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RVIM Journal of Management Research

Aims and Scope

RVIM Journal of Management Research (RVIM JMR) is a peer-reviewed journal published by the R. V. Institute of Management (RVIM), Bengaluru, India, since 2009. It is biennial with editions published in January and July every year. RVIM Journal of Management Research is a peer-reviewed journal that uses a double-blind review process for evaluation and selection of all submitted materials.

The Aims of RVIMJMR are to:

- Seek and disseminate original theoretical and applied research in the field of management and allied areas.
- Provide a platform for publishing quality research work and case studies undertaken by academicians, industry practitioners and research scholars.
- Bridge the gap between academia and practice by promoting the publication of original, novel and industry-relevant research.

Scope of the Journal

RVIM Journal of Management Research welcomes submissions in different areas of the management discipline as indicated below:

- Banking, Financial Services and Insurance (BFSI)
- Business Ethics
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- Business Law
- Business Process Re-engineering (BPR)
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- Enterprise Resource Planning (ERP)
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- Knowledge Management (KM)
- Logistics and Supply Chain Management (LSCM)
- Marketing Management
- Production and Operations Management (POM)
- Organizational Behavior (OB)
- Risk Management
- Rural Management
- Strategic Management
- Technology Management
- Total Quality Management (TQM)
- Tourism and Hospitality Management
- Contemporary development happening in the discipline of management

From the Desk of the Chief Editor...

It is our pleasure to present you the first issue of Volume 14 of RVIM Journal of Management Research with good news that our journal is recently indexed in SCOPE database along with ICI, J-Gate, IJIFACTOR and COSMOS with an impact factor of 5.395

In this issue of RVIM JMR, eight research papers and two book reviews have been presented for further dissemination across academia and industry as summarized here-in-under:

The first three papers of this issue deals with impact of COVID-19 on malls, MSME and Food delivery applications. During COVID – 19, we saw many changes in the consumer behavior and these changes were also noticed in their shopping behavior or pattern. The first paper attempts to identify the paradigm shift in perceived value among the shoppers in the malls based on selected factors during COVID – 19 pandemic and pre-pandemic periods and found that the three factors service quality, price and customer relationship were significantly influencing the perceived value in pre-pandemic time but during pandemic period, the other two factors, brand image and safety were highly influencing the perceived value.

The second paper provides an insight about the various MSME policy changes during COVID-19 crisis and its impact on the Indian MSME sector. This paper provides the current MSME landscape and how the current MSME eco system can change due to reviewal of the MSME policies of India and concludes that while the current stimulus package announced by the Finance Ministry will provide temporary relief by addressing the short-term liquidity, it is also important to address medium and long term requirements of the MSMEs

The third paper examines the applicability of the TAM model to the adoption of Food Delivering apps among the students of Bharathiar University, Coimbatore. The study concluded that the factors such as perceived usefulness, perceived ease of use, attitude and COVID-19 compliances were influencing the adoption of Food Delivery Apps positively by the students in the university.

India is moving towards a cashless economy with the Government launching a Digital India campaign to scale back the dependency of the Indian economy on cash and forming a cashless India. This is increasing the usage of digital payment systems in the country. The Fourth paper investigates the digital transformation of India with regard to digital payment systems and found that India is going to be the country with 80% of digitization of payment transactions by 2025. Cashless transactions are estimated to be around 80-90% .

The fifth paper analyses the effect of monetary policy instruments on the bank's profitability of the largest public sector bank i.e. State Bank of India. The study found that the monetary policy instruments affect the profitability of the bank and they suggested that the Central Bank should take enough care while framing monetary policy. It should be in sync with the present economic condition of the country. Otherwise it will lead to an inappropriate money supply within the market.

Quality is never an accident. Every time, it's the consequence of hard work. It's the desire to create something better. In the last several decades, the concept of Total Quality Management (TQM) has quickly been ingrained in the minds of many top production managers. The fundamental objective of the sixth paper is to see if TQM can be applied in education industry in the current environment and found that TQM implementation in education can only be effective if the educators, leaders, managers, interpersonal communicators, problem solvers, and creative collaborators have the right vision and abilities adopting the TQM philosophy and practice.

