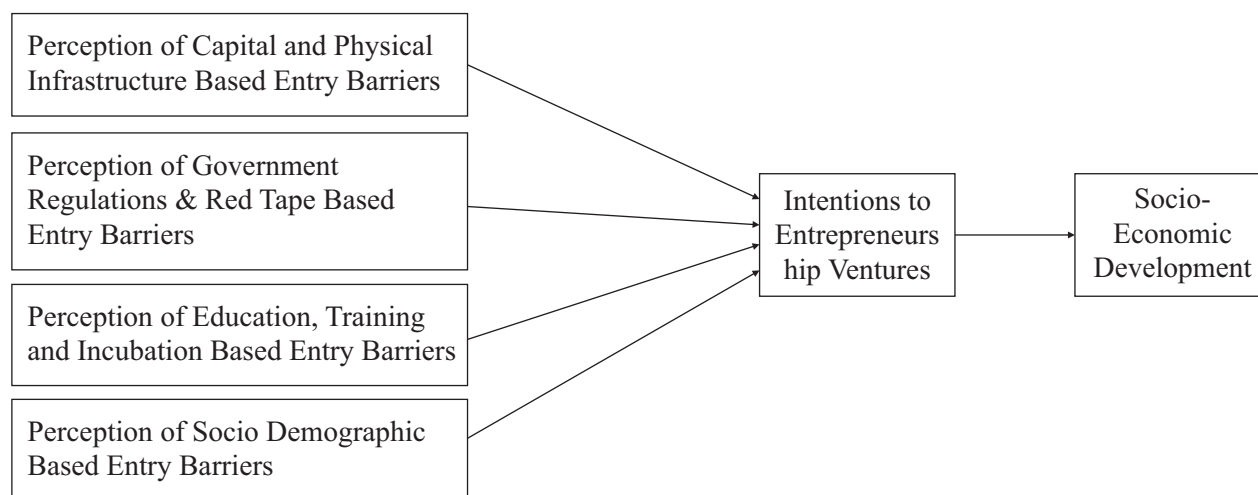
Young people's engagement in entrepreneurship helps them to achieve economic independence and reduce their reliance on state welfare. Youth entrepreneurship brings about self-esteem and makes the youths more productive members of their families and communities. Youth entrepreneurship brings about growth in an economy in that, by providing employment, the employees and the business would pay taxes thus contributing to

government revenue. Entrepreneurship including youth entrepreneurship improves the general standard of society as a whole, which leads to political stability and national security. Youth entrepreneurship reduces crime, poverty and income inequality. This indirectly induces an environment for national and regional economic growth and development. Thus, an investigation of the perception of the youths of NER of India about the possible barriers to entrepreneurship development is essential. This study focuses on the youths in the Colleges, Institutes and Universities.

NEED AND IMPORTANCE OF STUDY

The North Eastern part of India that comprises eight states: Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland, Tripura and Sikkim account for about 8 percent of the total geographical area of the country. With the population of around 40 million (according to Census 2011), it accounts for 3.1 percent of the total population of India. The economy of the region has got its definite identity due to its peculiar physical, economic and socio-cultural characteristics. It needs a lot of focus for development in many fronts. Entrepreneurship is one of the main areas that need to be shouldered in the coming days. This will enable to bridge the gap of the economic position of this region compared to the rest of the country. The Government of India announces from time to time lot of programmes and schemes for the growth of entrepreneurship development but these schemes cannot be taken up in a significant manner. The intention of the people to start such an initiative is felt very low in this region compared to other parts of the country. The low level of motivation to enter into entrepreneurship activity and identifying its root causes has become very significant. So, it is felt that there is a great need to study the perception of the educated youths especially in this region in regard to the entry barriers to entrepreneurship. Due to less supply of entrepreneurs and industries in this region, the socio-economic conditions of the people living in this part of the country are badly affected. The finding of this research may be of great help for economic planning and development initiatives of this region.

FRAMEWORK OF STUDY



OBJECTIVES OF STUDY

- To study the perception of entry barriers to entrepreneurship by the educated youths of the North Eastern Region of India.
- To analyze the career preference of the youths in this region.
- To examine the perception about the possible support system required for the growth of entrepreneurship in the North Eastern Region of India.
- To explain the youths' perception in terms of the actual support system prevalent in the NER for the growth of entrepreneurship.
- To suggest some changes in the Government Policies and University Curriculum to improve the Youths' perception of entrepreneurship in general.

RESEARCH METHODOLOGY

Research Design

The research design is descriptive research design and it

has been conducted with the view of gaining familiarity and the in depth understanding of the concerned topic.

Operational/Data Coverage

The operational areas of the study cover major cities and towns of eight states of North Eastern Region of India.

Data Collection Method

The present study is based on both primary and secondary data. Primary data is collected from the educated youths through distribution of structured questionnaire, schedule interview and discussion. Also secondary data is collected from the important publications, books, journals, reports, articles, published as well as unpublished work of eminent scholars associated with the field.

Sample Size

The study covers educated youths of these eight states from different colleges, institutes and universities by distributing questionnaires and interacting with them. The total sample size collected is 2112.

Table 1: State-wise Distribution of Cases

Sl. No.	Districts	Cases	Percentage
1	Arunachal Pradesh	189	8.90%
2	Assam	256	12.12%
3	Manipur	495	23.43%
4	Meghalaya	222	10.51%
5	Mizoram	213	10.08%
6	Nagaland	305	14.44%
7	Sikkim	239	11.31%
8	Tripura	193	9.13%
	Total	2112	100.00%

From Assam, NIT (Silchar), different departments of Assam University (Silchar), North Eastern Regional Institute of Management at Guwahati, Dibrugarh University and Guwahati University were selected and collected data from the students for this study. The sample contribution is 256. 189 cases were contributed from various departments of Rajiv Gandhi University, Arunachal Pradesh. Altogether 495 student samples have been collected from various departments of Manipur University, DM College of Commerce, Institute of Cooperative Management (Manipur University), Manipur Institute of Management Studies (Manipur University) and Central Agricultural University, Imphal. The identified sites for data collection in Meghalaya are NEHU (Tura Campus), Don Bosco College at Tura, ICFAI University (Tura), Durama College, Government College, IGNOU, CMJ University, Tura Law College and Goodwill College, Shillong and the total participants were 222. Mizoram University, Pachhunga University College, Kamlang College (Chawngte), Government T Romana College, Government Aizawl College and Hrangbana College, Aizawl were also selected for data collection and 213 samples were collected 305 final year students of various departments of Nagaland University (Merima Campus) and ICFAI University (Dimapur) had

also participated in this study. From Sikkim, five sites have been identified for data collection and 239 samples have collected from the students of Sikkim University, Sikkim College, Sikkim Government College, Tadong, Sikkim Manipal University and ICFAI University, Sikkim. Tripura University, Fishery College (Lambuchera, Agartala), TIT at Narsingarh, Ambedkar College, Holy Cross College, Women's College, MMD College are the universities and colleges from where that 193 data have been collected for the students.

ANALYSIS AND INTERPRETATION

The present study sample consists of 2112 youths from eight states of North Eastern Region of India including Sikkim out of which 48.1 percent are male while 51.9 percent are female. The sample consists of 8.9 percent youths from Arunachal; 12.12 percent from Assam; 23.43 percent from Manipur; 10.51 percent from Meghalaya; 10.08 percent from Mizoram; 14.44 percent from Nagaland; 11.31 percent from Sikkim; and 9.13 percent from Tripura respectively.

Hypothesis a: There is hardly any avenue/opportunity to get technical knowhow to run any potential economic venture by youths

Table 2: Hypothesis a

Avenue/opportunity to get technical know-how to run any potential economic venture	State	Inadequate	Adequate	No Idea	Total	chi-square	P-value
		No.(%)	No.(%)	No.(%)	No.(%)		
Support from the higher education institutions/training Orgn. in NER in terms of entrepreneurship development	Arunachal	13(68.4)	6(31.6)		19(6.6)	21.365	0.002
	Assam	56(86.2)	9(13.8)		65(22.5)		
	Manipur	68(93.2)	5(6.8)		73(25.3)		
	Meghalaya	24(88.9)	3(11.1)		27(9.3)		
	Mizoram	43(71.7)	17(28.3)		60(20.8)		
	Nagaland	27(73.0)	10(27.0)		37(12.8)		
	Tripura	4(50.0)	4(50.0)		8(2.8)		
	Total	235(81.3)	54(18.7)		289 (100)		
Opinion regarding the University Curriculum in terms of the training and motivation of the entrepreneurs	Arunachal	13 (68.4)	3 (15.8)	3 (15.8)	19 (6.6)	54.144	<0.001
	Assam	37 (56.9)	8 (12.3)	20 (30.8)	65 (22.5)		
	Manipur	49 (67.1)	8 (11.0)	16 (21.9)	73 (25.3)		
	Meghalaya	9 (33.3)	1 (3.7)	17 (63.0)	27 (9.3)		
	Mizoram	19 (31.7)	17 (28.3)	24 (40.0)	60 (20.8)		
	Nagaland	16 (43.2)	13 (35.1)	8 (21.6)	37 (12.8)		
	Tripura	0 (0.0)	5 (62.5)	3 (37.5)	8 (2.8)		
	Total	143(49.5)	55(19.0)	91(31.5)	289 (100)		

In the North Eastern Region of India comprising of seven states excluding Sikkim, there is minimum support from higher educational institutions/training organizations in terms of entrepreneurship development. 54 (18.7 percent) out of 289 students who wanted to establish they own business/industries have been supported the technical knowhow to run any potential economic venture by higher educational institutions/training organizations located in the region. Among the states of NER of India, youths of Manipur (6.8 percent) has less support obtained from the higher educational institutions/training organizations in terms of entrepreneurship development, followed by Meghalaya (11.1 percent), Assam (13.8 percent), Nagaland (27.0 percent), Mizoram (28.3 percent), Arunachal Pradesh (31.6 percent) and Tripura (50.0 percent). The support of technical knowhow given by higher educational institutions/training organizations received by youths are statistically significant differences among the states as evident by chi-square test which is found to be significant with p-value 0.002 at 5% level of significance. Finally, it may be concluded that the opportunity to get technical

knowhow to run any potential economic venture by youths is limited and opportunity of such supports obtained from higher educational institutions/training organizations are significantly differences among the states.

It is also further known that the university curriculum in terms of training and motivations of the entrepreneurs of the region is not adequate enough to run a potential economic venture by the youths as reported by students of the states. Only a few students i.e., 19 percent of students in the region have reported that the university curricula in terms of training and motivations of the entrepreneurs are adequate. And there is low level of university curriculum in most of the states in terms of training and motivations towards the entrepreneurs. The lowest level is observed in Meghalaya and it is followed by Manipur, Assam, Arunachal Pradesh, Mizoram, Nagaland and Tripura.

Hypothesis b: There is lack of knowledge on getting financial and infrastructure support for entrepreneurship among the youths in the North Eastern Region of India

Table 3: Hypothesis b

Knowledge of getting financial & infrastructure support for entrepreneurship	State	No	Yes	Total	Chi-square	P-value
		No. (%)	No. (%)	No. (%)		
aware of any subsidies or incentives from the Government/agency	Arunachal	17 (89.5)	2 (10.5)	19 (6.6)	9.653	0.209
	Assam	48 (75.0)	16 (25.0)	64 (22.4)		
	Manipur	53 (72.6)	20 (27.4)	73 (25.5)		
	Meghalaya	22 (84.6)	4 (15.4)	26 (9.1)		
	Mizoram	48 (80.0)	12 (20.0)	60 (21.0)		
	Nagaland	28 (77.8)	8 (22.2)	36 (12.6)		
	Sikkim	0 (0.0)	1 (100)	1 (0.3)		
	Tripura	8 (100)	0 (0.0)	8 (2.8)		
	Total	224 (79.2)	63 (21.8)	283 (100)		
		Inadequate	Adequate			
Opinion about the present policy/incentive of the Government	Arunachal	12 (63.2)	7 (36.8)	19 (6.6)	18.119	0.011
	Assam	47 (72.3)	18 (27.7)	65 (22.7)		
	Manipur	65 (92.9)	5(7.1)	70(24.5)		
	Meghalaya	21(77.8)	6(22.2)	27(9.4)		
	Mizoram	44(74.6)	15(25.4)	59(20.6)		
	Nagaland	30(81.1)	7(18.9)	37(12.9)		
	Sikkim	0(0.0)	1(100)	1(0.3)		
	Tripura	5(62.5)	3(37.5)	8(2.8)		
Total		224(78.3)	62(21.7)	286(100)		

It is evident from the finding that there is lack of knowledge on getting financial and infrastructure support for entrepreneur among the youths in the North Eastern Region of India that only 21.8 percent of students who are willing to run enterprises after completion of their courses are being aware of any subsidies or incentives given by government agencies. There is no statistically significant variation of awareness level of such opportunities among the youths of the different states of NER of India as witnessed by chi-square test which is not statistically significant at 5 percent level of significance. Moreover, the present policy/incentive of government for establishment of enterprises to encourage the youths of

North Eastern states of India is not up to the acceptable level as opinioned by students since only 21.7 percent of students are adequately stratified the present policy/incentive taken by government. The present policy/incentive undertaken by state governments and or central government in different states of the region are also significantly different. Less number of youths of Manipur and Nagaland are getting fewer incentives from the government for establishing and running of enterprises.

Hypothesis c: There is low perception of entrepreneurship among educated youths of NER of India

Table 4: Hypothesis c

Perception		No.	%
Future aim to become entrepreneur		403	19.1
Career plan to start a business/industry either independently or with others		308	14.6
Career plan to go for a job and after sometimes start own business /industry		803	38.0
Factors influenced for not starting own business/industry immediately after completion of the present	Due to disapproval from major decision makers in the family/friends or any unfavorable circumstances	350	16.6
	Not self-confidence about starting business	584	27.7
	To wait for some more time	765	36.2
	Not interested in business at present	413	19.6

The perception of entrepreneurship among educated youths of NER of India is low as reported by students since there only 403 (19.1 percent) out of 2112 has aim to become entrepreneur in future of which 308 (14.6 percent) are making career plan to start a business/industry either independently or with others. 803 (38.0 percent) students are planning to go for a job first and after sometimes they want to start their own business/industry. There are many factors influenced for not starting own business/industry immediately just after

completion of the present course and consequently it effects the perception of entrepreneurship among the educated youths of the region. 350 (16.6 percent) educated youths of the region do not what to start their own business/industry immediately after completion of the present courses, 584 (27.7 percent) do not have self-confident about starting business, 36.2 percent of them wanted to wait for some more time and 19.6 of them are not interested in business at present.

Table 5: Reasons for Disapproval from Decision Makers

	Rank	we don't belong to a business community	nobody in my family has sufficient experience in	we have had bitter experiences in business	pressure on me to earn money immediately through	my other friends/relatives are in service (job)	my family can't afford/risk financial investments, needed to start a business	they doubt my ability to run busi	business is not considered a respectful profession in my caste/community/area	qualified and competent enough for a good govt./private job or	any others
		No. %	No. %	No. %	No. %	No. %	No. %	No. %	No. %	No. %	No. %
	Rank I	149 (42.6)	36 (10.3)	19 (5.4)	33 (9.4)	13 (3.7)	38 (10.9)	7 (2.0)	6 (1.7)	52 (14.9)	2 (0.6)

Reason for disapproval from decision makers	Rank II	54 (15.4)	106 (30.3)	26 (7.4)	35 (10.0)	33 (9.4)	40 (11.4)	19 (5.4)	7 (2.0)	27 (7.7)	1 (0.3)
	Rank III	23 (6.6)	62 (17.7)	26 (7.4)	56 (16.0)	37 (10.6)	58 (16.6)	20 (5.7)	27 (7.7)	40 (11.4)	1 (0.3)
	Rank IV	30 (8.6)	44 (12.6)	21 (6.0)	47 (13.4)	40 (11.4)	60 (17.1)	48 (13.7)	21 (6.0)	36 (10.3)	2 (0.6)
	Rank V	29 (8.3)	31 (8.9)	21 (6.0)	31 (8.9)	44 (12.6)	40 (11.4)	50 (14.3)	30 (8.6)	70 (20.0)	3 (0.9)
	No Ranking	65 (18.6)	71 (20.3)	237 (67.7)	148 (42.3)	183 (52.3)	114 (32.6)	206 (58.9)	259 (74.0)	125 (35.7)	341 (97.4)
	Total	350 (100)	350 (100)	350 (100)	350 (100)	350 (100)	350 (100)	350 (100)	350 (100)	350 (100)	350 (100)

The majority of youths (42.6 percent) who are not getting approval from decision makers of the family/friends or any unfavorable circumstances are due to fact that they are not belonging to the business community.

Table 6: Reasons for Non-Confidence in Starting the Business

	Rank	I have no/ very little knowledge about business	procedures are and formalities in starting and managing a busi	I know several people who started	I am hesitant to take risk	manage to get adequate financial investment to start	I do not have enough energy or time to run a business	I am a poor manager	I cannot compromise with my ethics and moral values	I have no formal/ informal training in business	with banks/ financial institutions /& or	any others
		No. %	No. %	No. %	No. %	No. %	No. %	No. %	No. %	No. %	No. %	No. %
Reason for not confident about starting the business	Rank I	248 (42.4)	76 (13.0)	30 (5.1)	46 (7.9)	68 (11.6)	30 (5.1)	5 (0.9)	7 (1.2)	48 (8.2)	25 (4.3)	1 (0.2)
	Rank II	92 (15.7)	159 (27.2)	62 (10.6)	55 (9.4)	60 (10.3)	30 (5.1)	17 (2.9)	17 (2.9)	56 (9.6)	38 (6.5)	
	Rank III	47 (8.0)	90 (15.4)	77 (13.2)	92 (15.8)	78 (13.4)	55 (9.4)	23 (3.9)	32 (5.5)	49 (8.4)	43 (7.4)	
	Rank IV	40 (6.8)	63 (10.8)	58 (9.9)	66 (11.3)	71 (12.2)	59 (10.1)	25 (4.3)	31 (5.3)	106 (18.1)	67 (11.5)	
	Rank V	42 (7.2)	50 (8.6)	54 (9.2)	50 (8.6)	63 (10.8)	61 (10.4)	33 (5.7)	33 (5.7)	84 (14.4)	109 (18.6)	
	No Ranking	116 (19.8)	146 (25.0)	304 (52.0)	275 (47.1)	244 (41.8)	349 (59.8)	481 (82.4)	464 (79.5)	242 (41.4)	303 (51.8)	584 (99.8)
	Total	585 (100)	584 (100)	585 (100)	584 (100)	584 (100)	584 (100)	584 (100)	584 (100)	585 (100)	585 (100)	585 (100)

Table 7: Reasons for Waiting for More Time

	Rank	I want to gain professional experience/skills	I want money for investment	I have my own priorities	I want to try for a good job first	I am waiting for my results of some competitive	I am looking for suitable training programme to know about business/indus	My friends and well-wishers have advised me to do so	any others
		No. %	No. %	No. %	No. %	No. %	No. %	No. %	No. %
Reason for wait for more time	Rank I	351 (46.4)	106 (14.0)	73 (9.7)	167 (22.1)	30 (4.0)	14 (1.9)	9 (1.2)	4 (0.5)
	Rank II	175 (23.1)	220 (29.1)	101 (13.4)	127 (16.8)	53 (7.0)	71 (9.4)	10 (1.3)	1 (0.1)
	Rank III	96 (12.7)	179 (23.7)	159 (21.0)	143 (18.9)	65 (8.6)	87 (11.5)	26 (3.4)	1 (0.1)
	Rank IV	75 (9.9)	113 (14.9)	106 (14.0)	160 (21.2)	105 (13.9)	152 (20.1)	44 (5.8)	6 (0.8)
	Rank V	42 (5.6)	88 (11.6)	131 (17.3)	68 (9.0)	125 (16.5)	188 (24.9)	106 (14.0)	
	No Ranking	17 (2.2)	50 (6.6)	186 (24.6)	91 (12.0)	378 (50.0)	243 (32.2)	561 (74.2)	744 (98.4)
	Total	756 (100)	756 (100)	756 (100)	756 (100)	756 (100)	755 (100)	756 (100)	756 (100)

Table 8: Reasons for Non-Interest in Business at Present

Reason for non-interest in business at present	No.	%
I am satisfied with what I am	326	28.5
I cannot involve myself in a task for long term	124	10.8
I do not prefer working alone	141	12.3
I can work effectively only if somebody guides me	166	14.5
I find it difficult to assess my entrepreneurial capabilities	196	17.1
I cannot act on incomplete/ insufficient information	418	36.5
I do not like taking advantage of business opportunities	124	10.8
Luck and destinies are very important for me	113	9.9
I am not comfortable with uncertainty and change	163	14.2
I do not have business ideas	701	61.2
I do not desire recognition for my efforts	53	4.6
I do not collect status symbols	34	3.0
I want to have a secured job	863	75.4
I can't tolerate loss of money	129	11.3
I prefer participating in team tasks rather than individual tasks	111	9.7
I always avoid anxiety, stress and conflicts	176	15.4
Total	1145	100.0

Socio-demographically, the study examined the current existing position of the educated youths of NER of India like sex, age, religion, caste, educational and occupational background, etc.

Sex-wise, out of the total educated youths participated in the study, it was found that 48.1 percent were male and 51.9 percent were female studying in colleges, institutes and universities.

According to the age-group, maximum youths considered are within the age range of 20 - 25 years i.e. 88.1 percent. The lowest of 0.7 percent pertains to the age groups of 31 years and above. The remaining percentages are distributed as 6.2 percent under below 20 age groups and 5.1 percent in 26 – 30 age groups. These are found to be quite similar in all the eight states, under consideration in the sample.

A great variation of percentage of youths witnessed when classification is made in terms of religion over the eight states. However, overall observation is the contribution of 48.4 percent Hindu students, 3.2 percent Muslim students, 38.8 percent Christian students, 0.1 percent Sikh students and other believers contributed 9.4 percent.

On the basis of Caste category, it is observed that 49.6 percent educated youths considered under the study belong to Schedule Tribes (ST), 22.1 percent youths belong to general category, 21.9 percent in OBC category while 6.4 percent category belong to Schedule caste (SC).

Occupationally, the study found that most (91 percent) of the participants were the educated youths who are still studying only. 2.4 percent youths are studying and working part time, 1.4 percent youths are studying and doing business part time, while 4.1 percent are studying and participating in family business. These imply that socio-demographically the youths considered under the study have more focus for studying in this part of NER of India while the intension for doing business or enterprise creation in the youth participants is very low.

On the basis of educational background, the findings of the study are: overall out of 2112 educated youth participants, the percentages of undergraduates, graduates and post graduates are 25.7 percent, 70.6 percent and 3.7 percent respectively. It is also found that the percentages of youths under the study having Management, Commerce, Arts, Engineering, Science and other backgrounds are 27.5 percent, 15.6 percent, 35.6 percent, 2.0 percent, 18.3 percent and 1.0 percent respectively.

Regarding the major decision makers in the family of youths in the study, it is observed that overall 80 percent of the cases replied that father takes the major decisions and next to it is that of mother (12.8 percent). In case of qualification of decision makers, graduate has highest

percentage which is followed by master degree, 12 Pass, 10 pass, Primary Education and Not Formally Educated and the least percentage pertains to Ph.D/MBA/ME/MTech/MCA/MS/LLM or equivalent. While occupation of the majority (55.9 percent) of youths' major decision makers are working in government organisations, 18.5 percent of the decision makers have their own business, 10.9 percent are farmers. 4.4 percent decision makers are housewife. 2.1 percent are in profession of consultation and others represents 2.1 percent that include occupations like Social workers, Politician, running Non-Profit Organisations, Pastors, Mission worker, and Home tutor.

Regarding the annual family income, 31.4 percent, 27.7 percent, 22.2 percent, 12.9 percent and 5.8 percent of the youths belong to the family whose annual family income is in the category of Rs. 100001 to Rs.300000, Rs.50001 to Rs.100000, Below Rs.50000, Rs.300001 to Rs.500000 and Above Rs.500000 respectively.

CONCLUSION

The North Eastern Region of India must be committed with the promotion of entrepreneurship as necessary to create a climate to foster the competitiveness of enterprises, which are assumed as one of the motors for the creation of employment and thereby economic empowerment and socio-economic development of the region. During the course of entering into the entrepreneurship and business creation, barriers exist in all societies. In this study, it has been found that the perception among educated youths of this region about the main problem for starting up a business area linked with the difficult access to finance, lack of appropriated business support, lack of encouragement from the family members, friends and relatives, lack of role models, difficult access to networks and market contacts as well as barriers linked with social and personal characteristics of the individual, like experience and skills, motivation, self-esteem and confidence.

The promotion of entrepreneurship can assume several forms in order to overcome the identified barriers: establishment and promotion of business and social networks, using media and campaigns to promote role models, success stories and rewards of becoming entrepreneur, creation of a more friendly regulatory and administrative framework for business creation, developing attitudes and skills through the promotion of education and training activities, and the implementation of new finance models and methods to permit the access finance to more people. The creation of equal opportunity conditions and development of local and regional projects, taking in account the potentials of educated youths and region, are considered to be very important for the promotion of entrepreneurship and for making the business creation accessible to these youths of the society.

All these will be possible when promotion of entrepreneurship development programme is done properly through channels of media since most of the youths are educated but they are not aware about this EDP where training, sensitization and information about the entrepreneurship developments are given. This is the platform where there is network of Government agencies, financial institutes, successful entrepreneurs meet, share and exchange information and the trainee can be benefited. So when there is prospect, definitely there will be problems; but these problems and roadblocks in front

of us have to be removed and find out alternative ways for the benefit of the society as a whole. One entrepreneur can generate few jobs and that will reduce the problem of unemployment to some extent; then just imagine if many educated youths of this region become entrepreneurs and self-employed. Thus lastly, it is important to mention here that the perception of the educated youths in this region of India has to be changed by making conducive business environment so that the enthusiast and aspirant youths who want to start business and create firms can contribute to the socio-economic development and growth of the North Eastern Region of India.