Job satisfaction refers to favorable attitude of the employee towards the job and it depends upon various factors like; employee empowerment, performance appraisal, nature of job, supervision, career development and fringe benefits. The seventh paper analyses the effects of above factors on job satisfaction among the employees working in Urban Co-operative Credit banks in Belagavi District. The study found that the bank employees are happy with the working conditions in the bank and there is a negative relationship between job satisfaction and all other factors.

The main goal of the eighth paper is to find a link between several variables such as wage structure, organizational commitment, work happiness, and retaining employees in the retail sector of Hyderabad and the study found that compensation structure, organizational commitment, job satisfaction have a favourable effect on employee retention.

The two book reviews in this issue, the first one on the book 'The Power of Trust: How Companies Build It, Lose It, Regain It' by Sandra J. Sucher & Shalene Gupta and the second one on the book 'The Art of Management' by Shiv Shivakumar, give an overview on these two contemporary books.

We express our gratitude to all the members of our Editorial Board and Advisory Body and to the reviewers for their continued support and encouragement. We hope this issue of RVIM Journal of Management Research will play a crucial role in creating and disseminating new knowledge in management and the allied areas, which is the sole purpose of this journal.

Happy Reading and Researching!

Purushottam Bung

Chief Editor

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Book Reviews

Shoppers' Perceived Value in Organized Retailing during Pandemic and Pre-Pandemic

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Dr.Suresh Ranganathan**

Abstract

Retail sector in India has been transforming from unorganized form to organized form rapidly. This sector contributes around 10% to the Indian Economy and a significant percentage in employment. Shopping malls are a part of organized retail sector which are providing a whole new kind of shopping experience and also extending from metros to tier two cities in the country. The unique shopping environment in these malls are influencing the perceived value of the customers. Understanding the perceived value of the customer is important to any management or business to predict the view of customer towards a product or a service. Perceived value can influence the customer satisfaction level. It also helps in designing strategies to boost the business. In this study, efforts are made to identify the paradigm shift in perceived value among the shoppers in the malls based on selected factors in during COVID – 19 pandemic and pre-pandemic periods. Bangalore city was selected for the study because of the presence of large number of shopping malls and also the adverse effect of pandemic faced by the city. The area for the present study consisting infinite population, for the selection of sample size, William G. Cochran's formula was adopted. According to the formula, the required sample size with 5% probability is 385 but researcher collected the required information from 400 samples. The data was collected through both online and offline modes. For the reliability and the validity of the data, the factor analysis was carried out and found that the collected data is suitable to the study. To identify the significance of the selected factors on customer perceived value, a multiple linear regression was adopted along with the step-wise regression analysis. The significance of the differences in mean mall activities between the two periods, pandemic and pre-pandemic are identified with the z-test statistic. This study also helps the management of shopping malls with suitable inputs to provide better experience to their shoppers.

Key words: perceived value, shopping malls, pandemic, retail.

Introduction

The role of organized retail has evolved over years in India. Unorganized retail sector has been slowing moving towards organized retail. Shopping malls comes under organized retail sector. From the metro cities, the shopping malls were established in tier two cities also in the country. Gradually, the footfalls have raised in the shopping malls. There are many studies done by the researchers in the past about the perceived value of customer, customer satisfaction etc. Various key factors were identified which influence the customer perceived value of a shopping mall.

The research in perceived value has become an interdisciplinary area relating to sociology, psychology, business and economic concepts. Perceived value was considered as "the new marketing mania and the way to sell in the 1990s" (Sinha and DeSarbo, 1998, p. 236) and was proved to "be important in twenty-first century also" (Sweeney and Soutar, 2001, p. 203). The notion of "value creation" shows its influence on the raised recognition of perceived value as one of the key measures in gaining a competitive advantage in the business (Parasuraman, 1997) and an important factor in strategic management (LeBlanc and Nguyen, 2001; Burns and Woodruff, 1992).