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Comparative Pre and Post Merger Financial Analysis of Selected Indian Pharmaceutical Companies

Keywords: *Mergers & Acquisitions; Target Company; Liquidity; Profitability; Operational Efficiency*

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ABSTRACT

A business may grow either by internal expansion or by external expansion. The focus of this paper is to study external expansion. A firm acquires a running business and grows overnight through corporate combinations, most common of these, is in the form of mergers and acquisitions. This study is an exploratory study, and through this paper an attempt is made to find an impact of acquisition on liquidity, solvency & financial risk, profitability and profitability of the acquiring company post merger as compared with pre period. For the purpose out of total 14 mergers, 10 mergers happening between the year 2000-01 to 2013-14, have been taken up for the study. A 3 year pre and post data of total of 17 variables of each of the selected mergers are taken from CMIE PROWESS 4.15 database and paired sample t-test is conducted (on statistical software of SPSS) to test the four hypothesis framed to fulfill the objectives of the study. Through this study it can be concluded that there is significant difference in liquidity post merger as compared with pre, but there is no significant difference in solvency & financial risk, profitability and operational efficiency for the sample of selected mergers.

INTRODUCTION

A business may grow either by internal expansion or by external expansion. In case of internal expansion, a firm grows gradually overtime in the normal course of business, through replacement of obsolete technology equipment, establishment of new lines of product or purchasing of new assets etc. but in external expansion, a firm acquires a running business and grows overnight through corporate combinations. These combinations are in the form of mergers, acquisitions, amalgamations and takeovers and are extensively used for restructuring the business organizations.

The process of mergers and acquisitions has gained substantial importance and attention especially in the advent of intense globalization. While earlier Mergers & Acquisitions (M&A) was more common in U.S.A, this changed significantly in 1990's for other countries. M&A are now frequently used by corporations throughout the world to expand and pursue other corporate goals as well.

The Indian pharmaceutical industry is considered for a "Comparative pre and post-merger financial analysis of selected Indian pharmaceutical companies", firstly,

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because Indian pharmaceutical companies are largely using mergers and acquisition as a strategy for global expansion. Drugs and pharmaceutical industry appears to be one of the most active sectors in the game of mergers and acquisition. As observed in some previous researches also pharmaceutical companies improve their growth prospects by acquiring a critical size of product portfolio and sales force. The study can be useful for corporate planners and strategists to evaluate the M&A strategy and introspect the reasons for its success or failure.

REVIEW OF LITERATURE

According to Sun Pharmaceuticals' Acquisition of Ranbaxy (2014), Ranbaxy had run into trouble with the FDA over regulatory issues in the past. Issues discussed in this paper are: 1) The strategies that companies in the pharmaceutical sector follow.

2) The complexities involved in the merger and acquisition of two big players in the same industry. Sun Pharmaceutical Industries, a multinational pharmaceutical company and one of the major players in the generic drug market in India, already had 16 successful acquisitions in its kitty when it acquired Ranbaxy in April 2014. The acquisition was expected to make the combined entity the 5th largest generic drug making company in the world and the largest in India. The case deals with the future growth prospects, possible difficulties, and challenges that Sun Pharma could face post-merger.

Vidhya V. (2014), in her thesis studied the pre and post-merger performance of selected companies across different sectors like software, automobile, steel, cement pharmaceutical. The analysis of merger and acquisition revealed that among all the industrial sectors in India, only few sectors witnessed the maximum profit brought in by mergers with global association. This study suggested that in case of M&A, synergy can be generated in the long run with careful usage of the resource, accurate valuation of the target and estimating the future prospects.

Nauman Zahid & Asif Mujtaba Shah (2014) wrote that the mergers and acquisitions however can backfire as well and cannot prove to be a success story always. In the last decade, businesses from developing countries have started to buy out businesses of developed countries as their economies are doing better compared to the developed world due to low cost of production. Indian and Chinese businessmen are the most aggressive compared to rest in this regard.

Marina Apaydin (2014) paper investigates the dual role of time in post-merger integration (PMI). In this paper, a dual explanation of this phenomenon: the implementation schedule timelines are usually too optimistic, and actual implementation is too slow.

Overall, this paper contributes to the explanation of the so-called M&A amp; A success paradox. Financial analysts, who rarely participate in PMI, underestimate implementation time, which then becomes an excessively aggressive deadline, usually missed because of unanticipated integration complexity.

Muninarayanappa & Augustin Amaladas (2013) study focuses on factors for the failure of mergers and acquisitions globally and more particularly in India and to review the success mantra for effective implementation of mergers and acquisitions. The study guides the management and persons involved not to fail to understand the reasons for pre and post-merger failures. Understanding culture, training of managers to develop change agents, communication to stake holders, building targets, developing a new culture, leader to lead, careful planning and implementation at each stage of mergers make merger successful.

Shuchi Gautam (2012) paper is an attempt to study the phenomena of merger and acquisition deals in Pharmaceutical companies. This paper focused on the trend of merger and acquisition deals in the pharmaceutical industry in the past 10 years. This paper also studies the motive behind the merger and acquisition deals and the reason of failures of merger and acquisition deals in pharmaceutical companies.

Azhagaiah & Kumar (2011), in their study tested hypothesis concerning whether there is significant improvement in the corporate performance of Indian manufacturing corporate firms following the merger event using paired t-test. The study findings indicate that Indian corporate firms involved in M&A have achieved an increase in the liquidity position, operating performance, profitability, and reduce financial and operating risk. In another study they examined a sample consisting of 20 acquiring firms during the period 2007. They concluded that corporate firms in India appear to have performed better financially after the merger, as compared to their performance in the pre-merger period.

Ritu Srivastava (2011) study uses the context of the Indian Pharmaceutical industry to explore the determinants of the cross border merger and acquisition decision by the acquirer firms for global expansion. The research problem identified for the study is identification of the latent factors affecting the strategic decision of global expansion through mergers and acquisitions. There is an attempt to understand the strategic perspectives of the cross border merger and acquisition decision by analyzing the impact on the performance of the acquirer firm.

Sinha Pankaj & Gupta Sushant (2011) studied a pre and post analysis of firms and concluded that it had positive effect as their profitability, in most of the cases

deteriorated liquidity. After the period of few years of Merger and Acquisitions (M&As) it found that companies may have been able to leverage the synergies arising out of the merger and acquisition that have not been able to manage their liquidity. It also indicated the positive effects on the basis of some financial parameter like Earnings before Interest and Tax (EBIT), Return on shareholder funds, Profit margin, Interest Coverage, Current Ratio and Cost Efficiency etc.

Pulak Mishra & Tamal Chandra (2010) paper makes an attempt to examine the impact of M&A on financial performance of Indian pharmaceutical companies. It is found that the profitability of a firm depends directly on its size, selling efforts and exports and imports intensities but inversely on their market share and demand for the products.

Beena P.L. (2008) study argues that it is not efficiency-related factors that influenced M&A activities in the Indian corporate sector. An appropriate competition policy needs to be designed so as to address the possible anti-trust implications of overseas mergers for India, as well as to deal with M&As among Indian enterprises.

OBJECTIVE OF THE STUDY

The liberalization and deregulation of Indian economy in 1991 has given rise to the concept of mergers and acquisitions of business enterprise. In this study, it has been tried to find out the impact of mergers and acquisition, in the last decade in the Indian pharmaceutical companies.

- To analyze the difference in post-merger performance compared with pre-merger in terms of liquidity
- To analyze the difference in post-merger performance compared with pre-merger in terms of solvency and financial risk
- To analyze the difference in post-merger performance compared with pre-merger in terms of profitability
- To analyze the difference in post-merger performance compared with pre-merger in terms of operating efficiency

HYPOTHESIS

This study would test the following hypothesis on relationship between the defined variables of financial performance of post-merger in pharmaceutical companies.

H0 1: There is no significant improvement in the post-merger performance in terms of liquidity

H0 2: There is no significant improvement in the post-merger performance in terms of solvency and financial risk

H0 3: There is no significant improvement in the post-merger financial performance in terms of profitability

H0 4: There is no significant improvement in the post-merger performance in terms of operating efficiency

RESEARCH METHODOLOGY

The study includes the pharmaceutical firms in India which are either acquiring or had merger. Non-probability, purposive criterion based sampling method is used to identify the sample units. This study will be exploratory and analytical in nature. The sample for the study will consist of Indian pharmaceutical companies existing in the CMIE PROWESS 4.15 database having had merger. The study includes mergers taking place between financial year 2003-04 to financial year 2013-14. To the best of my knowledge and based on the secondary data available on CMIE PROWESS 4.15 database there happened to be 14 mergers during this period. The data on financial performance ratios for up to 3 years prior and 3 years after the acquisition for each 10 companies forming the sample will be extracted. In case of successive mergers happening within the period of study (i.e. 3 years), to find the impact of the merger, the successive mergers would be considered as one unit and pre and post-merger study would be carried out.

The study is conducted with the help of statistical software of SPSS and 4 hypotheses are tested to find out whether there is any significant difference in post-merger financial performance, using paired Sample T- Test and inferences drawn.

DATA ANALYSIS & DISCUSSION

Hypothesis 1

H0: There is no significant improvement in the post-merger performance in terms of liquidity

H1: There is significant improvement in the post-merger performance in terms of liquidity

To test the first hypothesis quick ratio and current, pre and post-merger are analyzed by using paired sample t-test and results are discussed.

Table 1

S.No.	Variables	T-Test Sig. (2-tailed)
1.	Quick Ratio	0.019
2.	Current Ratio	0.010

The results of paired sample t-test at 95% confidence interval, the p –value in the 2 very significant ratios that represent liquidity for the company i.e. quick ratio and current ratio is less than 0.05, therefore we reject the null hypothesis and can say that there is significant difference in pre and post-merger liquidity in the resulting company post-merger.

Hypothesis 2

H0: There is no significant improvement in the post

merger performance in terms of solvency and financial risk

H1: There is significant improvement in the post-merger performance in terms of solvency and financial risk

To verify the second hypothesis, the variables that are studied were debt-equity ratio; interest coverage ratio; net profit margin; cash profit as a percentage of total income and results discussed.

Table 2

S.No.	Variables	T-Test Sig. (2-tailed)
1.	Debt-Equity Ratio	0.033
2.	Interest Coverage Ratio	0.359
3.	Net Profit Margin	0.463
4.	Cash profit as a percentage of total income	0.512

The results of the paired sample t-test as shown in the table above, reveals that in case of debt equity ratio we reject the null hypothesis, that there is no significant difference post-merger, but in case of all other variables like interest coverage ratio, net profit margin and cash profit as a percentage of total income the p-value is more than 0.05 at 95% confidence interval, therefore we accept the null hypothesis that there is no significant difference in post-merger solvency and financial risk.

Hypothesis 3

H0: There is no significant improvement in the post-merger performance in terms of profitability

H1: There is significant improvement in the post-merger performance in terms of profitability

The variable used to test the above hypothesis are, PBDITA; PBT; PAT; EPS; Return on Capital Employed (ROCE) and Return on Networth (RONW).

Table 3

S.No.	Variables	T-Test Sig. (2-tailed)
1.	PBDITA	0.922
2.	PBT	0.561
3.	PAT	0.469
4.	EPS	0.891
5.	ROCE	0.393
6.	RONW	0.458

The results of paired sample t-test, as shown in the table above, reveal that all the selected variable are having p-value more than 0.05 at 95% confidence interval, therefore we accept the null hypothesis that there is no significant difference post-merger as compared to pre-merger in terms of profitability of resulting companies.

Hypothesis 4

H0: There is no significant improvement in the post-merger performance in terms of operating efficiency

H0: There is significant improvement in the post-merger performance in terms of operating efficiency

To test the above hypothesis variables used are, Finished Goods Cycle in days; Debtor in days; Creditors in Days; Gross Working Capital Cycle in days and Net Working Capital Cycle in days, and results discussed.

Table 4

S.No.	Variables	T-Test Sig. (2-tailed)
1.	Finished Goods Cycle in days	0.279
2.	Debtor in days	0.356
3.	Creditors in Days	0.055
4.	Gross Working Capital Cycle in days	0.922
5.	Net Working Capital Cycle in days	0.004

As per the results of paired sample t-test, shown in the table above reveal that only in case of Net working capital we reject the null hypothesis because the p-value is 0.004 at 95% confidence interval which is less than 0.05. Therefore, net working capital is significantly different post-merger than pre. Apart from that all other variables selected as a measure of operating efficiency of the company post-merger show a p-value of more than 0.05 at 95% confidence interval, making null hypothesis acceptable that there is no significant difference post-merger in terms of operating efficiency for the selected mergers of companies.

CONCLUSION

With heightened Merger & Acquisition activity in India coupled with global evidence of M&A destroying the financial and shareholder value it becomes imperative to evaluate the impact of this inorganic strategy on long term financial performance of Indian corporate. While some studies have already been done in Indian context, most of them followed a case study approach and lacked specific industry perspective. This study evaluates the financial performance of Indian pharmaceutical companies' mergers which have not been the exclusive focus of earlier studies.

As mutually decided, acquirer may use either bank mode or shares mode to settle the claims of the target company. It is found that in the sample of selected mergers for this study, the liquidity of the companies gets affected post-merger. Apart from other factors, both the means of settlement of claims of the target company will affect the liquidity post-merger of the resultant company, as shown empirically here. In bank mode the acquirer company may settle the claims of the target company through bank and in share mode through issuing new shares in the swap ratio decided to the shareholders of the target company in place of old ones. The liquidity will improve post-merger or reduce will depend on the target companies, current liabilities and current asset situation, but a change in liquidity is bound to take place post-merger. Evidence of the same is found in the study and it shows a significant change in its post-merger liquidity ratio for the sample of selected mergers.

Out of the variables used to study solvency & financial

risk, debt equity ratio also shows significant difference post-merger, apart from other reasons one reason may be because the issue of new shares to the target company in pre decided swap ratio in place of old and taking over of the debt of the target company are supposed to have an influence on the debt equity ratio post-merger. Again, if new shares are issued against the old ones, the equity quotient will increase in the resultant company, and if bank mode is used to pay off the debt or old equity shares then also the debt equity will show change in the post-merger period.

In case of variables used to study profitability, show that there was no significant difference in profitability post-merger as compared with pre-merger period, reason that can be attributed to this may be that mergers itself involve huge cost and recovering the cost and over and above reflecting in the profits may take a period longer than (3 years) the time period considered for the study.

Out of the variables used to study operating efficiency, net working capital showed a significant difference post-merger as compared with pre-merger period, but rest of the variables used to study the operating efficiency showed no significant difference post-merger. Net working capital in days is the difference between gross working capital less the creditors' deferral period in case of mergers as the current liabilities and current assets would be affected in post-merger for the period considered in the study as liquidity is showing significant change, further it would lead to significant difference in networking capital post-merger too.

Therefore, through this study it can be concluded from the variables selected for the study of the respective mergers, that most of them show no significant difference (3 year) post-merger when it is compared with (3 year) pre-merger period. Although it is a very probable possibility that the period considered for the study may not be sufficient to reflect the post-merger impact on the parameters selected of the acquiring company. Further, the impact of mergers on the share prices is not undertaken in this study, which would have revealed how share prices of the acquiring company are affected by the corporate event of merger taking place, giving better insights to this study and can be further taken up for study.

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How Frequently do Women Invest? A Study of Women Investors of Punjab

Keywords: *Crosstabulation Analysis, Demographics, Investment, Frequency, Women*

Tina Vohra*

ABSTRACT

“Man for the field and woman for the hearth: Man for the sword and for the needle she: Man with the head and woman with the heart: Man to command and woman to obey; All else confusion”. These lines highlight the fact that investing in India is still considered a male prerogative and women still lag behind when it comes to investing especially in the stock market. Academic literature also holds that the frequency of investing depends upon a number of factors and varies from one group of women investors to another. Therefore, the present study is an attempt to identify the frequency with which investments are made by women investors of Punjab and to explore if there is a significant difference in the frequency with which investments are made by women investors based on their demographics. For the purpose of the study, data were collected from primary sources using a pre tested, well-structured questionnaire.

Descriptive Statistics as well as Cross Tabulation Analysis have been used in order to analyze the collected data. The results of the study brought out that the frequency of investing of the respondents varies with their age, marital status and their personal monthly income. Moreover, significant differences have also been observed in the frequency of investing of women stock and non-stock investors. This shows that the securities market offers greater favourable investment opportunities as compared to the capital markets. The paper suggests that women should invest in the securities market rather than the traditional investment avenues as it offers greater favorable opportunities for substantial profits. Moreover, women who intend to make investments at regular intervals should invest in Systematic Investment Plans. Besides this, the securities market should offer more and more lucrative opportunities to suit the needs of women investors belonging to the different age groups.

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INTRODUCTION

“Man for the field and woman for the hearth: Man for the sword and for the needle she: Man with the head and woman with the heart: Man to command and woman to obey; All else confusion”. These lines written by Alfred Tennyson in 1847 are still relevant in today's scenario where the gender roles are actually thought to have converged. In Indian context, financial decision making is considered as a male prerogative and women still lag behind when it comes to investing especially in the stock market.

Nonetheless, the recent changes in the economic and social status of women have brought about a substantial change in the financial knowledge and awareness level of women and thereby have contributed in improving her participation in the financial markets.

REVIEW OF LITERATURE

Bernasek and Bajtelsmit (1996) attempted to identify the reasons for observed gender differences in investment behaviour. The study analyzed the explanations for gender differences that have been offered in a variety of fields, including economics, sociology, education and gender studies. The authors identified that the gender differences in investing and risk-taking were caused due to differences in wealth, income and employment, which in turn reduced women's frequency of investing. Embrey and Fox (1997) focused on identifying the differences in the investment decisions of single men and single women. The study used a sample of single households from the 1995 survey of consumer finance. Of 4,299 households surveyed, 839 were found to be single person households. The data were analyzed using statistical techniques like Multivariate analysis, Tobit estimation and Likelihood ratio test. Parameters namely as net worth, income, years of employment, inheritance, risk, education level and marital status were found to affect the investing frequency as well as the investment decisions of individual investors. Barber and Odean (2001) examined overconfidence as a factor responsible for the frequent trading by an investor. The authors partitioned the investors on the basis of their gender. The data for over 35,000 households was collected from a large discount brokerage firm. The common stock investments of men and women for a period from February 1991 to January 1997 were analyzed. Descriptive statistics was applied to the data. It was concluded that in the area of finance men were more overconfident than women and so traded more frequently as compared to women. Dwyaer et al. (2002) examined the relationship between gender and the risk-taking behavior of mutual fund investors. The data from a national survey of nearly 2000 mutual fund investors was analyzed using t-statistics, descriptive statistics, Chi square statistics, Probit estimates and linear regression model. The results of the study suggested that women

showed less inclination towards investments that involved risk. Graham et al. (2009) tried to examine the impact of an individual's knowledge and skill known as the “competence effect” on his frequency of investing. Using data from the UBS/Gallup Investor Survey, 1000 investors were selected randomly. Regression Analysis was used in order to analyze the results of the study. The results of the study brought out that male investors, investors with higher income or more education are more likely to perceive themselves as knowledgeable investors and therefore invest more frequently as compared to women investors, investors with lower income and less education. Wood and Zaichkowsky (2004) aimed to identify and characterize individual investors into segments based on their investing attitudes and behavior. Using a sample of 90 respondents from Canada, Hierarchical cluster analysis with ward's linkage and ANOVA were used to analyze the results. The study identified four segments of investors namely risk tolerant traders, confident traders, loss averse traders and conservative long term traders. The authors also found that each segment of investors purchased different types of stocks, used different information sources and had different frequency of trading. Korniotis and Kumar (2011) attempted to examine the investment decisions of older individual investors. The data for over 62,387 households was collected from a large discount brokerage firm. The common stock investments of men and women for a period from 1991 to 1996 were analyzed. Panel data regression was used to analyze the results of the study. The results of the study revealed that older and experienced investors were more likely to make greater number of investments. Prast et al. (2014) examined lack of familiarity as the reason for the gender gap in stock market participation and risk taking. The data for the study was collected through an internet survey of 2000 households representing the Dutch population in Netherlands. Descriptive Statistics, Tobit and Probit regression were used to analyze the results of the study. The results of the study brought out that women's frequency of investing was sensitive to familiarity with the stock market index.

RESEARCH DESIGN

Need of the Study

Women investors trade less frequently and invest conservatively as compared to men. Academic literature holds that the frequency of investing depends upon a number of factors namely investor competence & confidence, attitude towards risk, home bias, familiarity bias etc. The frequency with which an investor invests varies from one group to another and the same holds good for women investors. Therefore, the frequency with which investments are made by women investors and the impact of demographics on their frequency of investing

needs to be investigated. Studying the investing frequency of women investors and the impact of demographics on it will help the financial intermediaries to offer more and more lucrative opportunities to suit the needs of women investors belonging to the different segments of the society.

Objectives of the Study

Following are the specific objectives of the study

- To identify the frequency with which investments are made by women investors of Punjab.
- To explore if there is a significant difference in the frequency with which investments are made by women investors based on their demographics.

Data base and Research Methodology

The frequency with which an investor invests in the stock market varies from investor to investor. Some investors invest on a regular basis while the others invest depending upon the availability of a favourable opportunity. The frequency of investing of women investors was examined with the help of a pre-tested, well-structured questionnaire. The questionnaire was divided into two parts. The first part of the questionnaire was designed to find out the frequency of investing women investors in India. The second part of the questionnaire was related to the demographic profile of women investors. The data were collected from 400 women investors (200 stock investors and 200 non stock investors) from the four major cities of Punjab, i.e. Amritsar, Jalandhar, Ludhiana and the Union Territory Chandigarh. The sampled respondents were selected using Purposive Sampling Method. As far as the sample of women stock investors is concerned, a list of women investors was prepared with the help of brokerage firms. 5 brokerage firms were selected from each city and then 10 clients from each brokerage firm were selected from their client database. Similarly, for the purpose of selecting a sample of women non stock investors, a list of various service organizations in Amritsar, Jalandhar, Ludhiana and Chandigarh such as educational institutions, banks, insurance companies and medical organizations was prepared. The list was prepared with the help of websites and personal contacts. Thereafter, women working in these organizations were personally contacted. The questionnaires were sent to the respondents by post. Online questionnaires were also mailed to the respondents. The survey was conducted during December, 2013 to September, 2014.

Descriptive Statistics and Cross-tabulation were used in order to analyze the collected data.

Sample Characteristics

An attempt was made to incorporate the responses from

women belonging to different backgrounds in terms of age, education, marital status, occupation and monthly income. Table 1 exhibits the demographic profile of the sampled respondents.

The first part of the table shows the demographic profile of stock investors while the second part of the table focuses on the demographic profile of non-stock investors. The table shows that the majority of the women stock investors (42%) belonged to the age group between 30-40 years, followed by 40% of the respondents belonging to the age group of less than 30 years. The next category of women stock investors was of the age group of 40-50 years (12%). The women stock investors falling in the age category of 50-60 were 5.5%, while those falling in the age category of above 60 formed just 0.5% of the sample. With regard to the marital status of the respondents, most of the women stock investors i.e. 76.5% respondents in the sample were married while 20.5% of them were single, 2% were divorced and the rest 1% widowed. As far as respondent's occupation is concerned, the table shows that majority of the women stock investors belong to service category (45.5%), followed by businesswomen/self-employed women (39.5%). Professional women constituted 15% of the sample. Since the sample respondents were only working women, therefore housewives did not form a part of the sample. Table 1 also shows the education level of the sampled respondents. It brings out that 49% of the respondents were postgraduates followed by graduates (44.5%). Few of them were undergraduates (3%) followed by 2% of the respondents with a matriculation degree and only 1.5% of the respondents had a doctoral degree.

The income categorization shows that 42.5% of the women stock investors belonged to the personal monthly income category of less than Rs.40000 followed by 24% belonging to the income category of Rs. 40000-60000. Only 9.5% of the women stock investors were of the income category of 60000-80000 while 24% of the women belonged to the income category of above Rs.80000. The family wise income categorization, shows that 2.5% of the women stock investors belonged to the family monthly income category of less than Rs.40000 followed by 17% belonging to the family income category of Rs. 40000-80000. Only 15% of the women stock investors were of the income category of 80000-120000 while 65.5% of the women belonged to the family income category of above Rs.120000.

As far as the demographic profile of women non stock investors is concerned, the table exhibits that the majority of women non stock investors (55.5%) belonged to the age group of less than 30 years followed by 27.5% respondents belonging to the age group between 30-40 years. The next category of women non stock investors

were of the age group of 40-50 years (11.5%). The respondents falling in the age category of 50-60 were 4.0%, while those falling in the age category of above 60 formed just 1.5% of the sample. With regard to the marital status of women non stock investors, most of the respondents i.e. 59% respondents in the sample were married while 37.5% of them were single, 2.5% were divorced and the rest 1% widowed. As far as women non stock investor's occupation is concerned, the table shows that the majority of the respondents belong to service category (58%), followed by businesswomen/self-employed women (15%). Professional women constituted 27% of the sample. Table 1 also shows the

education level of the sampled population. It highlights that 78.5% of women non stock investors were post graduates followed by graduates (20.0%). Few of them were undergraduates (0.5%). Similarly, only 0.5% of the respondents had a matriculation degree and a doctoral degree. The income categorization, brings out that 44% of women non stock investors belonged to the personal monthly income category of less than Rs.40000 followed by 31.5% belonging to the income category of Rs. 40000-60000. Only 14% of the respondents were of the income category of 60000-80000 while 10.5% of the women belonged to the income category of above Rs.80000.