The significant benefit of the perceived value to marketing experts is that it assists them with upgrading the perceived value of their items by showing how their products and services are better than their peers. To show that an item is better than different items, an advertiser needs to distinguish the unique traits and additional advantages of their products or services that will impact the perceived value of the customers. The way to getting visitors back into shopping malls will be for shopping centre administrators and retailers to cooperate to put resources into worker and client security, cautiously adjusting their longing for social communication with a protected, advantageous shopping encounter. They need to

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reconsider and cautiously redesign their resources and the whole customer journey to address customers' interests now and later on. The shopping mall as far as we might be concerned will likely change perpetually as the pandemic has raised up and escalated patterns and changes that were at that point in progress. Shopping mall operators are facing the hard reality in any event, when visitors return. Alongside the sped-up speed of progress, notwithstanding, comes an extraordinary chance for shopping mall managements to open huge key moves and reposition themselves later on.

In the retailing industry, the shopping experience is elusive, dynamic, and abstract and in this manner, it could never be acceptable to expect that the components of values in a particular setting are material to various customers. A shopping centre customer's choice ought not be seen according to a simply level-headed perspective. The experiential view gives new keys to the valuations made by shopping centre customers and accordingly to the main qualities that will later influence their purchasing behaviour.

The COVID-19 pandemic has changed the customer choice in selecting the shopping mall based on perceived value. The present research is mainly focused on the factors influencing the perceived value towards shopping malls. In this study, the differences in some of the key factors which are influencing the perceived value of customers are studied in both pandemic and pre-pandemic periods.

Review of Literature

Permarupan, P. Y., Mohan, M., Al-Mamun, A., & Zainol, N. R. B. (2014) study in Malaysia showed a positive and significant relation between quality and familiarity with the buying behaviour. This study also showed a positive effect on the buying behaviour of store branded products. Price was always considered as a key factor but perceived quality plays a crucial role in consumer buying behaviour. It was suggested to increase more promotional activities, loyalty programs and more advertising to make the buyers more familiar with the products, services and quality.

Manisah Othman, Norazlina Kamarohim and Fadilah Mohd Nizam (2017) study on footwear customers in shopping malls in Malaysia found that perceived value, perceived quality and brand credibility can show positive influence on customer satisfaction.

Tarun Kushwaha, Satnam Ubeja, Anindita S. Chatterjee (2017) made a study on customer perception towards shopping malls with seven different variables namely Internal Environment, Convenience, Utilitarian Factors, Service Experience, Proximity and Demonstration. The study revealed that sales executive’s demonstration in shopping malls leads to decide to purchase product. All the remaining factors also exhibit a good amount of influence on perceived value.

Dr. V Ramadevi, Dr. M Meenakshi Saratha and Dr. K Vanaja (2016) study revealed that Factors which show effect on customer to purchase in the shopping malls of Mumbai such as socio-economic profiles, income, frequency of visit, period of relationship between the respondents and shopping malls, purpose of visit, occasion to visit shopping malls are some of the aspects studied in the present study. Thus, management should design an attractive ambience. Making shoppers stay long time in the shopping malls is a further important factor in determining how much a shopper will purchase.

Noor Fidoos Jahan and Dr. Lalitha Ramakrishnan (2009) conducted a study on hypermarket in Bangalore and found that the customers prefer hypermarkets for a wide variety of products with good quality at reasonable price.

Aveek Majumdar (2005) study showed that the store retail mix like merchandise quality, assortments, store personnel service, are significant in the dimension of price-quality value perceptions. It is also showed that the more product assortment will lead to a decrease in overall impression of the shopping malls as the loyal customers do not look for wide range of products. They visit to purchase the product which they are intended to purchase.

Pooja Khanna and Suresh Seth (2018) made a study to understand the factors which are influencing the customer perceived value in tier II city. The outcomes of the study revealed that promotional offers, excitement, hedonic factors, enjoyment and stress relieving are the key factors which influence the customer perceived value towards shopping malls.

Pandya Amit and Kameshvari J (2012) aimed to study the perceptions, consumer behaviour, demographic factors and motivation of the customers in both unorganised and organised retail outlets. The research results showed that customers exhibited interest to go to prefer organised retail outlets for cosmetics, packed foods, household cleaning products and spend more for it in case of cooking oil and food grains.

Rajesh Iyer and Jaequeline K. Eastman (2010) research was aimed to explore the four factors namely variety seekers, attitude towards shopping, price conscious and comparison of shopping by visitors in the shopping malls. The study outcome showed that shoppers who are fashion conscious will have a positive attitude towards shopping and they are price conscious too. The result of the study found the mall shopper are variety seekers and also, they compare shopping in different places with shopping malls.