Table 1: Demographic Profile of Respondents

Demographic Variables		Stock Investors No. of Respondents (%)	Non Stock Investors No. of Respondents (%)
Age (Yrs)	Less than 30	80(40.0)	111 (55.5)
	30-40	84(42.0)	55 (27.5)
	40-50	24(12.0)	23 (11.5)
	50-60	11(5.5)	8 (4.0)
	Above 60	1(0.5)	3 (1.5)
	Total	200(100)	200 (100)
Marital Status	Married	153 (76.5)	118 (59)
	Single	41(20.5)	75 (37.5)
	Divorcee	4(2.0)	5 (2.5)
	Widow	2(1)	2 (1)
	Total	200 (100)	200 (100)
Education Level	Matriculation	4(2.0)	1(0.5)
	Under Graduation	6(3.0)	1 (0.5)
	Graduation	89(44.5)	40 (20.0)
	Post Graduation	98(49.0)	157 (78.5)
	Any other	3(1.5)	1 (0.5)
	Total	200(100)	200 (100)
Occupation	Businesswoman/ Self employed	79(39.5)	30 (15)
	Professional	30(15)	54 (27)
	Service	91(45.5)	116 (58)
	Total	200(100)	200 (100)
Personal Monthly Income (Rs.)	Less than 40000	85(42.5)	88 (44.0)
	40000-60000	48(24.0)	63 (31.5)
	60000-80000	19(9.5)	28 (14.0)
	More than Rs 80000	48(24.0)	21 (10.5)
	Total	200(100)	200 (100)

Demographic Variables		Stock Investors No. of Respondents (%)	Non Stock Investors No. of Respondents (%)
Family Monthly Income(Rs.)	Less than 40000	5(2.5)	12 (6.0)
	40000-80000	34(17.0)	21 (10.5)
	80000-120000	30 (15.0)	35 (17.5)
	More than Rs 120000	131(65.5)	132 (66)
	Total	200(100)	200 (100)

Source: Compiled through survey.

The family wise income categorization, shows that 6% of the women non stock investors had a family monthly income of less than Rs. 40000 followed by 10.5% who had a family income of Rs. 40000-80000. Only 17.5% of the women non stock investors were of the income category of 80000-120000 while 66% of the women belonged to the family income category of above Rs.120000.

ANALYSIS AND DISCUSSION

The respondents were asked about their frequency of investing. Table 2 shows that the majority of the respondents followed no fixed schedule and invested depending upon the availability of a favourable opportunity, 131(32.8%). The next highest category of respondents made yearly investments, 92 (23%) followed by respondents who made investments on a monthly basis, 80 (20%). Only 42 (10.5%) and 55 (13.8%) respondents made investments quarterly and half yearly respectively.

Table 2: Frequency of Investing

	Frequency	Percent
Monthly	80	20.0
Quarterly	42	10.5
Once in six months	55	13.8
Yearly	92	23.0
Depends upon the availability of an opportunity	131	32.8
Total	400	100.0

Source: Calculated through SPSS

The following hypotheses were framed in order to measure the effect of demographics on the frequency of investments made by women investors:

H01a: There is no significant relation between the age of women investors and their frequency of making investments.

H01b: There is no significant relation between the marital status of women investors and their frequency of making investments.

H01c: There is no significant relation between educational qualification of women investors and their frequency of making investments.

H01d: There is no significant relation between occupation of women investors and their frequency of making investments.

H01e: There is no significant relation between personal monthly income of women investors and their frequency of making investments.

H01f: There is no significant relation between family monthly income of women investors and their frequency of making investments

H01g: There is no significant difference between the frequency of making investments of women stock investors and non-stock investors.

Table 3: Crosstabs of Demographics of Women Investors and the Frequency of Investing

Frequency of Investing	Age (Yrs)						Pearson Chi-Square	df	Sig.	Decision
	Less than 30	30-40	40-50	50-60	Above 60	Total				
Monthly	37 (19.4%)	30 (21.6%)	9 (19.1%)	3 (15.8%)	1 (25.0%)	80 (20.0%)	35.125	16	.004*	Reject the Null Hypothesis
Quarterly	14 (7.3%)	26 (18.7%)	2 (4.3%)	0	0	42 (10.5%)				
Once in six months	34 (17.8%)	16 (11.5%)	3 (6.4%)	0	2 (50.0%)	55 (13.8%)				
Yearly	43 (22.5%)	31 (22.3%)	11 (23.4%)	7 (36.8%)	0	92 (23.0%)				
Depends upon the availability of an opportunity	63 (33.0%)	36 (25.9%)	22 (46.8%)	9 (47.4%)	1 (25.0%)	131 (32.8%)				
Total	191 (100%)	139 (100%)	47 (100%)	19 (100%)	4 (100%)	400 (100%)				

Frequency of Investing	Marital Status					Pearson Chi-Square	df	Sig.	Decision
	Married	Single	Divorced	Widow	Total				
Monthly	61 (22.5%)	19 (16.4%)	0	0	80 (20.0%)	27.381a	12	.007*	Reject the Null Hypothesis
Quarterly	35 (12.9%)	6 (5.2%)	1 (11.1%)	0	42 (10.5%)				
Once in six months	28 (10.3%)	25 (21.6%)	0	2 (50.0%)	55 (13.8%)				
Yearly	62 (22.9%)	24 (20.7%)	4 (44.4%)	2 (50.0%)	92 (23.0%)				
Depends upon the availability of an opportunity	85 (31.4%)	42 (36.2%)	4 (44.4%)	0	131 (32.8%)				
Total	271 (100%)	116 (100%)	9 (100%)	4 (100%)	400 (100%)				

Educational Qualification										
Frequency of Investing	Matri-culation	Under Graduate	Graduate	Post Graduate	Doctorate	Total	Pearson Chi-Square	df	Sig.	Decision
Monthly	3 (60.0%)	1 (14.3%)	23 (17.8%)	52 (20.4%)	1 (25.0%)	80 (20.0%)	27.998	16	.032*	Reject the Null Hypothesis
Quarterly	0	2 (28.6%)	22 (17.1%)	18 (7.1%)	0	42 (10.5%)				
Once in six months	0	0	17 (13.2%)	38 (14.9%)	0	55 (13.8%)				
Yearly	0	3 (42.9%)	22 (17.1%)	67 (26.3%)	0	92 (23.0%)				
Depends upon the availability of an opportunity	2 (40.0%)	1 (14.3%)	45 (34.9%)	80 (31.4%)	3 (75.0%)	131 (32.8%)				
Total	5 (100%)	7 (100%)	129 (100%)	255 (100%)	4 (100%)	400 (100%)				

Occupation									
Frequency of Investing	Businesswoman/ self employed	Professional	Service	Total	Pearson Chi-Square	df	Sig.	Decision	
Monthly	25 (22.9%)	15 (17.9%)	40 (19.3%)	80 (20.0%)	7.953a	8	.438	Accept the Null Hypothesis	
Quarterly	17 (15.6%)	8 (9.5%)	17 (8.2%)	42 (10.5%)					
Once in six months	10 (9.2%)	14 (16.7%)	31 (15.0%)	55 (13.8%)					
Yearly	21(19.3%)	21 (25.0%)	50 (24.2%)	92 (23.0%)					
Depends upon the availability of an opportunity	36(33.0%)	26 (31.0%)	69 (33.3%)	131(32.8%)					
Total	109 (100%)	84 (100%)	207(100%)	400(100%)					

Personal Monthly Income (Rs.)									
Frequency of Investing	Below 40000	40000-60000	60000-80000	Above 80000	Total	Pearson Chi-Square	df	Sig.	Decision
Monthly	35 (20.2%)	17 (15.3%)	10 (21.3%)	18 (26.1%)	80 (20.0%)	20.986a	12	.051	Accept the Null Hypothesis
Quarterly	15 (8.7%)	10 (9.0%)	8 (17.0%)	9 (13.0%)	42(10.5%)				
Once in six months	25 (14.5%)	21(18.9%)	4 (8.5%)	5 (7.2%)	55(13.8%)				
Yearly	29 (16.8%)	31(27.9%)	13(27.7%)	19(27.5%)	92 (23.0%)				
Depends upon the availability of an opportunity	69 (39.9%)	32(28.8%)	12(25.5%)	18(26.1%)	131(32.8%)				
Total	173 (100%)	111(100%)	47(100%)	69(100%)	400(100%)				

Family Monthly Income (Rs.)									
Frequency of Investing	Below 40000	40000-80000	80000-120000	Above 120000	Total	Pearson Chi-Square	df	Sig.	Decision
Monthly	3 (17.6%)	12 (21.8%)	10(15.4%)	55 (20.9%)	80 (20.0%)	10.468a	12	.575	Accept the Null Hypothesis
Quarterly	1 (5.9%)	3 (5.5%)	4 (6.2%)	34 (12.9%)	42 (10.5%)				
Once in six months	1 (5.9%)	8 (14.5%)	9 (13.8%)	37(147.1%)	55 (13.8%)				
Yearly	3(17.6%)	14(25.5%)	16(24.6%)	59(22.4%)	92 (23.0%)				
Depends upon the availability of an opportunity	9 (52.9%)	18(32.7%)	26(40.0%)	78(29.7%)	131(32.8%)				
Total	17(100%)	55(100%)	65(100%)	263(100%)	400(100%)				

Stock Investors/Non Stock Investors							
Frequency of Investing	Non Stock Investors	Stock Investors	Total	Pearson Chi-Square	df	Sig.	Decision
Monthly	34 (17.0%)	46 (23.0%)	80 (20.0%)	11.987a	4	.017*	Reject the Null Hypothesis
Quarterly	18 (9.0%)	24 (12.0%)	42 (10.5%)				
Once in six months	35 (17.5%)	20 (10.0%)	55 (13.8%)				
Yearly	55 (27.5%)	37 (18.5%)	92 (23.0%)				
	58 (29.0%)	73 (36.5%)	131 (32.8%)				
Total	200 (100%)	200 (100%)	400 (100%)				

Source: Calculated through SPSS, * indicates significant at 5% level of significance

Table 3 depicts the Chi square values for the various demographic variables. The values are significant for majority of the demographic variables except occupation, personal monthly income and family monthly income. It shows that the frequency of investing of the respondents varies with their age and their marital status. Respondents belonging to the age group of above 60 prefer to invest on a half yearly basis while those belonging to the age group of 20-40 prefer to invest on monthly as well as half yearly basis. Widows as well as divorced women prefer to invest after fixed intervals of time as compared to married and single women. Respondents with matriculation qualification prefer to invest on monthly basis while those who are undergraduates prefer to make yearly investments.

Moreover, significant differences have also been observed in the frequency of investing of women stock and non-stock investors. Stock market investors generally invest on a monthly basis whereas non stock investors invest on yearly basis. This shows that the securities market offers greater favourable investment opportunities as compared to the capital markets. The

results of the study are in consonance with that of Hayat et al., 2010 and Xia et al., 2014.

MANAGERIAL IMPLICATIONS OF THE STUDY

Following are the managerial implications of the study:

- The results of the study reveal that the securities market offers greater favourable opportunities for substantial profits to financial investors as compared to the capital markets. Therefore, the study suggests that women should invest in the securities market rather than the traditional investment avenues such as gold.
- Widows as well as divorced women are found to invest after fixed intervals of time as compared to married and single women. It is therefore proposed that women who intend to make investments at regular intervals should invest in Systematic Investment Plans.
- Young women investors prefer to invest more frequently as compared to the older age group. The securities market should offer more and more

lucrative opportunities to suit the needs of women investors belonging to the different age groups.

- Research needs to be carried out in order find out the impact of variables namely investor competence & confidence, attitude towards risk, home bias, familiarity bias etc on the investing frequency of women investors.

CONCLUSION

In Indian context, financial decision making has always been considered as a male dominated profession and therefore women invest less frequently as compared to men. Academic literature holds that the frequency of investing depends upon a number of factors namely investor competence & confidence, attitude towards risk, home bias, familiarity bias etc. The frequency with which an investor invests varies from one group to another and the same holds good for women investors. Therefore, the present study is an attempt to identify the frequency with which investments are made by women investors of

Punjab and to explore if there is a significant difference in the frequency with which investments are made by women investors based on their demographics. The results of the study brought out that the frequency of investing of the respondents varies with their age, marital status and their personal monthly income. Moreover, significant differences have also been observed in the frequency of investing of women stock and non-stock investors. This shows that the securities market offers greater favourable investment opportunities as compared to the capital markets. The paper suggests that study suggests that women should invest in the securities market rather than the traditional investment avenues as it offers greater favorable opportunities for substantial profits. Moreover, women who intend to make investments at regular intervals should invest in Systematic Investment Plans. Besides this, the securities market should offer more and more lucrative opportunities to suit the needs of women investors belonging to the different age groups.

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Assessing the Behavioural Patterns of Internet Addiction: A Study of Indian Millennials

Keywords: *Sports; India's Olympic Performance; Management and Sports; Strategy and Players Performance Enhancement*

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ABSTRACT

India is on the brink of a digital revolution with favourable demographic dividend, growth in earning population and increase in digital literacy initiatives by the government. A digital world empowered by internet offers tremendous opportunities for the youth. This would have an impact on the way they consume media, their buying habits and their social behaviour. However, the digital landscape has not only emerged as a communication platform but also as an addictive entity amongst the youth. The present study is a preliminary attempt to understand the extent of digital addiction amongst students in colleges. The paper reports the results of a pilot study conducted with 44 respondents from B- schools as a part of a larger ongoing study in Delhi-NCR. The pilot study helped in developing a more robust, reliable and relevant data collection tool. The data was collected through a self-administered questionnaire based on Kimberley Young's Internet Addiction Test (IAT). The impact of digital addiction on society's well-being as well as its implications is also discussed in the study

INTRODUCTION

The past few years have witnessed a phenomenal growth in the usage of internet worldwide. Approximately 47 % of the global population uses the internet (UN News Center, 2016) and in India alone the number of internet users is set to touch 730 million by 2020 (India Today, 2017). According to recent reports, India has become the second largest smartphone market in the world (IBEF, 2017). The young millennials who comprise a large segment of the India population are tech-savvy consumers with a greater probability of digital media consumption. (Ernst & Young, 2016). This is indeed a tremendous opportunity for marketers who can reach out to target consumers across the country through more focused marketing communications using the digital media. However, adoption of technological advancements has its pros and cons. The excessive use of internet is leading to serious concerns regarding the health and mental well-being of users the world over. Termed as 'internet addiction' or internet addiction disorder', this phenomenon which is on the rise in several countries including India is even being termed as a health crisis by

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some (Business Line, 2017; CNBC, 2017, WebMD, 2016; TNW, 2015).

LITERATURE REVIEW

At present, technology has a pervading influence on everyone's lives. In today's highly connected milieu, people are increasingly accessing and utilizing the internet for a variety of activities and through various devices. In India alone, the overall internet penetration is around 31 per cent and approximately 51% of urban internet users access the internet at least once in a day. (Bestmediainfo.com, 2016). For both urban and rural users, social networking and entertainment have been cited as the most common purposes for using the internet (Bestmediainfo.com, 2016). The youth in India are more digitally-savvy than ever before. They have grown up in a highly connected world enabled by internet, mobile and social networking. They spend a large part of their time on digital devices and hardly have any social interaction apart from discussions through social networks. Among the youth, one important cohort is the millennial generation.

Internet Usage among Millennials

Millennials, generally considered as people born after 1982, comprise a significant section of India's population (approximately 400 million people) (Forbes.com, 2017). This is a digitally-savvy generation that is characterized by increased smartphone ownership, use of social media, watching videos online and use of mobile payment methods (Asia Biz Today, 2017). They happen to be better educated, more connected to information and to the world in general as compared to previous generations. As far as spending time online is concerned, one survey reveals that on an average, the millennials in India spend 17 hours online per week, spending two-thirds of that time going through e-mails, browsing social media and conducting searches while only 11% of this time is spent on making online transactions (Morgan Stanley, 2017). The same report mentions mobile phones as the primary device through which the internet is accessed by this generation. The millennials have been reported as the topmost online consumer segment in India (E-intelligence, 2017).

Internet Addiction Behaviour

The use of internet has contributed towards improved communication and acquisition of knowledge, nevertheless, it is also being considered as a social bane across the world by virtue of the increased incidence of addictive internet usage (Business Line, 2017; CNBC, 2017; Teong & Ang, 2016; Saato, 2006; Brand et al., 2014). At the basic level, addiction refers to 'dependence, as the continuous use of something for the sake of relief, comfort, or stimulation, which often causes cravings when it is absent' and may be classified as either

'substance addiction' (e.g. drug addiction) or 'behavioural addiction' (e.g. mobile phone addiction) (Davey and Davey, 2014). In relation to excessive internet usage this behavior has been described using several terms such as 'compulsive internet use', 'internet related use', 'problematic internet use', 'pathological internet use', 'internet related addictive behaviour' or simply 'internet addiction', (Psycom, 2017; Cash et al., 2012; Brand et al., 2014; Nalwa and Anand, 2003). Similarly, in the context of mobile phones, such behavior has been variously referred to as 'mobile phone dependence', 'mobile phone addiction', 'smartphone addiction' as well as what scientists call 'nomophobia' or, in other words, fear of being without the mobile phone (Scientific American, 2017; Davey and Davey, 2014; Ahmed et al., 2011; Walsh et al., 2008). Likewise, obsessive use or dependence on social networks such as facebook and twitter has been referred as 'social network addiction', 'social networking addiction' or 'facebook addiction' (Lifewire, 2017; Subathra et al., 2013; Griffiths, 2013; Zaremohzzabieh, 2014; Jafarkarimi, 2016).

Researchers around the world including India have examined the prevalence of addictive behaviour, towards phones and internet, which have emerged in today's digital world. Nikolic et al. (2015) tried to assess Internet use and addiction among school children in Serbia. Teong & Ang (2016) conducted a study on internet use and addiction among undergraduate students in East Malaysia. Earlier, a study among school children in India investigates the extent of internet addiction among students (Nalwa & Anand, 2003). Likewise, a study in Japan explores the prevalence of internet addiction among students and compares it with that in foreign countries (Sat, 2006). Another study in India examines the pattern of internet use among professionals in India (Grover et al., 2012). Ahmed et al. (2011) explore addictive behaviour with regard to mobile phones in a study among youngsters in Pakistan. Another study was conducted with the aim of understanding addictive Facebook use among university students in Malaysia (Zaremohzzabieh, 2014). In yet another study, Facebook addiction has been examined in relation to university students in Malaysia (Jafarkarimi, 2016).

A majority of the studies exploring addictive behaviour in students are in relation to the issue of internet addiction. This term was used by Ivan Goldberg to suggest 'pathological compulsive internet usage' (Nalwa and Anand, 2003). Internet addiction refers to 'maladaptive pattern of internet use leading to clinically significant impairment or distress' (Nikoloc et al., 2015). Young (1996) examined the issue of internet addiction and tried to identify the extent of problems created by such misuse. She defined Internet addiction as an impulse-control disorder which does not involve and intoxicant. This

study modified the DSM –IV diagnostic criteria for pathological gambling to construct the diagnostic criteria for pathological internet use. One popular tool that has been used by researchers to examine the prevalence of internet addiction is the Internet Addiction Test (IAT) developed by Kimberley Young (Sato, 2006; Singh, 2015; Pandya, 2015). It has been pointed out that one group that appears to be particularly vulnerable to internet dependence is students due to the increased use of internet for improving student's proficiency in studies (Nalwa and Anand, 2003). This may be particularly relevant for students engaged in higher education such as management studies. Thus, the basic purpose of the present study is to examine the extent of internet addiction among students pursuing management education. The study also proposes to understand the influence of demographic variables as well as purpose of internet usage on the level of internet addiction.

STUDY OBJECTIVES

The broad purpose of this study is to examine the internet usage behaviour among the post-graduate students of Delhi-NCR region. Specifically, the study proposes to:

- (a) Identify the primary activities for which the internet is used
- (b) Analyze the frequency of usage as well as the most used devices for accessing internet
- (c) Explore the internet addiction behavior

RESEARCH METHODOLOGY

In order to fulfill the objectives of the study, a survey was administered among students of Jaipuria Institute of Management, Noida. The instrument chiefly comprised of five aspects: Young's Internet Addiction Test (IAT) scale to examine addictive behavior, questions on purpose of internet use (entertainment, work, gaming etc.), frequency of internet used, devices mostly used for internet access and certain demographic variables (such as age and gender). The Young's IAT, which includes a set of 5-point Likert type questions regarding internet usage, is the most frequently used questionnaire on internet addiction so far (Frangos et al., 2012). A total of 65 responses were collected and out of these only 44 were

usable responses. Convenience sampling was adopted to reach to the respondents. General information about the purposes of the study was announced to the participants. Participation was voluntary and anonymous. Students filled out questionnaires in a classroom setting. The questionnaire had two parts: the first part contained the 5-point Likert type (IAT scale) questions which had behavioural statements related to internet addiction while the second part was designed to collect demographic information. The following section discusses the analysis of the data pertaining to the first part of the questionnaire i.e. the IAT scale.

RESULTS AND ANALYSIS

Exploratory factor analysis was conducted first to identify the underlying factor structure of the IAT scale. The EFA was conducted using SPSS (version 19.0) with principal axis factor analysis employed as an extraction method with varimax rotation. The suitability of the data for factor analysis was tested with the Kayser-Meyer-Olkin (KMO) measure of sampling adequacy, the value for which was found to be greater than 0.5. The number of factors to be extracted was determined by the examination of the scree plot in combination with the conventional cut off of eigenvalues > 1 .

As shown in Table 1, the first factor contains eight items and relates to obsessive thoughts about Internet when offline, and to negative outcomes in social life and in social relationships due to Internet use; this factor was called "Obsessive online behavior".

The second factor consists of eight items and relates to excitement about being online, defensive behaviour towards internet, social preference to internet; this factor was named 'emotional and cognitive preoccupied online behaviour'.

The third factor consisted of four items and relates to neglect of daily chores because of compulsive online behaviour; this factor was named as "behavioural negative consequences on daily routine"

All the items of the scale were found to be reliable to be carried forward for the major study.

Table 1: Factor Analysis for IAT Scale

Rotated Component Matrix ^a	Component		
	1	2	3
How often do you try to cut down the amount of time you spend on-line and fail?	.890		
How often do you check your email before something else that you need to do?	.861		
How often do you try to hide how long you've been on-line?	.833		
How often do others in your life complain to you about the amount of time you spend on-line on the phone?	.758		
How often do you find that you stay online longer than you intended?	.728		
How often does your performance or productivity suffer because of the Internet?	.682		
How often do you find yourself saying "just a few more minutes" when on- line?	.626		
How often do you feel preoccupied with the Internet when off-line, or fantasize about being on-line?	.540		
How often do you find yourself anticipating when you will go on-line again?		.835	
How often do you form new relationships with fellow on-line users?		.819	
How often do you prefer the excitement of the Internet to spending time with your best friend/ partner?		.769	
How often do you feel depressed, moody or nervous when you are off-line, which goes away once you are back on-line?		.731	
How often do you feel irritated, yell, or act annoyed if someone bothers you while you are on-line?		.626	
How often do you choose to spend more time on-line over going out with others?		.606	
How often do you block out disturbing thoughts about your life with soothing thoughts of the Internet?		.587	
How often do you become defensive or secretive when anyone asks you what you do on-line?		.549	
How often do you neglect household chores/routine activities to spend more time online?			.851
How often do you fear that life without the Internet would be boring, empty, and joyless?			.805
How often do your grades or school work suffers because of the amount of time you spend on- line on the phone?			.547
How often do you lose sleep due to late-night log-ins?			.530

Extraction Method: Principal Component Analysis.

Table 2 presents descriptive statistics for the scale. Highest mean score was found to be for "the tendency to check mail often" and it was followed by "respondents staying online longer than intended". High tendency was found amongst respondents looking forward to going

online again and prefer going online as compared to spending time with their friends. Students have agreed that their online presence is negatively influencing their productivity with a mean score of 2.38.

Table 2: Descriptive Statistics for IAT Scale

Descriptive Statistics	Mean (SD)
FACTOR 1	
How often do you try to cut down the amount of time you spend on-line and fail?	2.75(1.35)
How often do you check your email before something else that you need to do?	3.47(1.31)
How often do you try to hide how long you've been on-line?	2.17(1.18)
How often do others in your life complain to you about the amount of time you spend on-line on the phone?	2.60(1.48)
How often do you find that you stay online longer than you intended?	3.40(1.22)
How often does your performance or productivity suffer because of the Internet?	2.38(1.15)
How often do you find yourself saying "just a few more minutes" when on- line?	2.93(1.28)
How often do you feel preoccupied with the Internet when off-line, or fantasize about being on-line?	2.28(1.13)
FACTOR 2	
How often do you find yourself anticipating when you will go on-line again?	2.77(1.13)
How often do you form new relationships with fellow on-line users?	2.03(1.07)
How often do you prefer the excitement of the Internet to spending time with your best friend/ partner?	2.65(1.42)
How often do you feel depressed, moody or nervous when you are off-line, which goes away once you are back on-line?	1.83(1.44)
How often do you feel irritated, yell, or act annoyed if someone bothers you while you are on-line?	2.63(1.38)
How often do you choose to spend more time on-line over going out with others?	2.07(1.22)
How often do you block out disturbing thoughts about your life with soothing thoughts of the Internet?	2.70(1.44)
How often do you become defensive or secretive when anyone asks you what you do on-line?	2.13(.90)
FACTOR 3	
How often do you neglect household chores/routine activities to spend more time online?	1.93(1.11)
How often do you fear that life without the Internet would be boring, empty, and joyless?	2.63(1.59)
How often do your grades or school work suffers because of the amount of time you spend on- line on the phone?	2.10(.93)
How often do you lose sleep due to late-night log-ins?	2.60(1.57)

Young (1998) suggested that if we total up the scores for each item, we can get the level of internet addiction amongst the respondents. The higher the score, the greater level of addiction is and vice- versa. An average on-line user surfs the Web a bit too long at times, but he has to control over his usage. Frequent online user experiences occasional or frequent problems because of the Internet. They should consider their full impact on

their life. Compulsive online user finds that internet usage is causing significant problems in his life. He should elevate the impact of the Internet on his life and address the problems directly caused by Internet usage. In the current study around 45 percent of respondents fall in the category of frequent online user and around 18 percent have scored more than 70 points (as shown in Table 3). This indicates that there is a need for looking up remedial measures for digital addiction.