Verma, S. (2007) made an attempt to understand Consumer important points for retail outlet selection in Mumbai. The research was attempted to comprehend the variables influencing shopper inclinations for choosing retail outlet and creating showcasing systems towards addressing the necessities and needs of purchasers. This study analysed the relation between purchaser inclinations and the significance of some key store attributes.

Swaroop and Prakash (2010) research explored the consumer decision making styles in shopping mall and it also explored various demographic factors which show their effect on the consumer decision making style. The research identified that six variables which are showing effect on consumer purchase behaviour are quality, novelty, variety seeking, recreation, price and choice. The unmarried consumers are more price conscious than married consumers; Indian consumers in the age group of 11-20 years prefer recreational aspect in shopping.

Research Gap

In earlier studies, researchers focused on different dimensions to understand the customers perceived quality, value etc. in shopping malls in different areas. Researchers focused on perceived value during pre-pandemic time but efforts are not made to understand the perceived value of the customers towards shopping malls in pandemic and pre-pandemic times. The business performance of the shopping malls depends on customer perceived value. Hence, it is essential to study the changes in customer's perceived value in two periods. The present study is aimed on this dimension and also to study the selected factors effect on perceived value in malls in Bangalore. Further, the significance of the mean differences in factors between the two periods is also studied.

Problem Statement:

Majority of the previous studies on perceived value in shopping malls were done in pre-pandemic time. But extensive research is not carried out in this dimension during COVID – 19 pandemic time in shopping malls. It is observed that there is a change in perceived value during the pandemic, from some of the recent studies. The change in perceived value may affect the performance of the shopping malls. Hence, it is essential to study the consumer perceived value and the factors affecting it in both the time periods.

Objectives:

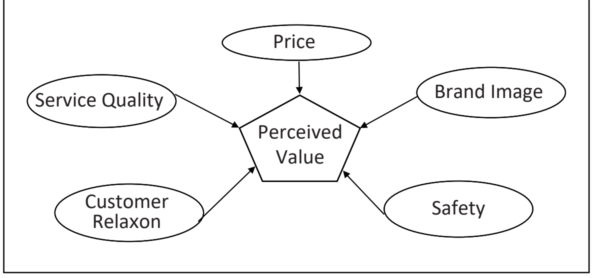
1) To study the significant effect of selected variables on perceived value.
2) To test the significance of the mean differences of the variables between two periods.

Hypotthesis:

H_0: The selected variables are not influencing the perceived value of the customers in shopping malls.

H_0: There is no significant difference in the means of the variables between the two periods, (pandemic and pre-pandemic periods).

Figure 1: Conceptual Framework



Methodology

In case of infinite population, the formula developed by William G. Cochran is widely accepted method for deciding the sample size. The method developed by William G. Cochran for deciding the sample size was tested with different population sizes. All these exercises approximately lead to 385 samples for unknown population. The sample size 385 or above will give the desired results. The researcher collected the information from 400 samples through a pre tested questionnaire in both online and offline modes for the study. The questionnaire was tested for its suitability for the study and Alpha values were calculated. The convenient sampling method was adopted in selecting the samples. This is an n appropriate / suitable method for getting the required information from the visitors on the malls. The data was collected from the mall shoppers in the city of Bangalore during a period of two months.

To fulfill the first objective of the study, we have to establish the relation between selected independent variables with the dependent variable, perceived value of the customer. To establish the relationship between selected independent variables with the dependent variable perceived value, multiple regression analysis was adopted. To test the significance of each independent variable on dependent variable, t – test statistic is adopted and the collective effect of all independent variables is measured with the multiple correlation coefficient, R2. The F – test statistic was applied for testing the significance of multiple correlations. The correlation coefficient in statistics is analyzed in different ways such as positive, negative, simple correlation, partial correlation, multiple correlation, linear correlation, nonlinear correlation etc. A positive correlation refers that the two variables move in the same direction either increasing or decreasing. On the other hand, the two variables are moving in opposite direction, i.e., one is moving in positive direction and other is moving in negative direction. Such a relation is known as negative correlation. The relation between two variables is known as simple correlation. It is denoted by 'r'. Partial correlation refers, the dependent variable is influenced by more than one independent variable if we consider the effect of one variable on the dependent variable treating the other variables are constant. It is denoted by r1.23, r2.13, r3.12. Similarly, a dependent variable is influenced by more than one independent variable, the aggregate effect of all these independently variables on the dependent variable is known as the multiple correlation coefficient R2, i.e., all independent variables collective effect on dependent variable. Linear correlation refers the change in one variable accompanied by the proportionate change bin other variable. A unit change in one variable may not accompanied the proportionate change in the other variable. Such a relation between two variables is known as non – linear correlation.

In the present study, the researcher adopted multiple correlation analysis since the dependent variable perceived value is influenced by the five factors, service quality, price, customer relation, brand image, safety. Hence, in estimating the multiple regression equation with the selected independent variables on perceived value, the multiple correlation coefficient (R2) is generated and analyzed accordingly.

Results and Discussions

Reliability Analysis

Every statement in the questionnaire was tested for its reliability. All of the constructs have values more the 0.5, and it shows that the considered constructs have an acceptable range of reliability. Specifically, the alpha value for Service Quality (0.758), alpha value for Price (0.811), alpha value for Customer Relation (0.793), alpha value for Brand Image (0.725) and alpha value for Safety (0.826) alpha value for Perceived Value (0.785).

The information with respect to each variable (both dependent and independent variables) is collected through online and offline modes. The researcher used a pre – tested questionnaire for gathering the required information. The available information is transformed into convenient form to apply the multiple regression equation. The data fed to the equation (1) and results were drawn accordingly. The values of the estimated coefficients and the relevant statistics are presented in table - 1 and table – 2 for the two periods pandemic and pre-pandemic.

Table 1: Estimated coefficients of variables: Before COVID 19 pandemic

Eq.No.	Constant	Service Quality	Price	Customer Relation	Brand Image	Safety	R^2	F - Value
I	0.9085	0.3398*	0.2572*	0.2700*	0.0063	0.0126	0.7615	**251.53***
		(0.0553)	(0.0525)	(0.0491)	(0.0188)	(0.0360)		
		[6.145]	[4.899]	[5.499]	[0.335]	[0.350]		
II	1.0420	-	0.4215*	0.4128*	0.0053	0.0296	0.7386	**279.03***
			(0.0473)	(0.0453)	(0.0196)	(0.0375)		
			[8.911]	[9.113]	[0.270]	[0.789]		
III	1.2855	-	-	0.6558*	0.0010	0.1839*	0.6860	**288.49***
				(0.0395)	(0.0215)	(0.364)		
				[16.603]	[0.047]	[5.052]		
IV	2.5200	-	-	-	0.0232	0.6177*	0.4684	**174.75***
					(0.0279)	(0.033)		
					[0.832]	[18.718]		
V	2.6621	-	-	-	-	0.6174*	0.4672	**349.08***
						(0.0330)		
						[18.709]		

- Figures in the parentheses are standard errors.
- Figures in the brackets are 't' observed values.
- * Indicates significant at 5% probability level.

From the above table, the value of multiple correlation coefficient (R2) is 0.7615. It is observed that the aggregate effect of all five selected variables on customers perceived value is significant at 5%

probability level. These variables collectively show 76.15% of variation in perceived value. The estimated coefficients of selected five factors are positive. The positive coefficients reveal the positive relationship with the dependent factor perceived value. The independent factors, service quality, price and customer relation are expressed their positive and significant effect on perceived value. For every unit increase in each of these three variables will increase the perceived value of the customer by 0.3398 units, 0.2572 units and 0.27 units respectively. The remaining two variables brand image and mall safety established a positive relation only but not a significant relation and it is observed to be negligible effect on perceived value (i.e., 0.63% and 0.126% respectively).

From the step-wise regression estimates, excluding service quality, the two variables price and customer relation shows positive and significant effect on perceived value. It is noticed that for every one unit increase in price and customer relation the perceived value will increase by 0.4215 units and 0.4128 units respectively. This increase in perceived value by these two factors is a significant increase. The factors brand image and mall safety established an insignificant positive relationship with the dependent variable perceived value of the customer and it is observed to be a negligible effect on perceived value. The combined effect of these four variables on perceived value is significant. About 73.86% of variation on perceived value was recorded by these four selected variables. Only 2.29% of multiple effect was decreased by elimination the variable service quality from the model.