Table 3: IAT Scale: Score Analysis

Score	Percentage of Respondents	Score	Percentage of Respondents
23.00	6.8	42.00	4.5
25.00	4.5	44.00	2.3
29.00	4.5	47.00	2.3
33.00	4.5	49.00	4.5
34.00	4.5	51.00	9.1
35.00	6.8	52.00	4.5
36.00	4.5	55.00	2.3
38.00	2.3	63.00	4.5
40.00	2.3	64.00	4.5
Categories	Percentage	68.00	2.3
Average online user	54.5	70.00	13.6
Frequent online user	45.5	72.00	4.5
Compulsive online user	0.0	Total	100.0

n = 44

Average online user: score 20-49points

Frequent online use: score 50-79points

Compulsive online user: 80-100 points

CONCLUSION

The objective of this paper is to understand the extent of internet addiction among students pursuing management education. The analysis of the data led to the identification of three underlying factors. Statistically, the addiction scale has been found to be reliable with the current setting, with three factors "Obsessive online behaviour", 'emotional and cognitive preoccupied online behaviour' and "behavioural negative consequences on daily routine". It has been found that the present sample consists of 54.5 percent of average online users, 45.5 percent of frequent online users and zero percent of compulsive online users. As per the observations made during pilot study, some changes have been made some in the language of the items in the questionnaire pertaining to demographics as well as length and frequency of internet usage. A few more options have been added in the demographic variables as listed in the questionnaire and a question on purpose of using internet which was missing earlier was added in the questionnaire based on the inputs from the pilot survey.

As mentioned earlier, this paper presents the results of a pilot survey for a larger ongoing study on examining internet addiction amongst the youth. Even though the sample for this study is very limited an attempt has been made to derive a preliminary understanding of internet usage and addiction among students pursuing management education. Interestingly, it has been found

that around 45 percent of the respondents fall in the category of 'frequent online users'. This indicates the fact that such students comprising around 18 percent respondents who have scored higher than 70 points require some intervention as to get around the negative problems associated with excessive internet use. The negative consequences of internet addiction include physical problems (such as disrupted sleep patterns, fatigue), relationship problems and academic problems (Young, 1999). One of the solutions that may be suggested to overcome such negative problems is digital detox, a process that helps 'to regain mindfulness, lowered anxiety, good mental health, better human relationships and increased output' (The Hindu, 2015). It has been recommended that taking a break from the virtual world would allow people to look beyond the digital world and pursue other activities thus rising over issues of addiction (Lobo, 2015). While the increasing use of internet and digital media by consumers, particularly the youth, has opened up new opportunities hoping to reach out to this connected generation, yet this presents a serious concern from the social perspective due to the possibility of addictive behaviour. Therefore, a boon for marketers may turn out to a bane for young consumers unless certain measures are adopted to prevent addictive behaviour. Hopefully, studies of this nature will uncover useful insights regarding internet usage behaviour among youth and help in overcoming the negative impact of internet overuse.

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Towards Praxis of Empathetic and Persuasive Communication Ethics: Re-negotiating Interpersonal Relational Complexities in Work Arenas

Keywords: *Communication; Communication Ethics; Empathetic and Persuasive Communication Ethics; Interpersonal Relational Complexities; Work Arenas*

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ABSTRACT

In today's hyper-competitive global scenario, inter-/intra-organizational communication ethics holds key not only to success of a business venture, but also to achieve carefully set targets thereby enhancing its credibility in society at large. This paper is an attempt to re-negotiate interpersonal relational complexities that one comes across in diverse work arenas particularly on account of utter lack of communication ethics—an area that needs to be carefully looked into by every organization particularly because its empathetic and persuasive dimension remains more or less absent even in casual/non-formal interactions. That communication at inter-/intra-organizational levels with empathy and persuasiveness at its core is the mantra of success, is the premise on which this paper is based. In fact, our assumption is that empathetic and persuasive communication can pre-empt untoward interpersonal relational situations that arise on account of insensitive use of language—a faculty that can be honed as a skill and thereupon used advantageously.

COMMUNICATION AS IMPERATIVE

In any organizational setup, communication is imperative (Reynolds, 2003). It is through communication that various internal components of an organization are linked to each other (Kapoor, 2001). The ultimate effectiveness and success of an organization depends on how lucidly communication flows from one administrative level to another. It is only through communication that information, ideas, objectives and mind-set behind them are conveyed from one person/ group to another functioning therein. Communication is essentially a two-way process (Last, 1985). Information in the form of missive has not only got to be sent but also received and understood. The process is incomplete until the feedback in the form of response or reaction is based on proper understanding of the message. Thus feedback plays an important role in successful communication (Sharma & Arora, 2015). Intra-organizational communication, as a matter of fact, is a goal-oriented process, which nevertheless, has intrinsic dynamism in it. It becomes effective only when the sender as well as the receiver is

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aware and clear about the goals of communication (Arak & Enquist, 1995).

In the contemporary economic scenario, business firms have grown immensely in sheer scale of their operations, and have become complex. Therefore the relevance of communication within an organizational setup has increased all the more (Nath, 1965). Today, success of an organization depends on success or effectiveness of communication therein. In fact, effective communication is necessary at all levels in the organization. Not only that, it is indispensable for the management of an organization and employees to develop mutual trust and confidence - an arena where communication serves as a bridge. Participation of the employees in decision-making process helps bring harmony at a workplace thereby creating a conducive environment for meaningful exchange of information. Muchinsky views communication as one of the most elusive organizational variables, particularly because intra-organizational communication is a dynamic phenomenon, which plays an important role in determining the culture of organization, and has crucial bearing on its final accomplishments (Muchinsky, 1977).

An entrepreneur/leader/ business manager at a workplace spends most of her/his time in either speaking or writing to her/his colleagues, co-workers, senior/junior business partners, employees, or other stakeholders. Therefore, her/ his success largely depends upon her/his ability to communicate. Almost every individual, irrespective of her/his position and job profile, has to receive/ send / interpret official information/ communiqué, which is done through formal/official channels of communication. The administrative hierarchy and the levels where communication occurs, play an important role in passing on of such information. Despite the fact that formal means of communication are the life-blood of any organizational structure, relevance of informal communication cannot be undermined (Krackhardt & Hanson 1993). To say that informal communication keeps each employee of an organization/ business firm humanely grounded, will be a statement of fact as hyper-professionalism at times impels one compromise/ sacrifice interpersonal rapport among staff members which lends meaning to teamwork thereby paving way for creativity and innovativeness.

COMMUNICATION ETHICS

Communication, be that formal/ informal, in an inter-/intra-organizational setup has to be steeped in ethics, which helps one determine a) what to speak, b) when to speak, and c) how to speak. In fact, to think of communication ethics in an organization is, to be simultaneously aware of co-workers, colleagues, administrative personnel at senior as well as junior levels, along with a whole range of stakeholders, as they are the

target of every policy communiqué be that pertaining to the vision, or policy implementation.

In our opinion communication ethics comprises exchange of pertinent information in a sustained but strategic manner at every level of the organization. It also consists of mutual trust personal dealings, sincerity of purpose, and complete disregard of manipulative, discriminatory and demeaning use of language perpetuating negativity. The whole idea of persuasive communication ethics in work arenas fundamentally seeks answers to above questions such as what to speak, when to speak, and how to speak in formal/ official situations. Most of the problems during workplace interactions arise because of utter lack of right answers to above questions.

To be able to know what to speak, one is supposed to have inside out knowledge of issues at hand, awareness of work situation/ environment, alongside implications of what one intends to communicate rationally and pragmatically without sounding insensitive particularly about humane dimension of the problem at hand simply because the solution suggested is going to affect human beings. Vis-à-vis when to speak, the speaker is required to have insight into factors that have caused a particular situation/ issue to arise, as only then can s/he sense about apt timing of when most effective input is required to be made. One must have complete knowledge of the workplace and ideas that make rounds in the minds of those who determine the policy framework and ones who act as agents of implementation of those ideas to be able to succeed ascertaining appropriateness of the moment to put forth one's viewpoint. This also requires an understanding of human psyche and behavioural aberration since that too helps one determine the timing of a meaningful input. Thus, one does not have to put an extra effort to decide when to speak and when not to, as keen awareness of the work environment becomes the biggest enabling factor in this regard. Likewise prerequisite of how to speak is knowledge of fundamentals of communication namely credibility, courtesy, clarity, correctness, candid, complete, concise, that are the 7 C's of communication (Kaul, 2014). Besides these, we feel, one also needs to be persuasive rather than coercive, empathetic rather than indifferent, mature rather than judgmental, polite rather than curt, humble rather than arrogant, knowledgeable rather than ignorant, caring rather than callous, and committed and focussed rather than wayward and defocused in a work arena especially.

Thus, ethics of persuasive communication also demands that one successfully pre-empts and thus steers clear of manipulateness, falsehood, doublespeak, hypocrisy, ambiguity/ vagueness, secrecy, lack of fore-/far-sightedness, deception, and betrayal. In other words

communication ethics involves right timing and use of apt words in a gentle, polite but firm manner. In work arenas in particular, special degree of sensitivity is required to achieve empathetic and ethical communication curve. In real life situations too, as in formal/official ones, there are innumerable complexities and challenges that one encounters during communication process at an interpersonal level. The crux of the whole problem during interpersonal communication in workplaces lies in choices (Wood, 2012), that we make vis-à-vis when to speak, listen or remain silent. The speaker as well as the listener must develop ability to differentiate between facts and opinions, light-hearted conversation and serious one, negative and constructive criticism, and problem-enhancing/aggravating and problem-solving approach during interpersonal communication. Communication ethics thus prefers dialogue over monologue (Johannesen, 1971), participative standpoint over non-participative (Wheless, Wheless & Howard 1983), empathetic exchange of ideas/ thoughts over dismissive one, persuasiveness over coerciveness, and democratic demeanour over autocratic one.

INTERPERSONAL DIMENSIONS OF COMMUNICATION

Lilic, Popovic & Popovic have defined interpersonal communication “as the act of exchange of information between individuals that participate in that process” (Lilic, Popovic & Popovic, 1997, p. 681). Broadly exchange of verbal and non-verbal ideas, thoughts and gestures between two or among more persons is regarded as interpersonal communication. More than half of the time of an individual’s life is spent in interpersonal communication in various work arenas and life situations. It therefore becomes imperative for everyone to master skills of interpersonal communication. This includes the ability to relate skillfully with others and become aware of feelings of others as well as one’s own. In diverse work scenarios, interpersonal communication always has precedence over intrapersonal communication. Therefore, especially at workplaces, it is imperative to not only evaluate, analyze and assess the level of interpersonal communication but to also understand its gravity and complexities. According to Schutz (1958), interpersonal needs of the persons vary from time to time and person to person. People satisfy such needs through communication. He further observes that need for inclusion, control and affection act as a driving force behind all interpersonal behaviours. Reynolds and Darden (1971), however, claim that individuals who reach out and are gregarious perform exceedingly well on the scale of self-confidence. This indicates how high level of interpersonal communication enhances self-confidence and self-esteem. As stated above, interpersonal communication is defined

as the act of exchange of information between individuals that participate in that process. However, Muchinsky (1977) explores the relationship between communication, job satisfaction, and climate, and thus states that certain dimensions of communication directly affect work climate of an organization. What it implies is that the type of communication channels used in the organization, and the way things are communicated, play an important role in achieving organizational goals. Even the subordinates, personnel at lower level of administrative hierarchy become more responsive if their superiors show consideration toward them, and communicate various tasks and career messages regularly (Penley & Hawkins, 1985).

CRITICAL AND PERSUASIVE DIMENSIONS OF COMMUNICATION IN DIVERSE WORK ARENAS

Here comes the role of critical thinking, which demands one to be more analytical, objectively evaluative, disciplined, and rigorous. The basic objective of critical thinking is to enhance the range of choices thereby reducing the risk of flawed assumptions. It is a thoughtful (Huitt, 1998), deliberate process of deciding whether we accept/reject/reserve a judgment about a particular thing. It has an intrinsic proclivity toward persuasiveness. To be able to persuade successfully, one needs to transcend boundaries of individual mind and thereby move on to understand emotions of others. It is possible only if one has humanistic values and concerns along with willingness to reach out to the other. In real life situations too, we may observe how important it is to have positivity in our thinking and communication as it surely impacts upon/ influences behaviour of those that live around us.

Critical and persuasive communication is a skill (Steinberg & Sheila, 1999) through which one can successfully negotiate any negative/extreme situation in work arenas. The power to persuade requires critical thinking (Cottrell, 2011) and clarity of vision, and it is crucial not only to put forth one’s viewpoint but also to convince one’s colleagues/ co-workers vis-à-vis whole range of challenges in diverse business scenarios. Nowadays persuasive communication without a moral compass is too commonplace to elude one’s attention. That is precisely the reason why communication ethics occupies centre stage. In fact, motivational dimension of persuasion is extremely important as it leaves a positive effect on a person who requires it most. Persuasive interpersonal communication has to be humanely grounded but its praxis should have tenacity of purpose to guarantee sure accomplishment of business objectives.

The term ‘persuade’ comes from Latin *persuadere* [from *per*-(intensive) + *suadere*(to urge, advise)], which means to prevail on (in the sense of convincing/ motivating her/him) a person to do something through intense

urging. However, it is also taken to mean as an attempt to induce to believe by appealing to reason or understanding. As discussed, it also implies to convince. Thus, persuasiveness is equated with one's ability to convince with a view to successfully achieve the desired communication goals. If someone is prevailed upon by hegemonic/violent/coercive use of language, the whole idea of persuasiveness in communication is rendered meaningless. In fact, there is no place for use of force, coercion, and intimidation in persuasive communication.

Viewed in this sense, coercive communication emerges as an exact opposite of persuasive communication (Carey, 2008). The former can also achieve its desired end; nevertheless, it can scarcely have a lasting effect. What it entails instead is verbal violence, complete disregard of the viewpoint of the other, brutal denigration of the listener as the 'other', and outright insult of one's self-respect. On the contrary, persuasive communication has elements viz., care, compassion, empathy, accommodating spirit, respect for the listener, and space for diverse and multiple viewpoints, at its core.

Other hallmarks of persuasive communication include multi-dimensional understanding of the situation one is in, awareness of the psyche of the listener, clarity of goals to be achieved, apt idiom to clothe one's ideas in, patience for others' viewpoint, and poised state of mind to convey one's ideas lucidly, concisely, convincingly, effectively and confidently. Persuasive communication can take place only when the speaker is completely aware not only of the mental wavelength of the listener but also his entire body language along with the milieu s/he lives in. A persuasive communicator is able to sense beforehand thoughts and responses on the part of listener. S/he is also aware of all communication barriers between her/him and the listener so that perfect and desired communication objective can be achieved. To say that persuasive communication is the soul of all business/official dealings, and resolving complex situation in work arenas, will not be an over-statement.

INTERPERSONAL RELATIONAL COMPLEXITIES IN WORK ARENAS

At this juncture, it will be pertinent to discuss about whole range awkward situations one faces at workplaces particularly on account of insensitive, brusque, unfeeling, uncouth and boorish language which people use advertently/ inadvertently in formal/official work arenas. As a result of such dismissive and demeaning language, entire work milieus get vitiated causing negative vibes. Interestingly, the speaker, who could bring quality to whole communication process, emerges as specimen of total communication disaster. Rather than conveying a viewpoint in such situations, such a speaker ends up imposing her/his viewpoint on the listener leaving an ephemeral effect simply because it is forced /

coerced. There are several other damages that are caused in the process of insensitive use of language such as: a) the listener's self respect is hurt, b) s/he is dissuaded to register the point as there is reaction/ resistance rather than listening at inner level, and c) humiliation and complete discouragement on the part of the listener. At times, such damages cause havoc in work arenas.

There is a considerable degree of politics too in such verbal bullying, or hegemonizing use of language in official/ formal situations as the speaker, who happens to be hierarchically privileged, uses power to dominate and thereby disempowering the listener. Such use of power and authority expunges the whole process as well as purpose of communication. It is simply because the listener is constantly kept at receiving end without giving her/him the opportunity to be an equal participant in the process of communication. Such case scenarios usually exist where there is an utter lack of professionalism.

The authors of this paper have been observing insensitive use of language in their respective work arenas for quite some time now. Professional communication ethics, in fact, demands maturity, self-restraint in use of language, equipoise in interpersonal dealings, and dignified articulation of professional and para-/non-professional concerns. It is commonplace knowledge by now how hierarchically privileged administrative officials at times do not give a hoot for dignified and elegant exchange of ideas be that at the level of planning things or their implementation. A keen and a sensitive ear to language, basically is the need of the hour, which could be inculcated through faculty orientation programs with special thrust on do's and don'ts of language use. In fact, language which is intended to dominate rather than logically convince, to threaten rather than rationally envision consequences, to insult rather than reform, and to hurt rather than amend, goes against the very grain of persuasive and empathetic communication ethics.

IMPORTANCE OF EMPATHETIC COMMUNICATION

Needless to mention thus that to be able to understand viewpoints of others, a fair modicum of empathetic and compassionate core in communication ethics is required. In other words, empathy, which is one's ability to be at-one with the other enables understanding at a deeper level of interpersonal dealings in work arenas. Thus, empathetic and compassionate understanding of the other takes communication to a different level, which is difficult to achieve, as it requires careful nurturing of the ethics of empathetic communication through regular interactions and need-based discussions.

Thus, more often than not in diverse work situations, there arises the need to discuss business planning and communicate implementation strategies. The leader of the organization, in such situations, cannot afford to be

brash, short-tempered, unpredictable, imperious, hasty, misjudging and indecisive as every work sphere/ arena is a part of larger socio-cultural space particularly because it remains under constant scrutiny of public eye. Therefore, misinformation proves to be as much as a bane as under-/over-information. What it implies is that at times it is not possible to reveal complete information as it may have negative bearing on the fundamental planning strategies of an organization/ institution. In case information is partially revealed, it may run the risk of being secretive, and thereby resulting in the loss of trust, on the part of stakeholders. Therefore, persuasive and empathetic communication ethics always demands that all stakeholders at a workplace or beyond it are rightly educated vis-à-vis the policies, goals and strategies to achieve them, rather than over-/mis-educated.

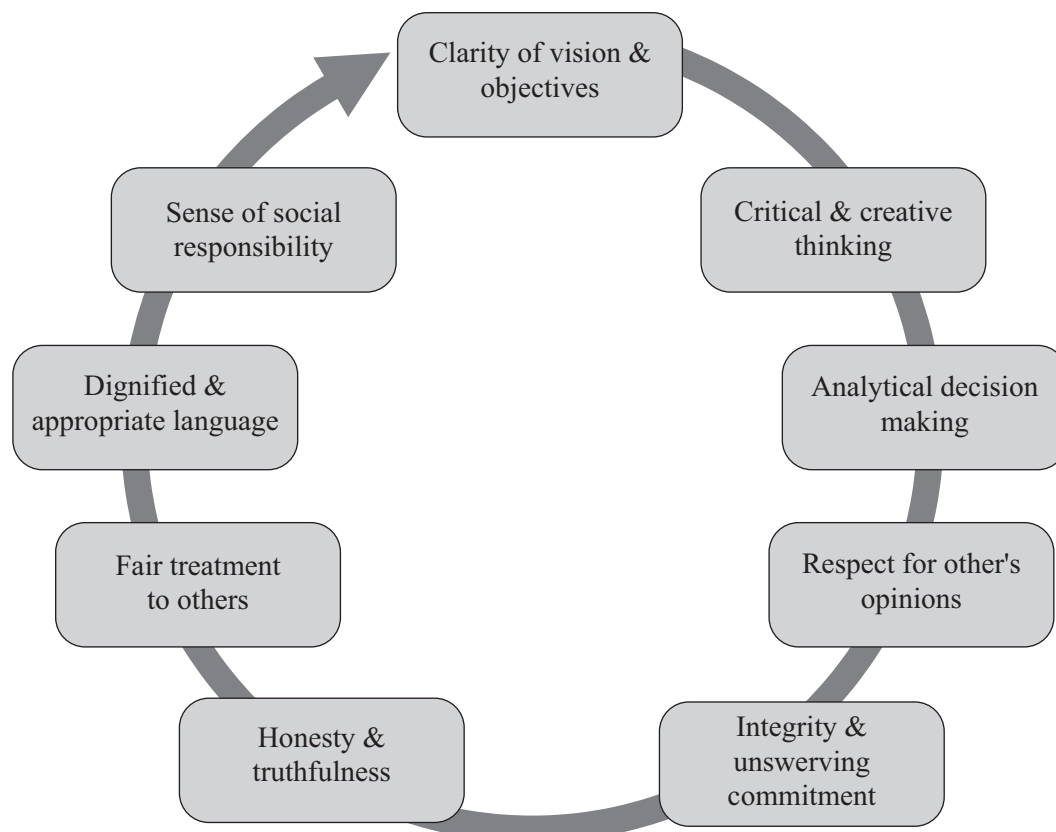
COMMUNICATION ETHICS IN WORK ARENAS

As evident from the foregoing discussion, communication ethics in work arenas implies that an individual's or group's behavior is governed by their moral being, which has a profound bearing on their communication. It is concerned with moral good which forms the core of empathetic and persuasive communication. Ethics signifies moral principles acting as an inner guide (one's conscience) to individual's behavior. When we think in terms of communication ethics in the context to an organizational setup or any

professional work arena, it underscores importance of decisions taken after critical consideration and due deliberations so that their effect can be assessed not only on the stakeholders but society at large.

Intra-organizational communication among peers at workplace shapes value-registers of employees, colleagues, staff-workers, stakeholders, etc. Communication ethics in work situations includes entire spectrum of human conduct and is thus essential. Responsible thinking, analytical decision-making, respecting peers'/ colleagues' viewpoints are germane to strengthen ethical dimensions of communication. Communication ethics in fact enhances human worth and dignity besides demanding that one should not manipulate or exaggerate facts while communicating with others simply because one is socially responsible. It fosters truthfulness in relations, fairness in decision-making, and respects individual integrity and uprightness. It also includes the way one earns respect for her-/himself as well as esteem that s/he holds others in. See below figure 1, which is our model for ethical communication in work arenas comprising clarity of vision and objectives before embarking on responsible decision-making via taking into account others' viewpoints to be able to achieve organizational objectives successfully:

Figure 1



Source: Authors' Compilation

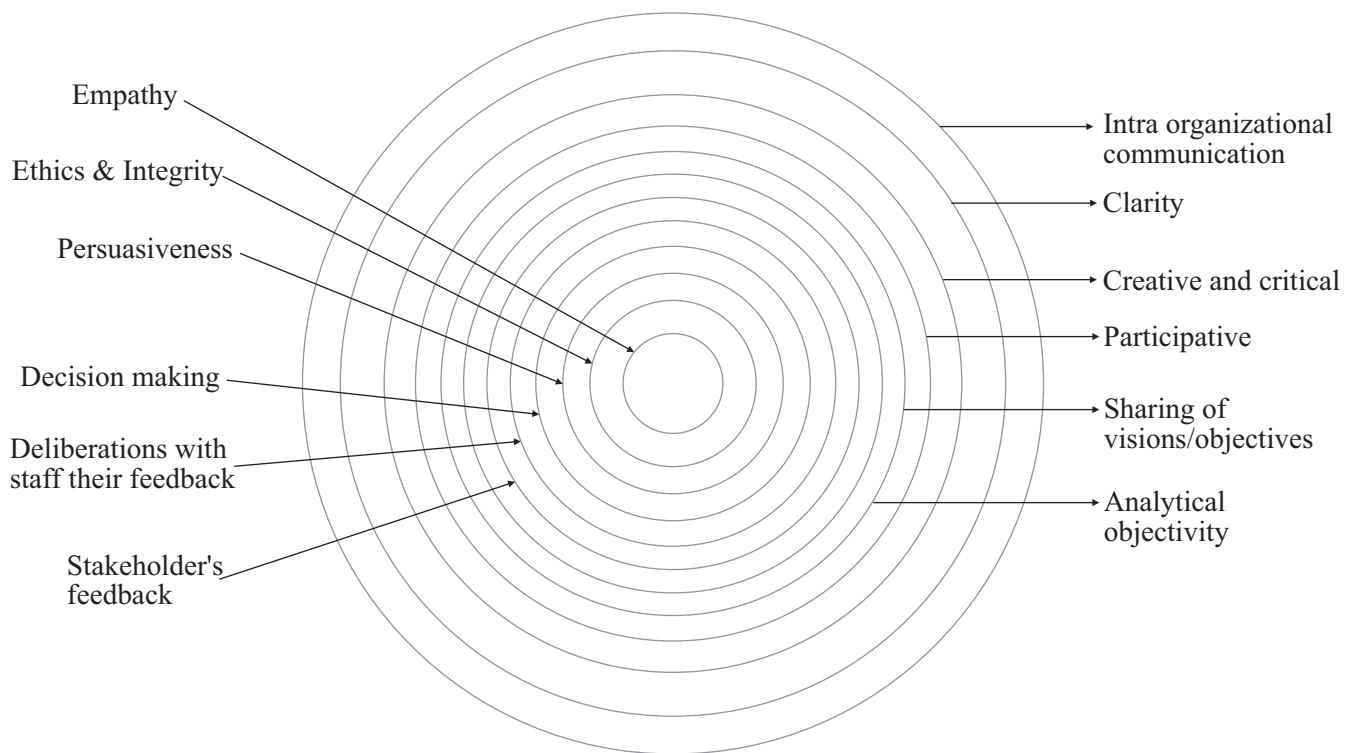
Conclusion

Summing up, it could be averred that praxis of communication ethics is a must in diverse work arenas; nevertheless, equally crucial are empathy and persuasiveness in intra-organizational communication as most complex situations arise out of lack of these two dimensions in interpersonal conflicts. It is thus imperative that clear understanding of intra-organizational communication be fostered in personnel working at various levels so that an empathetic camaraderie develops firstly at the level of policy decision makers and then at the level of those who have to implement it via taking on board and convincing all

stakeholders. The leadership of any organization/business enterprise must ensure praxis of empathetic and persuasive communication ethics and thereby benefiting each level of an organizational setup. Besides being participative, intra-organizational communication has got to be empathetic as well as objectively analytical. See Figure 2 below, which shows how each concentric circle within the overarching organizational communication circle appears to be drawing force from the empathetic core (depicted as Empathy)—an insight that can resolve most of complex issues concerning interpersonal tussles within diverse work arenas:

Figure 2

Intra organizational Communication: Key Components



Source: Author's Compilation

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A System Dynamics Approach for Digital Sustainability Assessment

Keywords: *Network Readiness Index, Simulation, Stock-Flow Model, System Dynamics, World Economies*

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ABSTRACT

The Network Readiness Index, as explained in the Global Information Technology Report 2015: ICTs for inclusive growth, prepared by World Economic Forum along with INSEAD, Business School and Johnson Cornell University, is the capacity of countries to exploit & leverage ICTs for increased competitiveness and wellbeing. The report assesses the Network Readiness Index of 143 economies of the world.

The current paper will analyze and develop a Model through System Dynamics Approach. The model is based on five major principles, on which the different economies are assessed in the report.

- (1) A high-quality regulatory and business environment is critical in order to fully leverage ICTs and generate impact;
- (2) ICT readiness—as measured by ICT affordability, skills, and infrastructure—is a pre-condition for generating impact;

- (3) Fully leveraging ICTs requires a society-wide effort: the government, the business sector, and the population at large each have a critical role to play;
- (4) ICT use should not be an end in itself. The impact that ICTs actually have on the economy and society is what ultimately matters;
- (5) The set of drivers—the environment, readiness, and usage—interact, co-evolve, and reinforce each other to form a virtuous cycle; (as per the report)

Based on these principles a Stock-Flow Model is developed and finally the data from Indian economy is taken into consideration to run the simulation to understand the impact of the Network Readiness Index and how quantitatively it can be utilized by any economy to increase competitiveness and well-being.

INTRODUCTION

In technology era one who holds the information is the KING.
-Anonymous

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The quotation was written so many years back but has its applicability at any point of history; even in present and probably will remain in future also. Today if people (customer) want information; about any product or company they should be on internet to surf the details; similarly if company want people (customer) they have to create their presence on internet. If people want information about other people like searching for old friends or making new friends, searching for partner whether for life or firm the information is on internet. Searching information for food store, all purpose shop, food joints, restaurants, online grocery you need to find this all on internet. In short from basic needs of life (food, clothes and shelter) to high end products (luxury), everything is on internet. But for any country all this do not happen with the magic wand rather country's economic, social and technological system plays a very important role in creating this situation (International Labour Organization, 2016).

Countries around the world are struggling that the economic growth is equitable and ensure advantages to whole population. Even advanced economies have not yet got the point of utilizing their full potential. They too are facing the problems of unemployment, this or that inequalities and challenges to fiscal policies. Emerging and developing economies are in more pressure than before and need so much of adjustment to re-craft their development models to ensure economic growth and equitable benefits for their population in this digital system (UN E Government Development, 2014).

As the digital system is getting popular day by day countries around the world are struggling to ensure that it is having all the necessary infrastructural and economic viability to set up proper digital initiative. The digital systems in itself become so important and un-ignorable that Information Communication Technologies (ICTs) act as a vector of social development and transformation by improving access to basic services, enhancing connectivity, and creating employment opportunities. (World Economic Forum and INSEAD, 2015)

World Economic Forum is producing a report giving the glimpse of Technology that has incredible power to improve people's lives, foster economic growth, and create opportunities for individuals, companies, and nations around the globe. The annual Global Information and Communication Technology Report (GICTR) is capturing this transformative strength of Information and Communication Technologies (ICTs) from last 13 years (World Economic Forum and INSEAD, 2015). Last year's (2015) theme revolve around inclusive growth captured by ICTs in various countries.

As stated in the GICTR, 2015 that "The question of whether opportunities offered by ICTs are inclusive by nature or whether they are likely to increase the distance

between the haves and the have-nots is a pertinent one."

The GICT Report access the factors, policies, and institutions that enable a country to fully leverage information and communication technologies (ICTs) for increased prosperity and crystallizes them into a global ranking of Networked Readiness at the country level in the form of the NRI (Network Readiness Index).

The Networked Readiness Index

The networked readiness framework rests on six principles:

- (1) A high-quality regulatory and business environment is critical in order to fully leverage ICTs and generates impact;
- (2) ICT readiness—as measured by ICT affordability, skills, and infrastructure—is a pre-condition to generating impact;
- (3) Fully leveraging ICTs requires a society-wide effort: the government, the business sector, and the population at large each have a critical role to play;
- (4) ICT use should not be an end in itself. The impact that ICTs actually have on the economy and society is what ultimately matters;
- (5) The set of drivers—the environment, readiness, and usage—interact, co-evolve, and reinforce each other to form a virtuous cycle; and
- (6) The networked readiness framework should provide clear policy guidance.

Adapted by GICTR, 2015, the framework translates into the NRI, a composite indicator made up of four main categories (sub-indexes), 10 subcategories (pillars),

A. Environment sub-index

1. Political and regulatory environment
2. Business and innovation environment

B. Readiness sub-index

3. Infrastructure
4. Affordability
5. Skills

C. Usage sub-index

6. Individual usage
7. Business usage
8. Government usage

D. Impact sub-index

9. Economic impacts
10. Social impacts

About half of the individual indicators used in the NRI are sourced from international organizations. The main providers are the International Telecommunication Union, UNESCO and other UN agencies, and the World Bank. The other halves of the NRI indicators are derived from the World Economic Forum's Executive Opinion Survey. The Survey is used to measure concepts that are qualitative in nature or for which internationally comparable statistics are not available for enough countries. The 2014 edition of the Survey was completed by over 13,000 business executives. (GICTR,2014)

OBJECTIVES

1. To develop model capturing the Drivers of Technology and Its Impact

2. The process in form of flow chart that How drivers of Technology can any impact
3. To develop a base model in System Dynamics to capture the functioning of drivers of Technology and its Impacts
4. To run the simulation for inclusive impact of drivers of Technology on India.

RESEARCH METHODOLOGY

To attain the objectives first of all the sub-indexes and subcategories of NRI are treated as variable to translate the ICTs system in System Dynamics. The following Table1 explain the tool used for each objective.

Table 1: Tools used for Objectives

S. No.	Objective	Tool
	To develop model capturing the Drivers of Technology and Its Impact	Pictorial Model
	A step-wise process of how drivers of Technology can bring impact.	Flow Chart
	To develop a base model in System Dynamics to capture the functioning of drivers of Technology and its Impacts	Stock and Flow Model in Vensim Software
	To run the simulation for inclusive impact of drivers of Technology on India	Simulation in Stella Software

Source: Self constructed

MODEL CAPTURING THE DRIVERS OF TECHNOLOGY AND ITS IMPACTS

To create the overall system for information technology the sub-index and sub-categories are treated as variable and element of technological environment system. For any adoption to reach common people firstly it is important how innovative strength and business capabilities of that country is accelerating that change and make it easy for people to adopt. Secondly it is government and its judiciary that accelerates that change. So the information technological environment is majorly consisted of Business & Innovation Environment and Political & Legal Environment of the country. There are six drivers that act in this information technological

environment to accelerate the digital system. Infrastructure, skill and affordability is one set of drivers. As digital system infrastructure increase in any country, in turn it accelerate the technological skill development of countrymen that again increase the affordability of new technology and viciously it accelerate the increase in technological infrastructure of that country. Another set of drivers are Individual, Business and Government. These drivers are based on the usage of technology by individual, business and government; these drivers are major stockholder of technology usage. Finally the impact of new technology in model is consisted of Economical Impact and Social Impact. This model is shown in Figure 2.

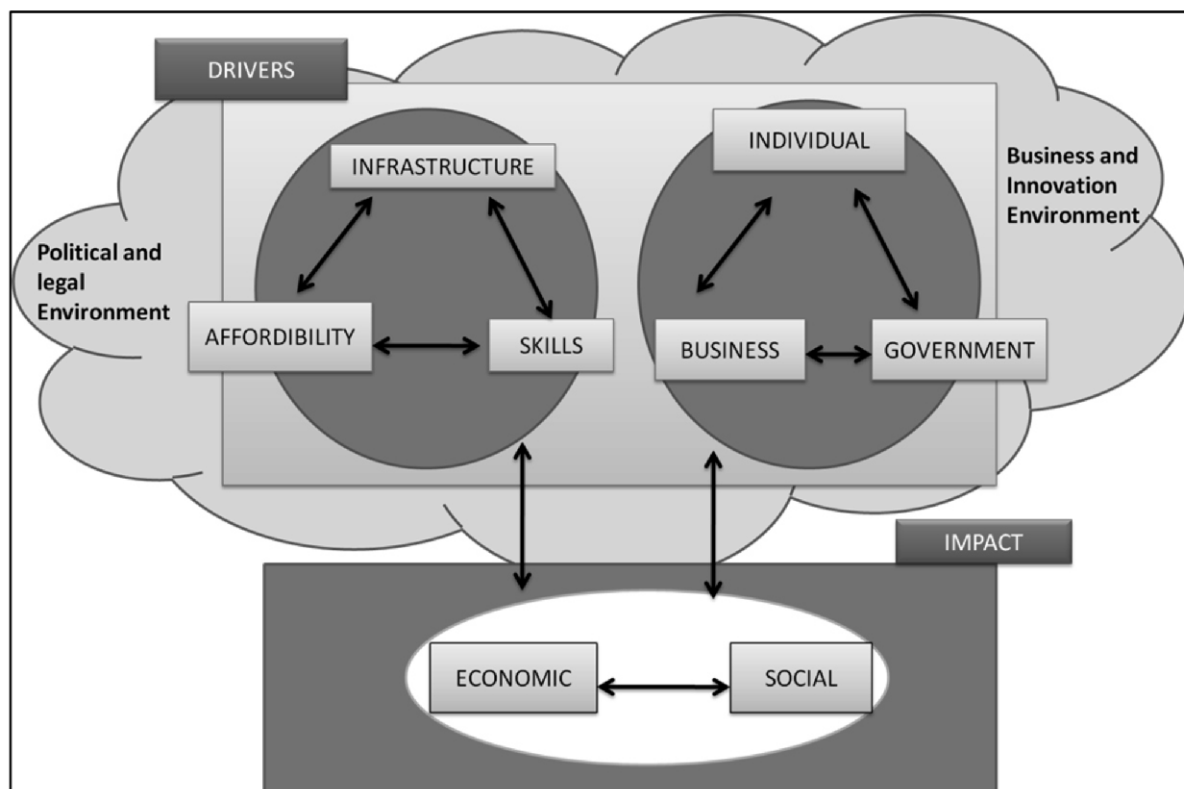


Figure 1: Environment and Drivers of Information Technology System

Source: Self Constructed

A STEP-WISE PROCESS OF HOW DRIVERS OF TECHNOLOGY CAN BRING IMPACTS

The various variables and their interaction are shown in Figure 1, to understand how these variable works at different level a step-wise process is also created to show how various drivers play their role in technological environment to being social and economic impact. As shown in Figure 2 at first step the various driver of digital system interact with each other. At second step the

environment is upgraded or enhanced with the interaction among the drivers of digital system. At third step the network readiness is created that means the enhancement in infrastructure, skill and affordability for new technology/digital system. At fourth step the network readiness increase the usage of technology among individual, businessman and government. The fifth and last step is showing the result of whole process in the form of impact at social and economical level in the country.

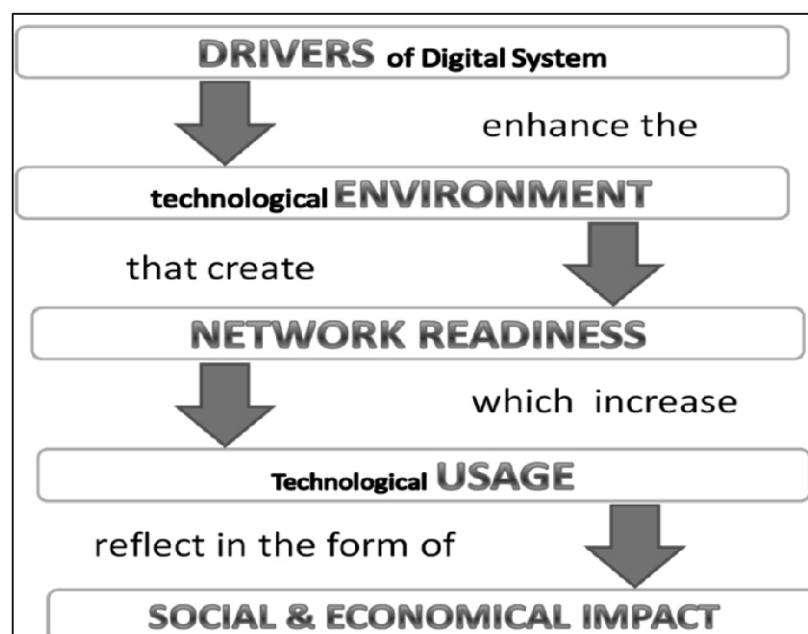


Figure 2: A step-wise process of how drivers of Technology can bring impact

Source: Self constructed

BASE MODEL TO CAPTURE THE FUNCTIONING OF DRIVERS OF TECHNOLOGY AND ITS IMPACTS

To capture the Network Readiness in System Dynamics a systems model is created as shown in Figure 3 to capture the working of network readiness of digital system as explained in GIT Report of 2015 and 2016 four stock are created namely Political and Legal Environment, Network Readiness, Usage and Impact. There are four control variable namely Environment Index, Development Rate, Usage rate and Impact Rate.

Environment Index control variable have variables like Political Environment, Legal environment along with Feedback value from overall system. The Development control variable is controlling technological drivers like Infrastructure, Skill, affordability and Poverty. Usage control variable is controlling variables like technological usage by Individual, Businessman, Government and Technological Decline Rate. Finally the Impact controlling variable is controlling the technological Impact namely Social Impact and Economical Impact.

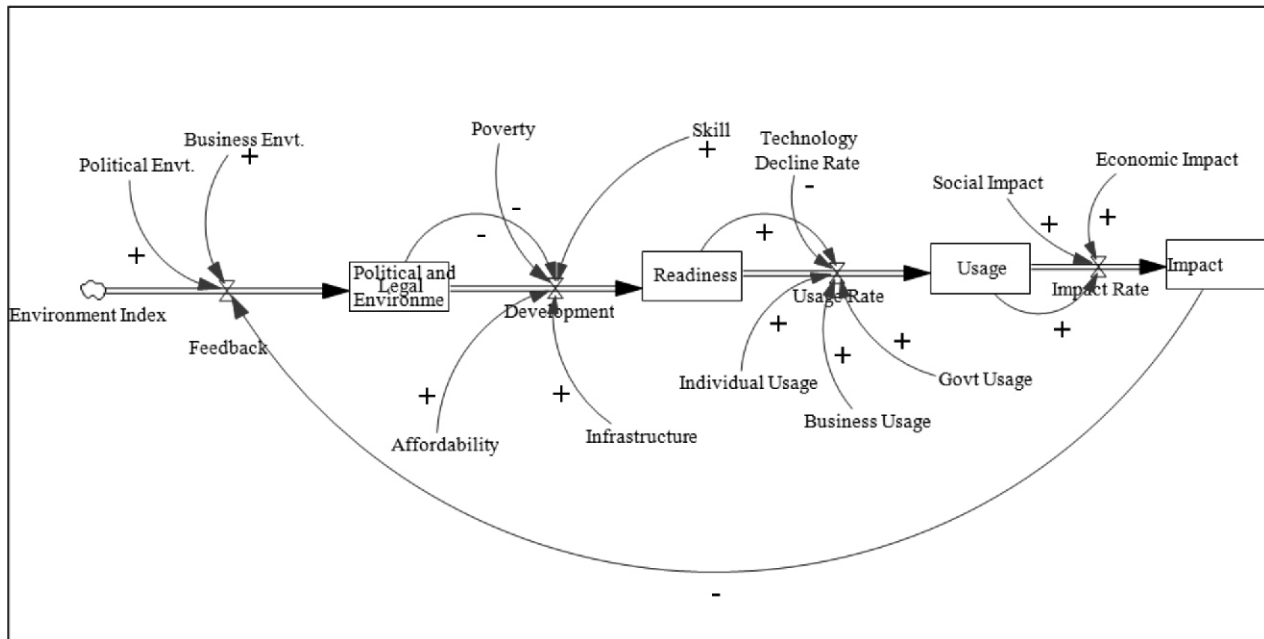


Figure 3: Systems Model for functioning of drivers of technology and its impacts

Source: Self constructed in Vensim Software

SIMULATION FOR INCLUSIVE IMPACT OF DRIVERS OF TECHNOLOGY

For better pictorial view the simulation is run in Stella software. The variable, Stock and control variable are

same as in Figure4. The following Figure4 is clearly showing the simulation in action. The stocks are depicting the action of the simulation run in the form of small graph inside it.

Table 2: Values for the Simulation of Driver of Technology

S.No.	Variable Name	Rank (out of 139)	Value
1	Political and Legal environment	78	3.7
2	Business and innovation environment	110	3.7
3	Infrastructure Readiness	114	2.6
4	Skill Readiness	101	4.1
5	Affordability Readiness	8	6.6
6	Individual Usage	120	2.1
7	Business Usage	75	3.6
8	Government Usage	59	4.1
9	Social Impact	69	4.1
10	Economic Impact	80	3.1

Source: GTR, 2016

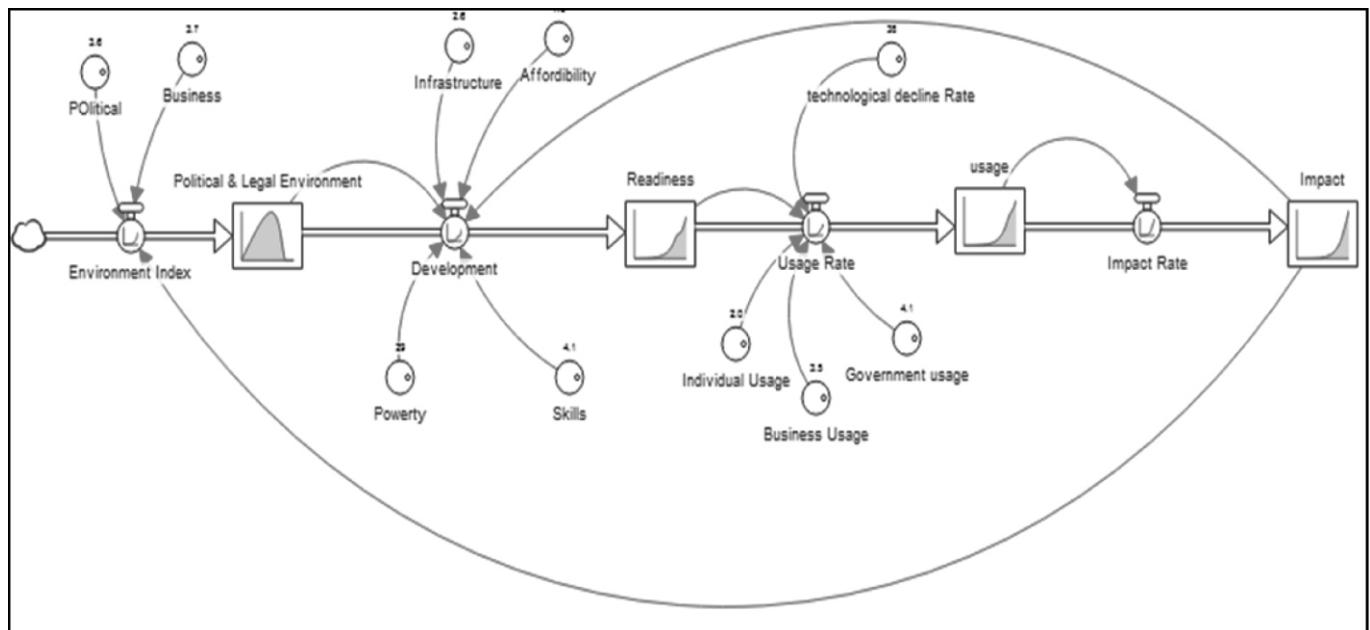


Figure 4: Simulation for impact of technology

Source: Self constructed in Stella software

RESULT AFTER SIMULATION

After the simulation initial run, the model is run for coming future in terms of all stock as shown in Figure 5 (right sided graph) and in terms of all control variable in Figure 5 (left sided graph). It can be seen from the graph in coming 10 years there is definitely a great progress in adoption and usage of technology in India. Impact (Social Impact & Economic Impact), Technology usage (Individual Usage, Business Usage and Government Usage) and Readiness (Skills, Affordability & Infrastructure) all are slowly and gradually are progressing giving an overall boost to Indian Economy.

But the Legal and Political system there is down slop in the graph, which show that after certain time period there is need of renewal of laws and reforms so that the technological system is always on the upgrading side. On left sided graph the control variable variation in coming 10 years is shown which a good picture is also. It is obvious that if all the stock namely Political & Legal Environment, Impact, Readiness and Usage are stocked with good high values of GIT Report then the Development, Usage rate and Impact will be high which a good indication for technological Readiness of India.

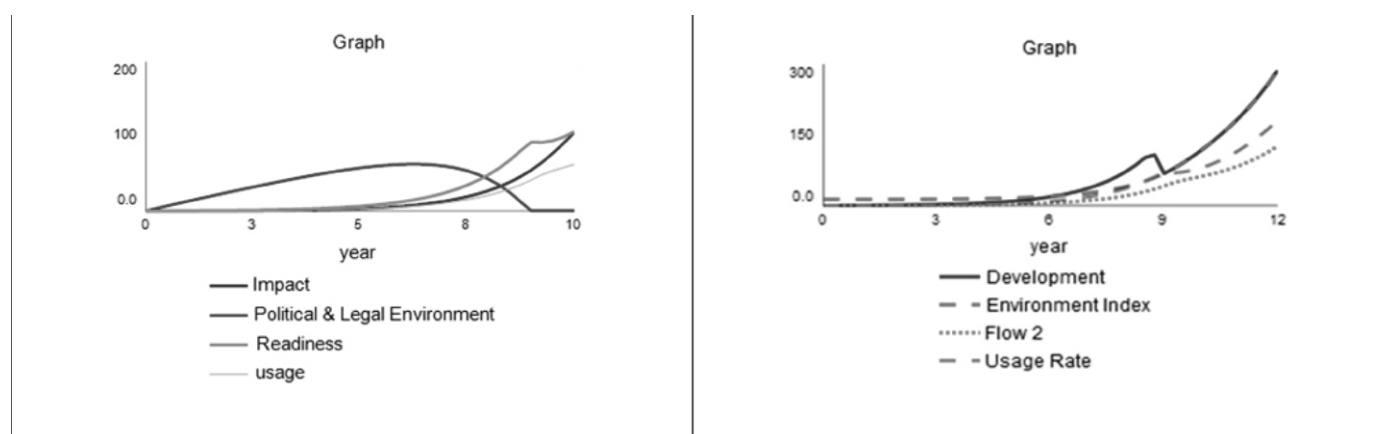


Figure 5: Result of simulation

Source: self constructed in Stella Software

Overall the Global Information Technology Report, 2016 is giving a good picture of India in terms of technology usage and creating a good digital system. Nevertheless it

has to be seen that political and Legal system be renewed at time to time because as the technology changes its infrastructure, skills and other requisite also changes.

LIMITATION AND FUTURE SCOPE

The Model and simulation solely depends on single report , so it is not completely conclusive in itself but a indication of what in coming years we can expect in creating Indian digital system in the country. Inclusion of

other report information can enhance and justify the result. As the GITR, 2016 has given information of other 139 counties we can individually simulate the result for other countries and can see what are the different result and its implications in digital scenario.

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A Study of Factors Affecting Loyalty: A Regression Analysis in Online Environment

Keywords: *E-Loyalty, E-Perceived Value, E-Trust, E-Service Quality.*

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ABSTRACT

The rapid growth of technology and increase in penetration of internet has posed a big challenge to companies for selling their products online. High customer acquisition cost and minimal switching costs for customers made the competition very tough among the online companies. Hence, online stores in order to survive and to be sustainable they must have a very strong base of loyal customers who are willing to revisit their stores. However, to retain customers in online environment is far difficult than the brick and motor stores as there is no physical interaction between seller and buyer. Online customers get affected by different aspects which influence their willingness to return to the website in future. Therefore, it is very important for e-tailers to find and understand those factors which influence customer loyalty. The main objective of this study is to identify the critical factors which determine e loyalty. E-service quality, e-perceived value and e- trust

are examined in on line business to customer (B2C) context, in order to understand their relationship among each other and their influence on e-loyalty. For this study data was collected from respondents living in selected cities of Himachal Pradesh, Punjab and Chandigarh. For data collection a self-administered questionnaire, whose reliability and validity was established, was sent through E-mails and Facebook profiles of the respondents in the month of October to December 2016. Out of around five hundred people only 223 responses were found valid. Further linear Regression Analysis was used for the analysis of data. Results show that e-Trust, e-Perceived value and e-service quality are positively related and predict e loyalty.

INTRODUCTION

Shoppers now a day simply just don't go to the nearest store but they prefer the nearest digital device. The whole online ecosystem is evolving at a rapid rate. With the

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development of mobile technology and increase in internet penetration in countries like India, the whole online sphere has changed in last decade. The Indian economy has been growing consistently with average GDP growth rate of 7.5% in 2015-16. The size of economy is estimated at 600 million US dollars and is expected to pass one trillion by 2020. (CII, Deloitte Report, April 2016). Customers in India are easily accepting the technology. This is evident from the fact that the overall Tele density is 81.8%; the mobile density is also high at 79.8% as of November 2015. Additionally, during the same time India beat US to become 2nd largest market after China for smart phones with a user base of 220million people (TRAI). Internet penetration is also increasing significantly i.e. 354 million users as of November 2015. (AIMAI & IMRB).

E- Commerce has changed the ways in which the business was done traditionally. In last decade E-commerce B2C segment has grown significantly. This has led to creation of many startups especially in technological sector. The focus of investors is more on the development of sustainable economic model. Keeping all these factors in mind it can be drawn that Indian market has become very competitive with tremendous growth potential. In such an environment e-commerce companies are feeling the heat. Stakes are all time high due to high customer acquisition cost. As the number of online customers are increasing, service providers are also increasing, hence shoppers has number of choices to compare the prices and attributes of the products being offered and eventually purchase or repurchase from that e-tailer who offers maximum utility (Li & Zhang, 2002).