In case of third equation, excluding two factors, price and service quality, customer relation and safety variables are significantly influencing the perceived value. The customers perceived value may be increased by 0.6558 units and 0.1839 units respectively by a unit increase in these two variables a negligible positive effect by brand image was recorded on customer perceived value. More than 68% of variation was recorded by the three variables on perceived value, it is also significant effect? (Since, the value of multiple correlation coefficients is 0.6860). About 7.55% of variation in the value of R2 is decreased by eliminating the two factors service quality and price from the model.

In case of fourth equation, the regression equation was estimated with two variables, brand image and safety. The perceived value is influenced by safety variable only. The coefficient (0.6177) of safety variable is positive and significant. It reveals that the perceived value is positively and significantly influenced

Table 2: Estimated coefficients of variables: During COVID 19 pandemic

Eq.No.	Constant	Service Quality	Price	Customer Relation	Brand Image	Safety	R^2	F - Value
I	0.8797	-0.0052	0.3208*	0.0681	0.0960*	0.2500*	0.6566	**150.68***
		(0.0536)	(0.0710)	(0.0599)	(0.0451)	(0.0645)		
		[0.097]	[4.518]	[1.137]	[2.129]	[3.876]		
II	0.8752	-	0.3181*	0.0684	0.0944*	0.2498*	0.6566	**188.82***
			(0.0651)	(0.0597)	(0.0416)	(0.0644)		
			[4.886]	[1.146]	[2.269]	[3.879]		
III	1.0243	-	-	0.1846*	0.1133*	0.4212*	0.6358	**230.50**
				(0.0564)	(0.0426)	(0.0556)		
				[3.273]	[2.659]	[7.576]		
IV	1.0914	-	-	-	0.1606*	0.5444*	0.6260	**332.27***
					(0.0406)	(0.0415)		
					[3.956]	[13.118]		
V	1.1118	-	-	-	-	0.6711*	0.6113	**625.93***
						(0.0268)		
						[25.041]		

- Figures in the parentheses are standard errors.
- Figures in the brackets are 't' observed values.
- * Indicates significant at 5% probability level.

by safety variable. The combined effect of these two variables on perceived value is (46.84%) is significant. The collective effect of the factors on perceived value is decreased by 29.3% while eliminating the three factors service quality, price and customer relation. It is observed that the effect of brand image is negligible and insignificant on perceived value before pandemic period.

The regression equation was estimated with only one variable, safety measures. The value of estimated coefficient safety measure is positive and significant at 5% probability level. The recorded estimated value is 0.6174. This variable established 46.72% of relation with the dependent variable perceived value and found that this relation is a significant relation. It is also noticed that safety measures in the malls are significantly influencing the perceived value of the customers. Finally, it is observed that the brand image effect is negligible and it is not shown any significant effect on perceived value before pandemic. Hence, the brand image of the malls is not much influencing the customer perceived value. It is also observed that the customers are not given much importance to safety measures in the malls in pre-pandemic period.

The coefficients of the estimated multiple regression equation (given in methodology, eq 1) are given in Table – 2 and analysed accordingly.

From table-2, The estimated coefficient of service quality is negative and insignificant (-0.0052) It shows a negligible negative impact on perceived value. For every one unit increase in service quality, the perceived value will decrease the very less. It is not a significant decrease. The coefficient of customer relation is 0.0681. It reveals that the perceived value may increase by 0.0681 units for every one unit increase in customer relation. This is an insignificant increase proved by t – test statistic. Here, the perceived