Several researchers have revealed that minimum switching costs and increase in e stores has led to high competition. Therefore, to sustain in the market every e-tailer must have a strong loyal customer base, which should be developed continuously (Reichheld & Scheffer, 2000; Yang et al. 2003). According to Rigby (2000); Anderson & Srinivasan ((2003), the customers who are loyal are more profitable than the one time customers as they refer to others and are willing to spend more on other product categories. Further they stated those loyal customers are ten times worth than the average customer of the company. Those firms who are able to retain their just 5% of customers, their profits increase up to 25 %- 125% (Reichheld & Sasser 1990). Therefore, keeping the importance of loyal customers, e-companies must focus on strategies to retain their customers and bring them back to their websites again and again (Anderson & Srinivasan, 2003). To do this e-tailers are supposed to understand needs and expectations of their customers. For this purpose, e-tailers must conduct ongoing research to find out those factors which plays crucial role in influencing customer loyalty. The main purpose of this study is to look for these

factors associated with online loyalty and to develop a frame work in order to understand these factors in detail.

REVIEW OF LITERATURE

A review of marketing literature reveals various important factors which influence the loyalty of customers in an online environment. But first of all it is very important to understand the meaning of loyalty, what it commands and how previous researchers have used this construct.

E-Loyalty

E-loyalty has been defined by different authors in different dimensions. Butcher et.al. (2001) defines loyalty as "Online loyalty is an enduring psychological attachment by a customer to a particular online vendor or service provider". Whereas Lee et al. (2000) defines online loyalty as "Online loyalty is the customers' intention to revisit the Internet stores again based on their prior experience and expectation of the future." Further an important explanation of loyalty was given by Anderson and Srinivasan (2003), which defines online loyalty as favourable attitude toward an electronic business resulting in repeat buying behaviour. Cyr et.al (2008) defines loyalty as the perceived intention to visit or use a website in the future and to consider purchasing from it in the future. One thing which is common among all these definitions is consumers' intention to revisit repeatedly a web-store is an important component of e-loyalty and crucial for the success of the web vendor

Dick & Basu (1994), and Jacoby & Kyner (1973) have stated about the attitudinal v/s behavioral approach to loyalty. Millens (1996) further adds that depending upon customer's emphasis on purchasing or cognitive part defines loyalty in behavioral and attitudinal loyalty. In their frame work Dick & Basu (1994) represent the relationship between attitudinal and behavioral components giving rise to four different kind of loyalty ; True loyalty, characterized by strong attitudinal attachment with high repeat patronage, No loyalty when a customer don't have preferences and there is no or very little purchases from a particular brand; Spurious Loyalty emerges when the customers perceives little difference between alternatives, i.e. there is no emotional attachment, but purchase one brand more consistently than others; Latent loyalty, customers with latent loyalty exhibit low patronage levels, although they hold a strong attitudinal commitment to the company.

E-Trust

Review of marketing literature reveals that trust is one of the most significant factors in predicting loyalty. This is regarded as an inevitable condition for development of loyalty among customers. According to Blau (1964) & Rotter (1967) Trust can be defined as "The belief that a

party's word or promise is reliable and a party will fulfill his/her obligations in an exchange relationship". Further Mayer et al. (1997) define Trust as The willingness of a party to be vulnerable to the actions of another party based on the expectations that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party. According to Gefen (2002). Trust is the willingness to make oneself-vulnerable to actions taken by the trusted party based on the feeling of confidence or assurance. Ribbink, Van Riel & Streukens (2004) define online trust as "The degree of confidence customers have in online exchanges or in the online exchange channel". Trust becomes more important in online environment as there is lack of physical store, physical product and no physical interaction between seller and buyer. The situation becomes more complex when customer has to provide their personal information, credit/debit card information. Li et al., 2007, in their study found that if customer doesn't feel positive experience while making transactions his trust will be negatively impacted and may terminate the transaction with the website in future. Previous research shows that trust failure is one of the most significant reasons of people not shopping online (Yang et al. 2009; Reichheld & Scheffer 2000; Torakzadeh & dhillon 2002). Many scholars shares the view that higher the degree of trust, higher is the loyalty, resulting in long term relationship with website (Gifen & Straub 2004; Chen & Barnes, 2007; Pavlau, 2003; Li et al., 2004; Srideshmukh et al. 2002).

E-service Quality

In order to fulfill the needs and expectations of customers every e-tailer has to be excellent in services. E-service quality has emerged as key determinant of success or failure in online business (Carlson & O'cass 2010; Barnes & Vidgen 2002; Kim et al. 2009). According to Zeithaml, Parasuraman, and Malhotra (2000) E- service quality can be defined as the extent to which a website facilitates efficient and effective shopping, purchasing, and delivery of products and services. Santos (2003), defines Online service quality is defined as a consumer's overall evaluation and judgment of the quality of the e-service delivery in the internet marketplace. Further, Collier & Bienstock (2006) stated that online service quality is related to customers' perceptions of the outcome of the service along with recovery perceptions if a problem should occur. From these definitions it can be drawn that e-service quality is broadly defined and in general it includes both pre- and post- website service aspects (Chang et al., 2009).

Customers will not return to the website if it is not easy to use, trustworthy and secure. There are a number of studies suggesting that e- service quality is antecedent of e-Trust (Sultan & Mooraj, 2001). However, some authors

in their study found that this notion is partially supported (Chen et al. 2002; Harris & Goode, 2004). In addition, many scholars have investigated the relationship between e-service quality and perceived value and found that they have direct and positive effect (Cronin et al, 2000; Teas & Aggrawal, 2000; Hu et al, 2008; Yu & Fang, 2009). Further studying the effect of e service quality on loyalty has been the heart of research (Gafen, 2002; Cronin et al 2000 ; Kim et al, 2006; Chang & Wang, 2011) and found a positive relationship. However, this relationship is not well studied (Oliveira, 2007).

Perceived Value

Perceived value is the difference between the prospective customer's evaluation of all the benefits and all the costs of an offering and the perceived alternatives (Kotler & Keller, 2006). Slater and Narver (2000), postulates that Perceived value is created when the benefits a consumer gets from a product are greater than the long term costs a consumer is expected to pay with a product. Perceived value is a trade-off between desirable attributes compared with sacrifice attributes (Woodruff and Gardial, 1996). Zhan and Alan (2003), adds that Perceived value is the consumer's overall assessment of the net benefits gained from shopping at a store through successfully obtaining quality products and shopping enjoyment. However, one of the most commonly cited and accepted definition, as well the most used as basis for studies into this concept, is given by Zeithaml (1988, p. 13), which stated that perceived value is "the consumer's overall assessment of the utility of a product (or service) based on perceptions of what is received and what is given".

Many authors believe that perceived value as a reliable predictor of repurchase intention (Chiu et al, 2005; Ulgaa & Eggret, 2006; Gill et al, 2007). Khalifa (2009) adds that loyalty and profits are interlinked with the value that is created for them. Customers continue to invest their loyalty until retailer keeps on delivering the superior value relative to competitors. In addition to decision regarding return to a vendor depends on whether the value of money was delivered or not (McDougall & Levesque, 2000). Previous research indicates a positive relationship between Perceived value and loyalty. But according to Chang (2009), little empirical research has been done in online environment.

HYPOTHESIS FORMULATION

Depending on the preceding discussion following hypothesis were formulated

H1: An increase in e-service quality leads to an increase in e-loyalty towards a website

H2: An increase in e-trust increases the e-loyalty towards a website

H3: An increase in perceived value increases the e-loyalty towards a website

H4: An increase in e-service quality increases the e-trust towards a website

H5: An increase in e-service quality increases the perceived value towards a website.

RESEARCH METHODOLOGY

Survey Design

An online survey was conducted to collect the data for the study. The survey was circulated through the Facebook Ids and was targeted to 500 people.

Questionnaire Design

A self-administered questionnaire was designed the purpose of data collection. The first part of questionnaire consisted of general information about the respondents whereas second part consisted of the items related to theoretical frame work of the study. Respondents were requested to record their responses on a 5 point Likert's scale.

Analysis & Results

From the survey only 223 Responses were found valid. The sample was not a balanced one as 80.4% of the respondents were Male where as 19.6% were females. Almost half of the respondents were college students, rest of the 40% have a university degree or above and were of average age of 28 years.

Scale and Reliability

Reliability of the scale used for this study was established with Cronbach alpha method. According to Nunnally (1978) alpha of 0.7 and above is a good measure of reliability. All cronbach alpha values in this study were found to be above 0.7. Further for this study E- Service Quality scale developed by Parsuraman has been used to assess e-Service quality. This scale is sub divided into four sub scales namely, efficiency, Fulfillment, System availability and Privacy-in total having 15 items. The reliability of this scale was found to be .95 which indicates very strong internal consistency.

Table 1: Details of the Scales Used

	Alpha	Mean	SD	E-trust	E-service	Perceived value	E-loyalty
E-trust	0.83	3.89	0.66	1	0.80	0.63	0.49
E-service	0.95	3.99	0.61	0.80	1	0.63	0.49
Perceived value	0.84	3.81	0.64	0.63	0.63	1	0.55
E-loyalty	0.87	3.66	0.65	0.49	0.49	0.55	1

Further principal component analysis (PCA) was used to reduce the complex data. For the purpose of this study the four dimensions: fulfillment, privacy, system availability and efficiency have been integrated into one concept of e-service quality.

For this Oblimin rotation was used ,as the subscales were likely to be highly correlated. In order to find out underlying structures KMO and Bartlett's tests were

performed. KMO statistic varies from 0-1. Minimum acceptable value of this statistic should be .5 or above. For this study it was found to be .927 , which is a superb value and Bartlett's Test is highly significant at $p < .001$. Hence both assumptions of factor analysis were fulfilled. More detailed tables of the reliability analysis of scales can be found in Appendix I.

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.927
Bartlett's Test of Sphericity	Approx. Chi-Square	2429.872
	df	105
	Sig.	.000

Table 3: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
dimension0	1	8.602	57.345	8.602	57.345	57.345	5.816
	2	1.153	7.688	1.153	7.688	65.034	5.911
	3	.949	6.329	.949	6.329	71.363	5.410
	4	.768	5.117	.768	5.117	76.480	5.877
	5	.568	3.785				
	6	.459	3.057				
	7	.402	2.679				
	8	.388	2.588				
	9	.357	2.380				
	10	.321	2.143				
	11	.281	1.873				
	12	.229	1.526				
	13	.220	1.467				
	14	.179	1.191				
	15	.125	.831				

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

Table 4: Pattern Matrix(a)

	Component			
	1	2	3	4
q9_1a	.763	.150	.175	-.100
q9_2a	.787	.001	.088	-.105
q9_3a	.756	-.348	-.124	.112
q9_4a	.578	.029	.170	-.244
q10_1a	.123	-.055	.777	-.036
q10_2a	-.044	-.168	.718	-.067
q10_3a	.050	.035	.902	.021
q11_1a	.194	-.213	.171	-.486
q11_2a	-.008	-.087	.000	-.904
q11_3a	.054	-.005	.019	-.899
q12_1a	.034	-.725	.065	-.172
q12_2a	.027	-.831	.019	-.007
q12_3a	-.027	-.691	.320	.054
q12_4a	.221	-.624	.053	-.105
q12_5a	.051	-.648	-.036	-.316

Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser Normalization. a. Rotation converged in 11 iterations.

Table 5: Component Correlation Matrix

Component		1	2	3	4
dimension0	1	1.000	-.489	.500	-.556
	2	-.489	1.000	-.454	.502
	3	.500	-.454	1.000	-.523
	4	-.556	.502	-.523	1.000

Extraction Method: Principal Component Analysis.
Rotation Method: Oblimin with Kaiser Normalization.

REGRESSION ANALYSIS

The technique of data analysis chosen for this study to test different hypothesis was regression analysis. First the proposed model was tested for outliers and Cook's distance were saved to detect the outliers, as these Cd's are the measure of overall influence of a case on the model. In our data only one case was found > 1 and hence deleted from the analysis.

Regression Analysis for Loyalty

Regression analysis was performed to test the hypothesis H1, H2, H3i.e. Relationship between e service quality, Trust, Perceived value and e Loyalty. It can be seen from the table below that e-Service quality, Trust and perceived value account for 38% of variability ($R^2 = .380$). $F(3, 214) = 43.7$ at $p < .001$.

Table 6: Model Summary (b) Independent variables vs. e-Loyalty

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.616a	.380	.371	.51379	.380	43.704	3	214	.000

a. Predictors: (Constant), e-Service Quality, e-Perceived Value, e-Trustb. Dependent Variable: e-Loyalty

Table 7: Coefficients (a) Independent Variables vs. e-Loyalty

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.826	.251		3.284	.001
e-Perceived Value	.201	.084	.195	2.380	.018
e-Trust	.229	.094	.222	2.424	.016
e-Service Quality	.291	.106	.259	2.755	.006

a. Dependent Variable: e-Loyalty

Table shows that 3 independent variables are significantly predict the Loyalty. The B weight of perceived value is (.20, $p < .05$) for e Trust, (.23, $p < .05$) and for e Service quality (.29, $p < .05$). Hence supporting H1, H2, H3.

Regression Analysis for e Trust

This analysis was conducted to test the relationship between eService Quality and e Trust i.e. to test the H4.e

trust was dependent variable and e Trust was independent variable (predictor). The value of R^2 was found to be .616, which means it is a positive predictor of e-Trust as it explains 62% of variance, $F(1, 216) = 346.9$, $p < .001$ (Table given in Appendix). The B weight of e- Service Quality is positive (.86) therefore an increase in eService quality is associated with increase in e-Trust.Hence H4 is supported.

Table 8: Model Summary (b) e-Service Quality vs. e-Trust

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.785a	.616	.615	.39091	.616	346.919	1	216	.000

a. Predictors: (Constant), e-Service Quality b. Dependent Variable: e-Trust

Table 9: Coefficients e-Service Quality vs. e-Trust

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.465	.186		2.495	.013
e-Service Quality	.857	.046	.785	18.626	.000

a. Dependent Variable: e-Trust

Regression Analysis for Perceived Value

This analysis was done to test the hypothesis H5. Perceived value is dependent variable and service quality is independent variable. It was found that e service quality accounts for 52% ($R^2 = .522$) of variability in

perceived value. $F(1,216) = 235.6$, $p < .001$. The B weights is positive i.e. .79, therefore an increase in e service quality will increase perceived value. Hence H5 is supported.

Table 10: Model Summary (b) e-Service Quality vs. e-Perceived Value

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.722a	.522	.519	.43775	.522	235.572	1	216	.000

a. Predictors: (Constant), e-Service Quality b. Dependent Variable: e-Perceived Value

Table 11: Coefficients (a) e-Service Quality vs. e-Perceived value

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.630	.209		3.021	.003
e-Service Quality	.791	.052	.722	15.348	.000

a. Dependent Variable: e-Perceived Value

DISCUSSION & CONCLUSION

The main objective of this study was to understand the role of different predictors of loyalty in an online environment. The results supported the frame work proposed for hypothesis. The hypothesis regarding the perceived value has a direct impact on loyalty been supported. However, it can't be said clearly that it has direct relationship with loyalty as there can be number of mediators. So to conclude regarding perceived value in not the most influential factor but has a critical role in

explaining e Loyalty. This finding is similar to Chang and Wang (2011).

The results show that e-Trust has direct influence on e-loyalty. This can be further explained with the notion that as the risk or uncertainty related online transaction decreases people re-engage themselves in transactions. These results are in line with the studies of Lantieri (2008), Laurant and Lin (2003) who also postulated the same.

Further hypothesis stating that increase in e service quality will increase in e loyalty was supported. The explanation for this can be as the customer experience with vendor is pleasant and safe they tend to return to the service provider.

Results also indicated that e -Service Quality is positive predictor of e -Trust. When high quality of service is offered to customer his skepticism decreases. These findings are in line with Ribbink et al. who found that e-Service quality positively influence e Trust.

Lastly the hypothesis that e service quality is positively related to perceived value was also supported which is again in agreement with the findings of Chang and Wang (2011), Parsuraman and Garwal (2000) who concluded that e service quality is important for the development of e-perceived value.

So in nut shell it can be concluded that e-ServiceQuality, e-Trust, e-Perceived Value are antecedents of e loyalty. Therefore, by focusing on these parameters online firms can cater loyalty among the customers.

LIMITATIONS & FURTHER SCOPE OF THE STUDY

1. First and foremost limitation of the study is that it doesn't include the mediating and moderating effects of other variables like satisfaction, purchase intentions etc.
2. Results can't be generalized due to small sample size.
3. Further, robust statically tools like SEM etc. should be used to predict the model.
4. The study focuses on over all loyalty in online system; it doesn't consider product categories and nature of the products.

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An Exploration of Emotional Intelligence of Doctors: An Empirical Study

Keywords: *Doctors, Emotion, Intelligence, Relation and Workplace*

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ABSTRACT

In human resource management, Emotional Intelligence (EI) is gaining importance because of its multiple benefits in the workplace. Emotionally intelligent employees are able to manage better emotional work environment. With this view, the present study aims to explore the EI level of doctors of West Bengal. The data are analyzed through Mean, Pearson correlation and Anova. Findings of the study reveal that doctors have high medium level of EI; none of the demographic variables studied in the study related to EI and social awareness is the most important component of doctors EI. Proper training and education programme may help doctors to increase their EI level which will help to improve relation with co-workers, patients, and superior authority.

INTRODUCTION

Daniel Goleman's book (1995), *Emotional Intelligence: Why it can matter more than IQ* popularized the term

EI among researchers. He stated that EI predicts workplace success better than IQ. "EI involves a combination of competencies which allow a person to be aware of, to understand and to be in control of their own emotion, to recognize and understand the emotion of others, and to use this knowledge to foster their success and the success of others". Darwin work has the root of EI, who stated that for the survival of human being EI was necessary (bookbon.com). Salovey & Major in 1990 first gave the formal definition and model of EI. At present, there is three (ability model of EI, Trait EI model, and Mixed EI model) models of EI which have been widely used by the researchers. The ability model of Salovey & Mayer stated that in emotional nature individual differs in their capabilities to acquire information and their capabilities also vary in relating emotion to a wider cognition. Individual used this ability to manifest certain adaptive behavior (Yvonne Stys and Shelly L. Brown, 2004). The trait EI model of Petrides and colleague (2009) assumed that EI was a part of personalities and the individual had a number of emotional self-perception

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and emotional trait (bookbon.com). Daniel Goleman's Mixed model of EI is a combination of a set of skills and a variety of competencies. According to him, emotional quotient consists of five dimensions such as knowing one's emotion, managing emotion, motivating oneself, recognizing emotions in others, and handling relationships. He argued that a person with high EI was, optimistic, motivated and outgoing (GültenGenç et.al, 2016).

In healthcare settings, the implication of emotional intelligence has many positive outcomes. The use of EI enables physicians and caregivers to recognize and use emotions to facilitate decision-making. It is a significant factor to the excellent delivery of patient care. Though EI is important contributor to excellent patient care, very little research has been carried out on the EI of physicians (Arunima Sengupta and Ajeya Jha, 2014).

REVIEW OF LITERATURE

Anne C.H. McQueen (2004) stated that in forming successful human relationship EI plays a vital role. Srinivasan. J and, Umadevi. K (2011) conducted a study on Chennai-based FMCG company to taste whether EI could be used to measure sales and marketing personnel's potential and to see a difference on EI based on gender. The results showed that Marketing employees' potential significantly related with trait EI but no statistically significant difference was observed in male and female EI score. The review of literature of Fataneh Naghavi and Marof Redzuan (2015) indicated that in gender difference EI was significantly related. Studies revealed that female score higher than male in EI, but high EI male was a good predictor of achievement. Mary Jo Jackson and Sharon Larisa Segrest examined the relation between EI and academic performance of the undergraduate business student. Their finding revealed that EI positively related with work experience but not with age. Academic achievement was not significantly correlated with Global trait EI, students with medium level EI had higher well-being. Sanjay Kumar Singh (2008) reported that there was no significant difference in EI among social worker and software professions. Results revealed the significant positive relationship with demographic variables (age, education, the length of work, experience, and a number of promotions) in both professions. The demographic variable gender was significantly and negatively related with EI for the social worker as well as software worker.

In the medical profession, emotional detachment is considered as a norm. "This detachment has been equated with the physician's ability to make an objective assessment. Medical students are often encouraged to dull their emotions in order to deal with the stress of their education and the profession they are entering. Improvement of the emotional intelligence will create a better caring health care environment' (Lewis et al. in

G. Sharmila et.al, 2014). G. Sharmila et. al (2014) found a medium level of EI among radiology doctor. Travis Miles Price (2013) explored the role of EI in medical laboratory administrators. This study revealed that each EI item was important for successful job performance and suggested that attention should be given to increase EI. Rekha Tomar (2016) examined the effect of types of hospitals and length of service on EI of public and private doctors. The result showed EI had the positive and significant effect on types of hospitals and length of service. The doctors of private hospitals scored higher on EI scale than the doctors of government hospitals. The experience of service of the doctors was an influencing factor of EI.

The cross-sectional study of Marcianna Nosek (2015) on nurses revealed that they had the high average score of EI and its many components. Findings of José María Augusto Landa, Esther López-Zafra (2010) with nursing students showed that relations between the clarity and emotional repair components of perceived EI were positive. The nursing professional who had the clear understanding about their EI was able to deal with the emotional situation and had less stress and good health.

The paper of Panagiotis Trivellas et.al (2013) examined the impact of EI at the workplace on Job Satisfaction and Turnover Intentions of nursing staff working in hospitals. Among the four EI dimensions of the Wong Law EI scale, only self-emotional appraisal and use of emotion had significant positive impacts on employees' satisfaction with personal development, whereas the influence on turnover intentions was negative. Others 'emotional appraisal and regulation of emotion, these two components of EI were unsuccessful to prove any relationship with job satisfaction and Turnover Intention. The cross-sectional, descriptive and analytical study of Saeid Y.et.al. (2013) on military hospitals, nurses in Tehran revealed that the EI level of nurses was average and Self-awareness and social awareness had the highest scores among the four components of EI. The level of education and salary were the only demographic variables which had significant relation with self-management.

Jessica Tighe (2015) explored the current EI levels and its relation with demographic variables and personality traits of health care worker of Ireland. He/she found that health care workers had good EI level. A medium level of correlation was observed between emotional intelligence and age, gender and number of years of work experience. Females had a higher score of EI than men, older workers had high EI than younger and increasing work experience had an effect on EI especially with the awareness of own emotions. EI competency of motivation was also related with EI. All participants recognized training as an important factor to improve their job performance and to

meet challenges in the health center. Care, compassion, and empathy was rated as very pertinent for the training content. The personal traits of enthusiasm and conscientiousness and the competency of motivation were very significant for high EI.

Very little number of studies have been found to identify EI level of doctors. There is a dearth of such type of studies in the context of West Bengal. In this direction, the present study may contribute some knowledge in EI research.

OBJECTIVES

The objectives of the present study are as follows

1. To study the level of EI of doctors
2. To study the relation between EI and demographic variables and
3. To study the relation between EI and its components.

Hypothesis: According to the importance of the subject the study wants to test the following mentioned hypothesis:

1. Doctors have high level of EI

2. EI is significantly related with demographic variables (gender, age, educational level and experience in service) and

3. EI is significantly related with its all five dimensions.

METHODOLOGY

The study is quantitative and descriptive in its nature. For the purpose of study primary data have been collected with the help of structured and closed - ended questionnaire from 102 doctors working in West Bengal medical college.

The questioner contains demographic variables and 50 items of EI scale of Linac. Linac EI has five sub-scales and each scale has ten items. It is a five point Likert scale ranging from "Always" (value 10) to "Rarely" (value 2). The Cronbach's alpha of this scale is .880.

The collected data are analyzed with the help of statistical tools of descriptive statistics, Regression, One-way ANOVAs, and Pearson correlation.

DATA ANALYSIS AND INTERPRETATIONS

Demographic Variables and EI

Table 1: Frequency and Percentage Analysis of EI of Doctors Based on Demographic Variables

Variables	Low	Medium	High
Gender			
Female	1 (33.33%)	11 (15.95%)	4 (13.33%)
Male	2 (66.67%)	58 (84.05 %)	26 (86.67%)
Age Range			
25-30	Nil	46 (66.66%)	16 (53.53%)
31-40	1 (33.33%)	8 (11.59%)	10 (33.33%)
41-50	2 (66.37%)	10 (14.49%)	3 (10%)
>50	Nil	5 (7.26%)	1 (3.34%)
Education			
Bachelor's	NIL	32 (46.37%)	10 (33.33%)
Master's	3 (100%)	37 (53.63%)	20 (66.67%)
Experience			
1-3	1 (3.33%)	44 (63.76%)	16 (53.34%)
4-7	1 (3.33%)	7 (10.14%)	6 (20%)
8-11	Nil	4 (5.79%)	4 (13.33%)
>11	1 (3.34%)	14 (20.31%)	4 (13.33%)

Source: Compiled from survey data

The Table 1 reveals that among the female doctors 25% (4/16) are highly emotional and 68.75% of female doctors have a moderate level of EI. A great percentage of male doctors are moderately intelligent. Among the young doctors, 53.53% (Table-1) have a high level of EI. There is no young and old doctor in low EI group. Only 3.34% of aged doctor show high level of EI. In the survey maximum number of respondent are young, so they are dominant in all EI groups. With regards to academic qualification doctors with post-graduation degree have highest (66.67%) (Table 1) percentage of a high level of EI. In the group of low EI, there are no doctors with MBBS degree. Among the bachelor doctors, 46.37% have a medium level of EI. In the survey maximum respondents have master degree, so doctors with the highest degree dominate in all three groups of EI. In case

of job experience the percentage of junior doctors in high EI group is 53.34% and only 13.33% senior doctors are in this group (Table 1). In the survey maximum number of respondent are young, so they are dominant in the medium and low group.

An ANOVA is conducted to verify whether there is any significant difference in the EI scores by demographic variables. Results of ANOVA analysis presented in table-2 shows that the significant value (p) is greater than Alpha (.000). Therefore, we reject the null hypothesis H02 and accept the alternative hypothesis that there are no significant differences in EI according to demographic variables - gender, age, education level and experience in service.

Table 2: EI by Demographic Variables using Analysis of Variance

Variables		Mean	SD	F	P value
Gender:	Male	384.34	34.04	2.662	.106
	Female	368.75	40.56		
Age:	25-30	382.32	31.136	1.205	.312
	31-40	390.15	37.92		
	41-50	367.66	47.35		
	>50	387.00	33.52		
Education:	Graduate	384.73	32.52	.456	.501
	Post Graduate	379.91	37.41		
Experience:	1-3	380.57	30.78	.882	.453
	4-7	382.85	44.60		
	8-11	400.75	30.48		
	>11	377.52	43.46		

Source: Compiled from survey data

Data on emotional intelligence across gender indicates that male has a higher mean score of EI than female but this difference statically not significant. This finding is consistent with the result of Deepa Nair (2012), Kathungu Beatric Mwathi (2010), Singh (2007) and Hopkins and Bilimoria (2008). The finding contradicts the result of Mandell and Pherwani (2003) which found significant differences in general EI scores between male and female managers. Stone, Parker, and Wood (2006) found women score higher on EI than men.

The result of ANOVA analysis of emotional intelligence based on age reveals that there is no significant difference between these two variables. This finding supports the result of Deepa Nair (2012) who found no significant differences between EI and age range among private sectors banks employees in terms of EI in India and Kathungu Beatric Mwathi (2010) who found no significant differences between EI and age range among service providers in Kenya. This finding contradicts the findings of Anitei (2008) study of a group

of American people which found a positive, significant, but weak relationship between age and EI.

The result of ANOVA analysis of emotional intelligence based on educational qualification reveals that there is no significant difference between these two variables. This finding supportst the result of Kathungu Beatric Mwathi (2010) and contradicts the finding of Deepa Nair (2012). This finding also supports Goldman's ideas that higher educational qualifications may not have had a big impact on emotional intelligence (Kathungu Beatric Mwathi, 2010).

The result of ANOVA analysis on emotional intelligence and experience in service indicates that that there is no significant difference between these two variables. This finding supports the result of Kathungu Beatric Mwathi (2010) and Deepa Nair (2012).

This finding also supports the result of Ngah, Jussof and Rahman (2009), who established insignificant correlation between EI and length of service among

academics and middle management employees in Malaysian academia. Landa, Lopez-Zafra, Martos and Aquilar-Luzon (2008) also found that among general

hospital nurses in Spain, EI is not related to length of service (Kathungu Beatric Mwathi, 2010).

Table 3: Level of EI of Doctors

Variables	High	Medium	Low
EI	29.42%	67.64%	2.94%
Self Awareness	36.28%	60.78%	2.94%
Self Regulation	36.28%	57.84%	5.88%
Self Motivation	27.46%	56.86%	15.68%
Social Awareness	56.86%	37.26%	5.88%
Social Skill	46.07%	51.95%	5.88%

Source: Compiled from survey data; Low= Upto 60% score; Medium= >60% to 80% score; high= >80%

The level of EI and its all five components are shown in Table-3. The table reveals that out of 102 respondents 30 (29.41%) have high EI, 67.64% have medium and 2.94% have a low level of EI. A greater percentage of the respondents have medium level EI. Mean of EI of doctors is 381.90 (Table 4), which is higher than population mean 350 (t statistic is also supports this). It indicates that doctors have moderate to high level of EI. The hypothesis H01 which states that doctors have a

high level of EI is accepted. A high level of EI enables doctors to communicate better with their colleagues, principal, nurse, subordinates, and patients. Doctors have a moderate level in all five components of EI except social awareness. 57% of doctors have a high level of social awareness. In other four dimensions of EI (self-awareness, self-regulation, self-motivation and social skill) they have a medium level.

Table 4: Descriptive statistics of EI and Its Components

Variables	Mean	SD	Maximum	Minimum	Level	Rank
EI	381.90	35.39	454	290	Medium to high	—
Self Awareness	76.07	7.334	88	48	Medium to high	4
Self Regulation	76.588	10.65	100	50	Medium to high	3
Self Motivation	72.33	11.23	96	44	Medium to high	5
Social Awareness	78.91	9.69	96	78.91	Medium to high	1
Social skill	77.99	10.20	100	42	Medium to high	2

Source: Compiled from survey data

The averages of EI and its components of the study are shown in Table 4. The level of EI of doctors on the basis of scale, the minimum EI is 290 and maximum is 454. The average of EI is 381.90 suggests that doctors, in general have high EI. This also supports that doctors have High EI. Table 4 also reveals that doctors do not have a low

level in any dimension of EI. The mean score social awareness is highest (78.91) among all components of EI and ranked first. A high level of social awareness among doctors enables to be empathic, aware about the organization matter and service oriented. Almost 57% of doctors have a high level in this dimension.

Table 5: Pearson Correlation Coefficient between EI and EI Components

Components of EI	Pearson correlation Coefficient	P value	Interference level
Self Awareness	.589	.000	strong
Self Regulation	.710	.000	Strong
Self Motivation	.766	.000	Strong
Social Awareness	.761	.000	Strong
Social skill	.738	.000	Strong

Source: Compiled from survey data

To test the relation between EI and its components Pearson correlation has been conducted. The result of test presented in Table 5 reveals that all the factors of EI significantly and positively related with EI (p values are .000, which are equal to an alpha value). The strengths of the correlation are between $r = .589$ to $r = .766$. In behavioral sciences correlation coefficients of $r = .10$, $r = .30$ and $r = .50$ are considered as small, medium and large coefficients respectively [Cohen (1988) Gravetter & Forzano (2009) and Green & Salkind (2003) in Kathungu Beatrice Mwathi (2010)]. Since the alpha values are .000 we can accept null hypothesis and reject alternative hypothesis. We conclude that our experiment provides evidence that all the factors of EI are positively related to EI. The strength of association indicates that all these five factors have high impact on EI.

CONCLUSION

Emotionally intelligent employees are important for workplace because the researchers have showed that they worked very well. EI plays a key role in professional and life success. In this regard, the present study seeks to explore the EI level of doctors of West Bengal and to examine the relation between EI and demographic variables. The entire hypothesis formulated in the study to test is retained except H02. West Bengal doctors have high medium level of EI social awareness is the most important EI component of doctors. The knowledge of EI level helps them to know their strength and weakness by proper training and education programme level of EI can be improved, which helps the doctors to manage emotional work better and reduce job stress. This, in turn, will help to improve relation with co-workers, patients, and superior authority.

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Understanding Subtle Gender Chauvinism in Indian Organizations

Keywords: *Subtle Sexism, Gender Equality at Workplaces.*

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ABSTRACT

The demographics of a work place at various levels of management reflects both, the organization philosophy and organization culture. Mere appointing equal number of people from either gender does not make the work place gender neutral; it's the practices that they bestow on them that define the organization's stand on gender equality at work places. The review paper determines various practices that are gender influenced and also are suggested policies that can be used to counter them.

INTRODUCTION

One of the challenges for human resource management in the current business environment is the changed demographics of the work force. Female participation was at a sound 35%-37% of the workforce from year 1990 to 2005. But according to International Labour Organization (ILO) in India it has dwindled down to an astonishing 27% in year 2014. Economic growth has

always been complementary to women participation in workforce. But the trend was somehow reversed for India. Researchers have attributed both constructive and destructive reasons for this unfortunate trend. Constructive being increased enrolment for higher education by females and withdrawal of women from farm labour, destructive being unsympathetic and discriminative workforce practices. Though allot of thought and effort is being put by organizations, both public and private, to make workforce women friendly, still allot needs to be realized. Subtle sexism at workplaces is one such aspect, which makes workplaces a rather distasteful experience for women workforce.

The dictionary states sexism as a practice of prejudice, stereotyping, or discrimination typically against women, on the basis of gender. It just does not include sexual harassment but has several subtle expressions as its facets, which are encountered by women everyday around the world. Of all the women experiencing it, only

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half acknowledge its existence and a further lesser number actually makes an effort to fight it. There are various reasons for this intentional or unintentional conduct; lack of awareness being one of them. It is the lack of awareness in relation to these subtle expressions that somehow puts women workforce on a volatile position to fight this menace.

EFFECTS OF SEXISM ON EMPLOYEES AND EMPLOYERS

Sexism does not just have detrimental effect on the female employee experiencing it, but effects all concerned; directly or indirectly. It affects the employee experiencing it, the employee or employer carrying it out it and the employee witnessing it.

The female employee at the receiving end of such practices feel demotivated, loose morale, have reduced productivity at work and may ultimately leave such organizations. It even affects her physically and emotionally in facets of her personal life.

Various researches have proven that even a female bystander to sexism has detrimental effects in terms of her perception towards the opposite sex. These perceptions are not limited to office cubicles and transpire into the personal life of these females. They develop a resentment towards men in general hence effects their relations.

The organizations fostering such practices also suffer in terms of employee motivation and satisfaction, employee attrition and employee turnover rate; hence organizational performance and productivity.

It affects the general culture of the organization, making it pessimistic for the workforce working there.

REVIEW OF LITERATURE

Marcy Strauss (1990) in her article titled Sexist Speech in the workplaces discusses the various forms, prevalence and effects of sexist speech on employees experiencing it. It also discusses how these practices have both loud and subtle forms but both have equal detrimental effects.

Kane W Emily and Sanchez Laura (1994) in their paper titled Family Status and Criticism of Gender Inequality at Home and at Work establishes a relationship between men's attitude towards gender equality and women perception about the same. It states that if men perceive women to be lesser than them, there is a major fraction of women thinking the same.

Epstein Deborah (1996) in her article titled "Can a Dumb Ass Woman Achieve Equality in the Workplace? Running the Gauntlet of Hostile Environment Harassing Speech" discusses the prevalence and detrimental effect of such verbal sexism on employee and employer. She talks about legal implications associated with fighting

such practices and proposes remedial measures to counter such problems.

Lloyd B Cynthia (1997) in her review paper titled Men in Families; Report of a Consultation on the role of Males and Fathers in Achieving Gender Equality by Patrice Engle emphasise the importance of males in achieving gender equality both at work places and homes. The author deliberates on the link between home and workplace, and how bringing a change in households is necessary to bring change in office cubicles.

Benokraitis V Nijole (1997) in his book titled Subtle Sexism Current Practice and Prospects for Change states that Subtle Sexism has often been accepted as normal, customary, "good natured," or disguised as "tradition" which has replaced the most of the blatant sex discrimination of the past. Subtle Sexism breaks new ground in this area by documenting the range of "just below the surface" discriminatory behaviour that many women, (and some men) experience on a daily basis. The chapters in this reader demonstrate how subtle sexism devalues women, dismisses many of their accomplishments, and limits their effectiveness in a variety of settings--including higher education, the workplace, family therapy, the criminal justice system, and popular culture.

Swim K Janet and Hyers L Lauri (1999) in their paper titled Excuse Me-What Did You Just Say? Women's Public and Private Responses to Sexist Remarks discuss reasons as to why women do not respond to sexism even though they personally want to. It compares private thoughts and public response of women to subtle sexism. It also discusses how this suppression has a detrimental effect on the women experiencing such practices.

Rhode L Deborah (2007) in her article titled Subtle Side of Sexism discuss that sexism is prevalent irrespective of the class, education and status of women experiencing it. She emphasis on the importance of awareness regarding it, especially amongst the privileged class, who actually can fight it. She discusses the halo effect in gender equality, where a few successful instances overlap the existence of subtle sexism.

The above review concludes the existence of subtle sexism at workplaces and how males have significant role in it. It also depicts how we are still vigilant about apparent cases of sexual harassment or gender inequalities but tend to ignore the subtle practices of sexism being frequently encountered by women at all levels of the management. Almost all workplaces have some form of subtle sexism prevalent irrespective of the nature, scale or origin of the organization.

OBJECTIVES

I. To determine subtle sexist practices in organizations;

II. To determine methods to discourage such practices at work places.

RESEARCH METHODOLOGY

Secondary data in form of government and non government reports, research papers, articles in periodicals, relevant text and United Nation Reports were referred to achieve the objective of the paper.

RESULT AND DISCUSSION

Analysis of various research publication and reports by numerous agencies deduced gender based hiring, disparity in pay packages, office housework, glass ceiling and sexist remarks at workplaces as some gender coloured aspects of workplaces which make career a redundant challenge for the women workforce.

Gender based hiring is a practice under which an employer gives preference to an individual solely based on his gender rather than the job description or job specifications of the vacancy. The law forbids this practice and can result in a lawsuit against the employer.

The Disparity in pay packages of the male and female employee is not an uncommon practice among organizations. The year 2014 saw the dismissal of Jill Abramson, executive editor, The New York Times. Her resentment over the pay disparity between her and her predecessor's compensation was unofficially cited reason for her sudden exit from the organization in addition to other reasons cited by the management. It is a common practice for organizations to offer better packages to male counterparts. This practice is prevalent from top to bottom of the labour chain, including white, blue and pink collar jobs.

Obligations like answering the phone, setting up meetings, paper work; fetching beverages are usually given to the women workforce which constitutes the Office housework. They are often expected to take down notes at meetings, organise office parties, cut birthday cakes and serve. These activities can be classified as office housework which is rarely assigned to male workers. To sum up most (not all) women are offered less significant roles at work places but usually are.

Glass ceiling is a non documented practice in a number of organizations, where women employees are not promoted beyond a certain point in the hierarchy. The first woman IPS of India, Mrs Kiran Bedi experienced it first hand when her junior, Mr. Yadhbir Singh Dadwal, was promoted to be the police commissioner of Delhi, ignoring her and her seniority. This is relatively even more prevalent in the private sector. It is an invisible but impenetrable barrier for women climbing the corporate ladder. Though unlawful, and if proven guilty the employer can be heavily fined, a very fewer percentage of women choose to fight it out.

Remarks like "Being a woman you have an advantage", "This is not a woman's forte", "You are here to add glamour to the meeting", "Are you here for the coffee", are often heard by women workers which represent as Sexist speech at workplaces. It may be toned up or down at different organizations but are ubiquitous. These are sexist remarks and nobody has a right to say that to a women employee, even if they are on lighter notes. Any speech that is gender coloured comes under the umbrella of discrimination and is a legal offence.

Men are rarely asked about their childcare arrangements and future family plans in their job interviews, where as it is a staple question for female candidates where they are categorised as maternity risk. Allot of organizations are apprehensive to put potential mothers on important assignments fearing their maternity absence. Women are the ones that make human race immortal, and should be respected for it and not discriminated.

A strong and firm opinion when voiced by women employees are often attributed to her PMS blues rather than her character. Such jokes are frequently cracked in front and behind them. It depicts the chauvinist perceptions held by male and female co-workers.

A lot of women though encountering some or all of the above regularly choose not to voice their resistance fearing various repercussions. They fear their potential employability, social perceptions and family conflict; hence they accept sexism at workplaces customary. What is surprising is the fact that it is not always men on the giving side but women as well.

But some actions that can be initiated on the part of the employee to check such practices at workplaces are:

Have faith in yourself and do not doubt your judgement. If you sense sexism, do not categorize it as misjudgement or misheard things. Also do not doubt your capabilities. If you need the job, the job also needs you as well. Being selected for a position is in itself a testimonial of your capabilities.

Always speak up and do not be tolerant about any sexist behaviour, remark or practice. Your silence is also a sign of acceptance for such practices. Though considered as minor by most, research has shown the effect of sexism to be as detrimental as other sexual offences against women.

Request for a clarification whenever you encounter subtle sexism at workplaces, ask for a clarification about it. If somebody makes a gender coloured joke, politely ask them to elaborate pretending that you did not understand. This will caution the colleague for future.

Create other confidants and speak to other female co-workers about your feelings, create ally having similar sentiments. Make everyone speak up, not aggressively but graciously. If everybody puts forward their

displeasure over such practices, soon your work place will see a change.

Seek clarification from the HR department of your organization about their gender equality policies. Every organization has to have a women cell or grievance committee for such complains. Keep documented information about these committees. It is your right to know about them.

Keep a record if you are frequently experiencing such practices, start keeping a log for it. Keep a track of date, time, incident and person involved chronologically. Such proofs are very helpful when putting down a formal complain.

If internally stonewalled, seek external help as there are various government and non government organisation working for this cause. In case one does not find a voice inside the organization, seek help from such NGO's or government bodies.

If you do decide to raise a voice against such practices in

your organization make sure that you do it in person and on paper. Also keep a photocopy of your complain and proofs for future references.

Existence of sexism in organizations is an undocumented practice having unfavourable consequences to all stakeholders involved. If not encountered, it will slowly make work culture unreceptive resulting in employee demotivation, dissatisfaction and hence higher attrition for the organization.

CONCLUSION

A lot of women though encountering work related sexism regularly choose not to voice their resistance fearing various repercussions. They accept sexism at workplaces customary. What is surprising is the fact that it is not always men on the giving side but women as well. Women should voice their resentment. There are legal forums to support them, voluntary groups to guide them. Everybody should together work for a change. Ignorance is not always bliss.

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Deriving Relative Worth of Parameters of Women's Economic Empowerment: A Discourse Analysis

Keywords: *Relative Worth, Economic Empowerment, SHG, and Discourse Analysis*

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ABSTRACT

Women's Economic empowerment is one of the big problems in Indian economic system because overall development cannot be achieved unless and until women's have their equal rights and place in every sphere in the society. Women population comprises major segment in Indian population. Their development issue is the major concern for government and country as a whole. Government has to look after each and everything possible ways and means to change their present vulnerability with the help of different poverty eradication programme/rural development programme such as IRDP, NREP, JRY, NSAP etc. Women's Economic empowerment is one of the most important parameters of the overall empowerment which includes social, psychological and political aspects of empowerment. Indian government has taken many initiatives to remove the poverty and vulnerability for women by implementing many programme and schemes but all are in vein. One such programme i.e. SHG-Bank

linkage programme is still functioning till today. This papers aims to understand if through this scheme economic empowerment of rural people is taking place or not.

INTRODUCTION

The extent of empowerment of women in the national hierarchy is determined largely by three factors: their economic, social and political identity. These factors are deeply intertwined and interlinked with many cross cutting linkages. However, if the efforts in even one dimension remain absent or weak, outcomes generated by the other components are adversely affected. Women can be truly empowered only when the three factors are simultaneously addressed and made compatible with each other. In other words, for holistic empowerment of women to happen, economic, social and political aspects impacting women's life must converge effectively.

It is a well-acknowledged fact that the thrust on social and human development is an important plank of next

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generation policy reforms. The efforts are being complemented by a steep jump in budgetary outlays for social sectors, along with dedicated initiatives for removing poverty and increasing employment. Participation of women in productive activities reduces poverty, enhances economic growth and hence benefits society at large.

Women contribution to the economy remains significantly invisible in national accounts. Although a certain degree of statistical invisibility of women in the economy is a global phenomenon, it is particularly predominant in India and other South Asian nations due to their orthodox socio-cultural milieu. The United Nations Statistical Division has been active in extending the production boundary of the of the Systems of National Accounts (SNA), 1993 and this has led to the national accounting system as satellite accounts. This extended production boundary of SNA, 1993 provides a better understanding of women's contribution to the economy.

STATEMENT OF THE PROBLEM

Different organizations, researchers, institutions and people working in different institutions studied SHGs from different angles, perspective and agenda. A lot of research persuaded to access the socio-economic condition of women and other aspects has been done. All the studies basically deal with the socio-economic empowerment of rural women but no such studies deal with the economic empowerment of women after taking into consideration the parameters of economic empowerment. So, the thrust area of this study is to find out the various parameters of economic empowerment and to measure their impact on economic uplift and the long term sustainability of the same with the help of identified parameters of economic empowerment. For proper understanding of the term economic empowerment there must be some specific studies on economic empowerment as the aspects like women empowerment and empowerment alone may not be sufficient for people/researcher to understand the economic aspects and position of the rural women. Not to say that the study on economic empowerment is not done but are very rare. To find out the relative worth of parameters of economic empowerment of women is not so easy, so the thrust area of this study to identify the relative worth of parameters of economic empowerment from various national and international studies.

OBJECTIVE OF THE STUDY

- To identify the parameters of economic empowerment.
- To study the relative worth of identified parameters specific to women's economic empowerment.

RESEARCH METHODOLOGY

In order to attain the objectives of the study thorough review of related literature was carried out to identify the various parameters of economic empowerment. The next exercise, therefore, was to find out the relative worth of identified parameters from national and international literature which are related with economic empowerment. For this purpose, some scores will be assigned to the parameters of economic empowerment based on related literature and based on this, relative worth will be measured. The third step is to eliminate those parameters which were not related to economic aspects of empowerment. This exercise though not very difficult yet it was time consuming.

LIMITATION OF THE STUDY

It is neither possible, nor desirable for a researcher to cover the whole related literature of economic empowerment of women at national and international level in the study in a particular time frame and the cost involvement in collecting literature is also too high.

IDENTIFICATION OF PARAMETERS OF ECONOMIC EMPOWERMENT

On the basis of literature review we could identify some of the parameters of economic empowerment listed below:

1. Savings
2. Income generation
3. Wealth creation
4. Thrift (diversification towards higher income activities).
5. Reducing burden of debt
6. Repayment of loan
7. Investment in skill development
8. Investment in health protection.
9. Investment in education
10. Insurance
11. Freedom to make financial decision
12. Freedom to participate in household decision making
13. Contribution to household income.
14. Access to resources.
15. Ownership of assets.
16. Access to professional training and higher education,
17. Employment.
18. Work division in household.

Table 1: Relative Worth of Parameters of Economic Empowerment

Parameters of Economic Empowerment		Scholars	Number of References	Ranking
1.	Savings	Girija 1995, Srinivsan 1996, Zaman H 1999, Kumaran 1997, Puhazhendi and jayaraman 1999, sahuo R K 2006, Ghosh Madusudan 2012, Puhazendi and Satyasai 2000, Puhazhendi V and Badatya K C 2002, Manimikalai & Rajeswari 2000, Yamuna 2007, Sinha 2008, Barman et al 2009, Borbora and Mahanta 2008, Reji EM 2010, Chatterjee T B 2009	16	III
2.	Income Generation	Kumaran 1997, Sahoo BK 2000, Meyer 2001, Sahoo R K 2006, Ghosh Madusudan 2012, Puhazhendi V and Badatya K C 2002, Sarangi 2007, NCAER 2008, Samanta 2009, Manimikalai & Rajeswari 2001, Sharma 2001, Premchander & Venguri 2007, Yamuna 2007, Devi et al 2007, Sinha 2008, Borbora and Mahanta 2008, Reji EM 2011, Chatterjee T B 2009	18	I
3.	Wealth Creation	Sahoo BK 2000, Ghosh Madusudan 2012, Puhazendi and Satyasai 2000, Puhazhendi V and Badatya K C 2002, Pitt & Khandkar 1998, BK Singh 2006.	05	IX
4.	Thrift	Sahoo R K 2006	01	XIII
5.	Reducing burden of debt	Ghosh Madusudan 2012, Gaonkar 2001, Barmen et al 2009	03	XI
6.	Repayment loan	Girija 1995, Kumaran 1997, Puhazhendi and jayaraman 1999, Ghosh Madusudan 2012, Reji EM 2010	05	IX
7.	Investment in Skill Development	MYRADA 2002, Mayoux 2000, B K singh 2006, Human Development Report 995	04	X
8.	Investment In Health Protection	Pitt & Khandkar 1998, Manimikalai & Rajeswari 2001, Kabeer 2001, Premchander & Venguri 2007, Yamuna 2007 Kumar 2009, Mehta et al 2011, Deininger & Liu 2009	08	VII
9.	Investment In Education	Roy & Niranjana 2004, Sen 1999, Malhotra, Schuler & Boender 2002, Zaman H 1999, Pitt & Khandkar 1998, Manimikalai & Rajeswari 2001, Premchander & Venguri 2007, Kumar 2009, Choudhury 2008, Soroushmer et al 2008, Banerjee 2009	12	V
10.	Insurance	Girija 1995, Zaman H 1999.	02	XII
11.	Freedom To Make Financial Decision	Roy & Niranjana 2004, Manimikalai & Rajeswari 2001, Premchander & Venguri 2007, Kumar 2009, Choudhury 2008, Soroushmer et al 2012, Banerjee 2009, Kishore 2008, Kabeer 2001, UNDP 2008, Tornqvist & Schmitz 2000, Golla et al 2011, Francnberg & Thomas 2001, Hashemi et al 1996.	15	IV
12.	Freedom To Participate In Household Decision Making	Okaley 2001, Parveen & Leonhauser 2004, Roy & Niranjana 2004, Sen 1999, Kishore 2008, MYRADA 2002, Kabeer 2001, Manimikalai & Rajeswari 2001, Premchander & Venguri 2007, Kumar 2009, Banerjee 2009, Soroushmehr et al. 2012, Reji EM 2011, UDR 1995, Acharya & Bennett 1983, Choudhury 2008.	16	VI

	Parameters of Economic Empowerment	Scholars	Number of References	Ranking
13.	Contribution To House Hold Income	Parveen&Leonhauser 2004, Sen 1999, Reji EM 2011, MYRADA 2002, Chatterjee TB 2009.	05	IX
14.	Access To Resources	Roy &Niranjan 2004, Sen 1999, Malhotra, Schuler & Boender 2002, Zaman H 1999, Mayoux 2000, B K singh 2006, Reji EM 2010, Tornqvist& Schmitz 2000,Acharya & Bennett 1983.	09	VI
14.	Ownership of Assets	Parveen & Leonhauser 2004, Sen 1999.	02	XII
16.	Access to Professional Training and Higher Education	Sen 1999, MYRADA 2002,Sahoo RK 2006, Mayoux 2000, B K singh 2006, Human Development Report 995.	06	VIII
17.	Employment	Roy & Niranjan 2004, Sen 1999,Kishore 2008,Eyben,kabeer & Cornwells 2008, Malhotra, Schuler &Boender 2002, Puhazendi and Satyasai 2000, Manimikalai&Rajeswari 2001, Sharma 2001, Premchander&Venguri 2007, Yamuna 2007, Devi et al 2007,Borbora and Mahanta 2008, Gladis 2008, Kabeer &Noponen 2005, Samanta 2009,Afrane 2002, Nath Sharma et al 2012,Chatterjee TB 2009.	18	I
18.	Work Division in Household	Okaley 2001, Sen 1999.	02	XII
19.	Access To Market	Eyben, kabeer & Cornwells 2008, Malhotra, Schuler & Boender 2002, Manimikalai&Rajeswari 2001,Sharma 2001, Premchander &Venguri 2007, Yamuna 2007,Kumar 2009, Mehta et al 2011, World Bank 2006, Tornqvist & Schmitz 2000, Acharya & Bennett 1983,Ackerly 1993	12	V
20.	Making Small and Large Purchase	Schular & Hashemi 1994	01	XII

This table consists parameters of economic empowerment and their relative worth based on extensive literature review on this topic. The scholars' emphasis on the parameters of economic empowerment and number of references included in these studies are used to develop the ranking of parameters relating to economic empowerment.