Value is positively influenced by customer relation i.e., an increase in customer relation will increase the perceived value during the COVID – 19 pandemic. But it is an insignificant increase. Therefore, the perceived value is not influenced by the customer relation in the shopping mall during pandemic period. The estimated coefficients of price, brand image and safety measures are 0.3208, 0.096 and 0.25 respectively. These coefficients are positive and proved that these variables effect on perceived value is significant. For every one unit increase in these three variables, the perceived value may increase by 0.3208 units, 0.096 units and 0.25 units respectively. It is observed that the perceived value of the customer is affected positively and significantly by these three factors during COVID – 19 pandemic period. Whereas brand image and safety measures are not influenced the perceived value before pandemic. In the pre – pandemic time, service quality influence on perceived value is positive and significant whereas its effect is negative and insignificant during pandemic. Mall visitors gave more preference to price, safety and brand image whereas service quality, price and customer relation before pandemic period. Over The three variables, price, brand image and safety are positively and significantly influencing the perceived value. The estimated values of these variables are 0.3208, 0.0960 and 0.25 respectively. The coefficient of multiple relation is 0.6566. The total effect of these selected variables on perceived value (65.66%) is significant. This decrease in multiple relation was observed due to the high priority to buy the products and panic buying. It implies that the customers gave more priority to purchase quickly but not to the service quality.

Excluding the service quality from the equation, the aggregate effect of remaining four variables is also the same (65.66%); it is a significant variation on perceived value. The exclusion of the variable service quality has not shown any additional variation (neither positive not negative) in aggregate effect on perceived value. The remaining all the four factors influence on perceived value is positive. This positive effect is significant in case of price, brand image and safety measures whereas the effect of customer relation is positive but not significant. The customer relation effect on perceived value is only 6.84%. Comparing with first equation, the elimination of service quality did not show any effect on perceived value during pandemic. Observing the multiple relation in both the periods, almost 10.5% multiple relations was decreased in pandemic period over the pre pandemic period.

In equation III, the variables brand image, safety and customer relation established a positive and significant relation with the perceived value during pandemic period. The estimated coefficients of customer relation, brand image and safety measures are 0.1846, 0.1133 and 0.4212 respectively. For every increase in these three variables will increase the perceived value positively and significantly by 0.1846 units, 0.1133 units and 0.4212 units. The combined effect of these three variables is significant (63.58%). The aggregate effect of these three variables on perceived value is 63.58%. This aggregate effect is a significant effect, proved by F – test statistic. It is noticed that the mall shoppers significantly preferred brand image, safety measures and customer relations in the malls during pandemic.

The next equation was estimated with the two variables, brand image and safety measures. The collective effect of these two variables, (62.6%) on perceived value is found to be significant during pandemic period. The estimated values of the two variables brand image and safety measures is positive and significant (i.e., 0.1606 and 0.5444 respectively). It is observed that for every one unit increase in each of these two variables will increase the perceived value by 0.1606 units and 0.5444 units respectively.

In equation V, safety variable alone has shown a positive and significant level of impact on perceived value. The estimated value of the safety variable is 0.6711. About 0.6711 units of perceived value will be increased by an increase of one unit of safety measures during pandemic. In terms of relation between the dependent and independent variable, 61.13% of variation was recorded. It is a significant variation in perceived value during pandemic period. It clearly indicates that safety is the priority for customers in the pandemic period while shopping in the malls. Finally, it is inferred that the customers gave the preference to safety, brand image and the prices of the products while purchasing the goods during pandemic period.

Mean Differences in Mall Activities:

To satisfy the second objective of the study, 'To test the significance of the mean differences of the variables between two periods.' Z – Test statistic was used and the results are presented in the table- 3 given below.

Table 3: Testing of Mean Differences in Mall Activities

Variables	Means Before COVID 19 Pandemic	During COVID 19 pandemic	Mean Difference	$\sqrt{\frac{s_1^2}{n_1}+\frac{s_2^2}{n_2}}$	Z – Observed value	Z – expected value
Service Quality	5.84	5.36	0.48	0.07535	6.37*	1.96
Price	5.79	5.97	0.18	0.07894	2.28*	1.96
Customer Relation	5.69	5.54	0.15	0.08021	1.87	1.96
Brand Image	6.05	4.80	1.25	0.08852	14.12*	1.96
Safety	5.45	5.93	0.48	0.08067	5.95*	1.96
Perceived value	6.03	5.09	0.94	0.07078	13.28*	1.96

** Indicates significant at 5% probability level.*

From the above table, it is evident that the mean difference in customer relations between the two periods is not significant at 5% probability level. It indicates that there is no significant change in customer relations, on average, between the two periods pre-pandemic and pandemic. In case of brand image, an abnormal difference in the means between the two periods is observed and it is also a significant difference. It shows that the customers preferred the brand image. It is noticed that even though the significance for brand image on perceived value exists in both the periods, a slight drop during pandemic is observed because of less product availability. A significant mean difference is also noticed in case of three factors service quality, safety and price.