DISCUSSION

The top five parameters identified on the basis of the ranking given in the table above are: income generations, employment, saving, freedom to make financial decision and access to market and investment in education. It appears normal and enforcing as theories of economic development have narrated and advocated the same list of parameters in their models. However, the bottom five parameters shown in the table are bit surprising when the list includes the parameters namely wealth creation, reducing debt burden, thrift and insurance are surprising because these are crucial elements of reducing financial

dependency and economic empowerment.

On deeper analysis of the table it was found that, majority of the studies invariably examined economic empowerment and highlighted others parameters above the just mentioned bottom four parameters. However, economic logic and empowerment imperatives demands these bottom four parameters as equally important as top five parameters mentioned in the same table which can be listed in studies devoted to economic empowerment of the rural people if so warranted.

CONCLUSION

If empowerment encompasses independence as the most vivid sign of empowerment, then anything that sustained or increase dependency should be seen as detrimental to the goal of empowerment. Conversely anything adds independency and sustainability of this independency must foster empowerment.

Turning Red Ocean More Red: Impact of Entry of Reliance Jio in Hyper-Competitive Indian Telecommunication Industry

Ashish Kumar*

ABSTRACT

The case is focused on the entry of Reliance Jio Infocomm, the telecom subsidiary of Reliance Industries Limited (RIL), the largest business conglomerate in India. Reliance Jio entered the Indian market with an introductory offer with free voice and data services keeping in mind the price-sensitive Indian customers. The already hyper-competitive telecom market of India was bleeding due to excessive price war. The new entrant was further intensifying the price war. The case provides an excellent opportunity to discuss the entry strategies and how should the existing players focus on ensuring their financials don't dive south.

INTRODUCTION

"Now every Indian can do 'datagiri'. Do unlimited good things with unlimited data."

- Mukesh Ambani, Chairman, RIL

"You (Indian Telecom Companies) may as well put the money in the bank and get a decent return and go out and play golf."

- Sunil Bharti Mittal, Chairman, Bharti Enterprises

On September 1, 2016, Mukesh Ambani, Chairman, Reliance Industries Limited (RIL), the largest business conglomerate in India, announced the launch date of fourth-generation (4G) data services in all 22 telecom circles in India, through the telecommunication subsidiary, Reliance Jio Infocomm (Reliance Jio).

Considered as one of the largest Greenfield digital initiatives, Reliance Jio involved an initial investment of more than \$23.1 billion (Rs. 1,500 billion). Reliance Jio launched the commercial services from September 05, 2016, with highly lucrative offers which included free lifetime voice calls and roaming services for its users along with data charges at about one-tenth of the

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In this light four bottom parameters namely wealth creation, reducing debt burden, thrift and insurance definitely helps to move on economic and financial

independency. Scale must go to join top five parameters of economic empowerment subject to verification by some empirical research to support this hypothesis.

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prevailing rates, creating a ripple effect in the existing Indian telecom industry. The timing of entry and its impact was further worsened as the entry of Reliance Jio was certain to put pressure on the tariffs at a time when capital expenditure for incumbents was expected to increase to scale up their spectrum to counter the issue of call drops and other network quality issues.

INDIAN TELECOMMUNICATION INDUSTRY

As of September 2016, with a subscriber base of nearly 1074.23 million, India accounted for the 2nd largest telecom network in the world and was expected to grow, in revenue terms, at more than 10 per cent year-on-year to reach \$103.9 billion and nearly 1.3 billion subscribers by 2020. The industry was dominated by wireless subscribers as they accounted for nearly 98 per cent of the total subscribers (Exhibit 1). In Indian Telecom industry, the data consumption on mobile phones was on a rising trend as mobile based Internet was a key component of Indian Internet usage, with 7 out of 8 users accessing internet from their mobile phone and since 2012, the share of time spent on watching videos on mobile devices has grown by 200 hours a year.

HISTORY

At the time of independence, India nationalized all foreign companies in the telecom industry and was put under the Ministry of Communication as posts, telephone, and telegraph (PTT). In 1985, Department of Telecommunications (DoT) was established to formulate developmental policies for the accelerated growth of the telecommunication services. After liberalization of the Indian economy in 1991 and establishment of the National Telecommunications Policy in 1994, many private services providers entered the Telecom industry and the need for an independent regulator was felt. On February 20, 1997, the Telecom Regulatory Authority of India (TRAI) was established. With the entry of private players and policies adopted the Indian telecommunication industry evolved from a government-owned sector to a multi-operator, multi-service, and open competitive market. Further developments included The New National Telecom policy (NTP-99), 1999, which allowed private sector participation in all segments of the telecom industry and establishment of Bharat Sanchar Nigam Limited (BSNL) in 2000.

SEGMENTS

The Indian Telecom market is split into three segments, namely

- Mobile (Wireless) – Comprising of establishments operating and maintaining switching and transmission facilities to provide direct communications via airwaves;
- Fixed-line (Wireline) – Consisting of companies that

operate and maintain switching and transmission facilities to provide direct communications through landlines, microwave or a combination of landlines and satellite link-ups; and

- Internet services – consisting of Internet Service Providers (ISPs) that offer broadband internet connections through consumer and corporate channels Mobile.

The wireless communication, or mobile communication, was the largest segment with 1,049.74 million subscribers in September 2016. The major operators in the wireless segment were Bharti Airtel Limited (Airtel), Vodafone Mobile Services Limited (Vodafone), Idea Cellular (Idea), Reliance Communication (RCOM), Reliance Jio, and BSNL/Mahanagar Telephone Nigam Limited (MTNL). The market was dominated by the private players with market share of more than 90 per cent in September 2016.

The 1.05 billion wireless subscribers were divided into two categories: Global System for Mobile Communications (GSM) and Code Division Multiple Access (CDMA). GSM, developed in 1982, was a wireless digital phone technology and nearly 98 per cent of all wireless subscribers in the Indian telecom market belonged to this segment. GSM technology, using Subscriber Identity Module (SIM), enabled users to switch between mobile operators.

Developed in 1995, CDMA was introduced by Reliance Infocomm (later on Reliance Communication) in December 2002 and was very popular in rural regions, due to affordable schemes and low-priced phones. Despite being a superior technology to GSM in terms of voice capacity and data capability, CDMA technology failed to pick up in India due to lack of switching between service providers and accounted for only 16.97 million subscribers in September 2016.

TELEPHONE DENSITY OR TELE-DENSITY

To measure the telecom penetration in market, telephone density or tele-density, the number of telephone connections per 100 people, is used as a key indicator. Tele-density had increased substantially in both urban and rural Indian markets from 2007 to 2016, to reach 84.09 per cent in September 2016 (Exhibit 2). However, there was a huge gap between the urban tele-density (156.24 per cent) and rural tele-density (51.24 per cent) primarily due to the massive investment required for providing telecom services in remote areas.

FOREIGN DIRECT INVESTMENTS AND GOVERNMENT INITIATIVES

The Indian telecom commission revised the maximum percentage of foreign direct investment (FDI) allowed in telecom sector from 74 per cent to 100 per cent to attract

foreign investors. Due to the change in government policies and increasing subscriber base, the industry has attracted FDI worth \$ 23.92 billion during the period April 2000 to December 2016 as per the Department of Industrial Policy and Promotion (DIPP). Also, driven by the Make in India program, leading global smart phone manufacturer as well as telecom players have announced various investment plans like

- Apple's plan to produce iPhone SE at an upcoming facility in Bengaluru, owned by its partner Wistron
- Binding agreement between Reliance Communications Limited (RCom) and Brookfield Infrastructure Partners to sell a 51 per cent stake in Reliance Infratel, RCom's tower unit, for Rs. 110 billion (US\$ 1.65 billion)
- Investment plans announced by Chinese smart phone manufacturers, Oppo, Gionee and Vivo, for setting up large-scale manufacturing capacity in India, with an aggregate investment size of Rs. 45 billion (\$675 million)

Apart from this, The Ministry of Skill Development and Entrepreneurship, TRAI, and DoT have also developed a series of policies and entered into various partnerships, including public-private partnerships (PPP) to set up and enhance broadband connectivity in urban and rural India.

MAJOR PLAYERS

As of September 2016, after the entry of Reliance Jio, the overcrowded Indian telecom market had 16 players (For key details of Competitors, refer Exhibit 1), but the top three accounting for nearly 60 per cent of subscriber base – Airtel (24.55 per cent), Vodafone (18.70 per cent), and Idea (16.65 per cent). Despite increased competitive scenario, the monthly average revenue per user (ARPU) increased from \$1.82 in quarter ending December 2015 to \$2.01 in the quarter ending September 2016. Although the decline in was seen in monthly ARPU for GSM players, CDMA players reported a more than 50 per cent increase driven by more usage.

Bharti Airtel: Airtel, with a subscriber base of 263.74 million, as of September 2016, was the largest telecom player in India. Apart from India, Airtel also has presence in 17 countries across South Asia, Africa, and the Channel Islands. With presence in all 22 mobile circles, Airtel provided GSM, 3G, and 4G Long Term Evolution (LTE) mobile services; fixed-line broadband; and voice services (or a combination of these). In anticipation of price war following Jio's entry, in August 2016, Airtel, as a proactive move, slashed its tariffs rates by nearly 80 per cent on its prepaid connections. Despite providing a range of music, games, and movie-streaming apps on iOS and Android through Wynk, Airtel also lacked on contents front and was having an inferior position

compared to the rich content that Jio promised to deliver.

Vodafone: Vodafone, the second largest players with more than 200 million subscribers as of September 2016, offered both prepaid and postpaid GSM cellular phone coverage throughout India. Having launched 3G services in 2011, Vodafone introduced its 4G mobile Internet services with the launch in Kozhikode in January 2016. To increase its base further, Vodafone planned to acquire spectrum at by successfully bidding in the next auction or through spectrum trading or sharing.

Idea: The third largest player with more than 175 million subscribers, Idea was a pan-India integrated GSM operator offering 2G, 3G, and 4G mobile services. As of August 2016, Idea provided 4G services in 750 cities across 10 telecom circles. Despite having a strong subscriber base, Idea had not developed content offerings comparable to competitors like Jio and Airtel.

Bharat Sanchar Nigam Ltd. (BSNL): State-owned, BSNL, had a subscriber base of more than 107 million. It provided telecom services and network management throughout the country. Despite having strong subscriber base, the company's revenues and market share were on decline trend due to intense competition.

RELIANCE'S INITIAL ENTRY TO TELECOMMUNICATION INDUSTRY

For the first time, Reliance Group entered the telecom sector in December 2002 launching Reliance Infocomm Limited (Reliance Infocomm) with an investment of Rs 2,500 billion. The Company provided a range of telecom services, including mobile and fixed line telephony, broadband, national and international long distance services, data services and a wide range of value added services. At that time also, Reliance jolted the telecom industry with a target positioning of making cellular services as a mass market product.

"Make a phone call cheaper than a postcard and you will usher in a revolutionary transformation in the lives of millions of Indians."

- Dhirubhai Ambani, Founder, RIL

During that era, under the 'Dhirubhai Ambani Pioneer' scheme (the introductory offer), Reliance offered consumers a free digital mobile phone, unlimited free incoming calls, and outgoing calls at 10 paise for 15 seconds, at a one-time fee of Rs 3000 as membership charges and Rs 600 per month as telephony charges. The cost of a national long-distance call to any Reliance phone in the country was 40-paise for 1 minute. In addition, users got 400-minutes of outgoing calls free. This price-based offering created a disruption in the industry as everyone, from the neighbourhood vegetable vendor to rickshaw-pullers in small towns to high-traffic

generating users, owned a Reliance mobile phone and within just 10 days, Reliance had signed up 1 million subscribers, and, in doing so, made a big impact on the Indian mobile telephony market. At that time, the competitive scenario turned red and resulted in a price war leading to huge losses to all players.

In June 2005, due to some family dispute, followed by a division of business and non-compete clause, Reliance Infocomm was taken over by Anil Ambani, but the company failed to continue on the initial success and lagged behind the major players in the telecom sector.

RELIANCE JIO: ENTRY STRATEGIES

In May 2010, the Ambani brothers agreed to do away with the non-compete pact, which allowed Mukesh-owned RIL another shot into the telecommunications business again. In 2010, RIL acquired Infotel Broadband's services, the successful bidder in all 22 telecom circles at the 2010 telecom spectrum auction. This acquisition resulted in the birth of Reliance Jio.

With an aim to replicate and even better the success of Reliance Infocomm venture, Reliance Jio, entered into partnership with Reliance Infocomm, which provided access of a solid broadband network, thereby enabling Reliance Jio to more quickly roll out a 4G network. Despite the changed dynamics of the industry, indicated by a shift in consumer preferences from voice to data, and presence of multiple financially strong players, Reliance Jio realized that pricing will play a crucial role in luring customers, although this would result in delayed profitability breakeven point.

Reliance Jio offered 4G services on an all-India basis, voice telephony, and peripheral services. With a shift from existing practice, Jio bundled these service offerings with bandwidth and talk time, while other players offered separate data and voice packs.

Reliance Jio also launched a new smart phone brand, LYF, to expand the smart phones' market in India. Focusing on price sensitivity of Indian customers, LYF was priced as low as \$44 for the basic version and up to more than \$200 for advanced version and included a Jio preview offer whereby customers would receive a free Jio SIM and unlimited free Internet and calling for one year.

Using Reliance Retail network, Reliance Jio entered the market and focused to capture 100 million users in first 100 days, using price as the key differentiator – data for calling and Internet surfing was priced at \$7–\$8, approximately one-third of the existing market rates. This was expected to start a price war going forward. Apart from retail network, Reliance Jio also started free home delivery of SIM cards in December 2016 and planned to set up set up Wi-Fi hotspots across India at schools, colleges, and other public spaces by mid-2017.

For a competitive scenario of Reliance Jio's Tariffs, Price and Apps comparison, refer Exhibit 3 and 4.

IMPACT ON COMPETITIVE LANDSCAPE OF INDUSTRY

Almost every telecom player in India was forced to challenge Reliance Jio's explosive entry and subsequent growth in subscriber base to survive and sustain.

As a knee-jerk reaction to Jio's entry, the competitors sharply reduced the prices of data services' offerings. Bharti Airtel lashed its 3G and 4G internet charges by up to 80% and also launched a special 4G data pack with an offer of "free" data for a 90-day period. Apart from revising its prices for data offerings downwards for 300 MB, 1 GB and so on up to 60 GB, Vodafone, through parent company, Vodafone Group Plc, planned to invest Rs. 477 billion to expand and deploy 4G and 5G technologies. Following the industry trend, BSNL also brought down its tariffs.

Apart from slashing prices, the followers and laggards of the market also realized that they have to join hands to tackle the growing competitive pressure. The merger of Vodafone's Indian subsidiary with rival Idea Cellular indicated that the focus is to create a market leader that can contest the ongoing and new price war. Also, it is speculated by the number of deals over the past few months that the sector will be ruled only by a handful of large telecom operators, compelling the weaker telcos to exit altogether. RCom also indicated that their plans to merger with Aircel, making the new entity the country's third-largest telecom operator, are on the right track.

Apart from merger talks, RCom is also planning to form an alliance with Tata Tele and MTS to create the third largest telecom player, just behind Bharti Airtel and Vodafone-Idea, to counter the competitive threats arising.

Further pressure on financials is also expected to drive consolidation in the industry as operators grapple with excessive competition and pressurized margins, the consolidation is expected to help bring synergies and unlock greater cost efficiencies.

ROAD AHEAD

Facing double whammy of Reliance Jio's freebies and demonetization drive adopted by GoI during Nov 2016-April 2017, the financials of telecom operators went south as indicated by declining revenues, operating profits and dried up cash flows reported by Airtel on a quarter-on-quarter basis and lower growth rate in subscribers' base, lower EBITDA reported by Idea. With the huge capital expenditures looming ahead, weak financials indicate a not-so-rosy picture for telecom operators.

In such a scenario, Reliance Jio's announced the free

JioFiber Preview offer to capture the home fixed-line broadband customers, which is expected to create further blood in the telecom market space. There are also indications that top telecom players like Airtel and Vodafone may shift focus to government's smart cities initiatives, home automation, healthcare and cloud and energy management services to compensate the revenue loss arising due to price war in voice and data business for retail customers.

The telecom operators, fighting for survival, have to quickly analyze and think how to convert the "Red Ocean" into "White Ocean" or continue to bleed further.

QUESTIONS

- The Indian Telecom industry, despite its hyper-competitiveness is considered very attractive.

Explain the drivers of profitability and industry attractiveness for a new entrant.

- Reliance Jio, like Reliances' previous entry into telecom sector, is expected to shake the industry structure. How can Reliance Jio, attain its ambitious target of adding 100 million customers in 100 days? Being a price sensitive market, can Reliance Jio sustain the subscriber base and growth post-introductory era?
- If you are working as Chief Strategy Officer, Airtel, what will be your five major steps to tackle the entry of Reliance Jio?
- Using Blue Ocean Strategy, can existing players change the existing business model of the Indian telecom industry?

Exhibit 1: Growth/Decline in Subscriber Base

Service Provider	Subscriber Base (Millions)	Q-o-Q Rate of Growth (%)	Market Share in QE Sep-2016 License	Areas of Operations
Bharti	263.74	1.65	24.55	All India (22)
Vodafone	200.84	0.67	18.70	All India (22)
IDEA	178.82	1.47	16.65	All India (22)
BSNL	107.66	3.77	10.02	All India (except Delhi & Mumbai) (20)
Aircel	90.14	1.36	8.39	All India (22)
Reliance Com	88.34	-11.56	8.22	All India (22)
Tata	58.79	-3.79	5.47	All India except Assam, NE & J&K (19)
Telenor	52.86	-0.44	4.92	MH, Gujarat, AP, UP(W), UP(E), Bihar (7)
Reliance Jio	-	15.98	-	All India (22)
MTNL	7.07	-	0.66	Delhi & Mumbai (2)
Sistema	6.78	-11.37	0.63	Delhi, Kolkata, Gujarat, Karnataka, Tamil Nadu (incl. Chennai), Kerala, UP(W), Rajasthan & W.B. (9)
Quadrant	3.24	1.41	0.30	Punjab (1)
Total	1,074.24	1.36	100.0	

Source: TRAI

Exhibit 2: Tele-density – Rural and Urban

Quarter Ending	Rural Tele-density	Urban Tele-density
Sep, 2015	48.66	153.49
Dec, 2015	49.94	152.45
Mar, 2016	51.37	154.01
Jun, 2016	51.40	153.22
Sep, 2016	51.24	156.24

Source: TRAI

Exhibit 3: Reliance Jio's Tariffs and Price Comparisons

500 MB 4G LTE			
Operator	Data Offered	Validity (in days)	Price in Rs (in \$)
Reliance Jio	300 MB + Unlimited Night Time Data	28	149 (2.29)
Airtel	500 MB	28	144 (2.22)
Vodafone	550 MB	21	189 (2.91)
Idea	-	-	-
1 GB 4G LTE			
Operator	Data Offered	Validity (in days)	Price in Rs (in \$)
Reliance Jio	750 MB + Unlimited Night Time Data	7	199 (3.06)
Airtel	1 GB	28	255 (2.22)
Vodafone	1 GB	28	297 (2.91)
Idea	1 GB	28	249 (3.83)
2 GB 4G LTE			
Operator	Data Offered	Validity (in days)	Price in Rs (in \$)
Reliance Jio	2 GB + Unlimited Night Time Data	21	299 (4.60)
Airtel	2 GB	30	455 (7.00)
Vodafone	2 GB	28	397 (6.11)
Idea	2 GB	28	449 (6.91)
4 GB LTE Data			
Operator	Data Offered	Validity (in days)	Price in Rs (in \$)
Reliance Jio	4 GB + Unlimited Night Time Data	28	499 (7.68)
Airtel	4 GB	30	755 (11.62)
Vodafone	4 GB	56	852 (13.11)
Idea	5 GB	28	851 (13.09)

Data Plans Higher than 10 GB			
Operator	Data Offered	Validity (in days)	Price in Rs (in \$)
Reliance Jio	75 GB + Unlimited Night Time Data	28	4,999 (76.91)
Airtel	30 GB	90	1,495 (23.00)
Airtel	10 GB	30	995 (15.31)
Vodafone (new users)	10 GB	30	297 (4.57)
Vodafone	40 GB	28	3,999 (61.52)
Idea	15 GB	28	1,849 (28.45)

Note: Reliance Jio was not offering 3 GB plans, although competitors had 3 GB 4G plans.

Source: Created by author based on data from Reliance Jio 4G Tariff: Here's How It Compares with Airtel, Vodafone and Idea 4G LTE Plans," Tech 2, September 2, 2016, <http://tech.firstpost.com/newsanalysis/reliance-jio-4g-tariff-heres-how-it-compares-with-airtel-vodafone-and-idea-4g-lte-data-plans-332992.html>. Accessed April 10, 2017

Exhibit 4: Reliance Jio's Apps versus Competitors' Offerings

Jio Apps	Purpose	Competitor App
Jio Join	Allows users to use phone or SIM-based tablet to make and receive HD voice and video calls to any landline or mobile number anywhere in the world.	None
Jio Play	Provides Live TV Channel service offering with widest range of Television channels for viewing across internet enabled devices, with a capability to Pause Live TV or watch any program from the last 7 days.	Hotstar
My Jio	Allow users to instantly check Jio account details like balance, usage trends, subscribed plans & recharge. Also provide information related to Jio network coverage, mobile hotspots, and Reliance Stores	My Airtel My Vodafone
Jio on Demand	An online HD video library containing thousands of movies, TV Shows, music videos, trailers and many more	Hotstar, Netflix
Jio Beats	Music-streaming app with the option of preferred languages	Gaana, Saavn, Wynk, Hungama
Jio Xpress News	An app to provide updated on current events across business, entertainment, technology, sports and more	Economic Times, Times of India
Jio Mags	Virtual library app with an enormous collection of magazines across categories and in multiple languages-English, Hindi and Indian regional.	Magzter
Jio Security for Mobiles	Norton-powered security app protects the phone from malicious programs; anti-theft features locate the phone when lost; can block numbers	AVG Antivirus security, Norton Antivirus security
Jio Drive	Jio's cloud storage service	Dropbox, Google Drive
Jio Chat	This app enables voice calls and video calls to anyone who uses the Jio Chat app	WeChat, Hike, SnapChat, Whatsapp
Switch n Walk	A file transfer app to support a wide range of file types to transfer from one smart phone to another	Bluetooth
Jio Money	Jio's wallet app to make payments for phone and DTH recharge, payment for landline, electricity bills	PayTm, FreeCharge, Airtel Money, M-Pesa

Source: Created by author based on data from “Reliance Jio Launched CAF Apps to Support Customer Acquisition, Jio App Store Ahead of Soft Launch,” Economic Times, April 8, 2016, <http://telecom.economictimes.indiatimes.com/news/reliance-jio-launches-caf-apps-to-support-customer-acquisition-jio-appstore-ahead-of-soft-launch/51734369>. Accessed April 10, 2017 and Reliance Jio Apps, <https://www.jio.com/en-in/apps>. Accessed April 10, 2017

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Book Review

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“I do what I do” is the book authored by Prof. Raghuram G. Rajan, Ex-Governor, Reserve Bank of India from 2013 to 2016 who is currently serving at University of Chicago as Distinguished Service Professor. The book is a compilation of speeches delivered by the author during his tenure on different policy issues and steps taken by Reserve Bank of India and articles authored by him not only during tenure as RBI Governor but during his stint as Chief Economist at the International Monetary Fund and at Chicago's Booth School of Management.

In each chapter of the book, he has put a detailed commentary on the background and reason for delivering those speeches and after effects of the steps taken by him as Governor, RBI. In introduction chapter of the book itself he has tried to clear the air on his famous quote “My name is Raghuram Rajan. I do what I do” how an impromptu sentence became the headlines of national/international media.

He discusses the environment under which he took charge of Reserve Bank of India when Indian economy termed to be fragile and prospects of economic destabilization were high. He goes on discussing the financial sector reforms in an institutional mechanism and taking ownership of those reforms. He comes out with step by step approach and processes undertaken by him to achieve the objective of financial sector reforms and bringing stabilization to the economy.

He mentions that one aspect was very clear as India is becoming a large middle income country, so to control everything centrally won't be appropriate and hence government need to withdraw from occupying the commanding heights of the economy, confining itself to provide public goods and the governing framework leaving economic activity to the people and for sustainable and equitable growth this has to be done on continuous basis.

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He then also narrated how the other important role of RBI i.e. to manage macroeconomic risk for the country using his speeches proved controversial and taken as challenges to the government and how some bureaucrats tried to undercut the RBI so as to expand their turf. He also discusses how press attention is a double-edged sword.

Rajan also clarifies his stand on demonetization when he was asked about his views on demonetization and he replied that though it may bring long-term benefits but short-term economic costs would outweigh them and according to him, there were better alternatives to achieve the main goals that demonetization intended to do and how RBI had provided the note to government with both pros and cons and also describing the preparation required if government wanted to go ahead with the process indicated problems that would come without adequate groundwork.

Divided into three sections wherein first section deals with RBI days and dividing the section in to 9 chapters dealing different aspects including making banking sector more competitive, broadening and deepening markets, financial inclusion, Resolution of distress, major economic issues, international issues and RBI matters, second session is about global financial crisis which Rajan is credited to predict with accuracy much prior to actual crisis and then his occasional papers in given the third section, this book is a must read not only to economists and people having interest in economic matters but for everyone in the country whosoever has some little interest in how Indian economy works.

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