Conclusion

The three factors service quality, price and customer relation are significantly influencing the perceived value in pre-pandemic time but during pandemic period, the other two factors, brand image and safety are highly influencing the perceived value. It shows that mall shoppers give preference to safety and brand image in pandemic. Customers are more focused on hygiene standards maintained in the mall premises, COVID – 19 safety measures taken at the mall and also showed interest to visit the mall with high brand image and reputation for quality. The price factor has shown a significant impact on perceived value in both the periods. The factor customer relation has not shown significant effect on perceived value during pandemic unlike pre-pandemic time. Customers perceived value towards the service quality and customer relation is decreased during pandemic due to less staff availability at the shopping malls during pandemic. It is also observed that there are significant differences in mean of the selected variables between the two time periods. In the case of the factor customer relation, there exist some difference in the means of two periods but it is not significant. It is clearly evident from the analysis. The shopping mall managements can focus to attract the customers by enhancing the customer relations and service quality in the shopping malls.

Further Research Directions:

- It is possible to analyze the perceived value with some other factors which are not considered in the present study.
- The similar study may be carried out with the key factors which are influencing the customer satisfaction.
- This type of study may be conducted in various geographical areas.

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Indian Micro, Small and Medium Enterprises Policy Changes During COVID Crisis: Marketing Implications and Way Forward

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Abstract

The COVID -19 pandemic has deeply impacted all the sectors of the Indian economy with MSMEs being the worst affected. MSME is considered as the growth engine of the nation and this sector contributes forty five percent of India's total manufacturing output and also employing close to 11 crore people. MSMEs also contribute towards Indian export and are currently contributing 40 percent of India's exports and also make almost 30 percent contributions towards national GDP. Due to lockdown and stoppage of economic activities it has triggered a panic among the MSMEs staring at a bleak future. In order to tide over the current crisis, government is providing help through funding and other needful support to these MSMEs. Purpose of this paper is to analyse the various Micro, Small and Medium Enterprises (MSME) policy announced and the impact of these policies on MSMEs in current Corona Virus Pandemic scenario. This paper provides an insight about the various MSME policy changes and its impact on the Indian MSME sectors. Also, this paper provides the current MSME landscape and how the current MSME eco system can change due to the revision in the MSME policies of India. Secondary research was used to develop this paper and data used in the study was collected from freely available public domain and have been referenced appropriately. Through analysis of publicly available relevant surveys, reports and research articles was researched to develop this research paper.

Keywords: COVID 19, India MSME, India MSME Policy, MSME, MSME Changes MSME Policy

Introduction

The current Corona virus (COVID 19) pandemic which was first detected in Wuhan, China has infected people and spread across continent except Antarctica. The spread has led to socio and economic down fall and left businesses around the world counting the costs. Due to Government enforced lockdowns, Businesses have temporarily shut down and many more are on verge of permanent closure and job loss. Fearing spread of virus people are staying at home or working remotely to prevent being infected or transmitting infections. As per United Nations (UN) study around 81% of the global workforce of 3.3 billion people had their workplaces partially or fully closed due to the Corona pandemic. Due to global shutdown millions of jobs have vanished and it is expected that global economy might enter into a recession phase. Leading International bodies and organization have warned of severe fallout arising due to the pandemic. As per head of the International Monetary Fund (IMF) Kristalina Georgieva referred to current scenario as worst economic crisis since the 1930s depression. Kristalina forecasts that developing countries and emerging markets will face the maximum impact and will require hundreds of billions of dollars as foreign aid. World economic growth is expected to be sharply negative for this year and is expected to recover partially in 2021 as per Kristalina Georgieva ('Worst economic crisis since 1930s depression', 2020). IMF has forecasted that due to the current pandemic, global economy will shrink sharply by -3 percent in year 2020 which is worse compared to 2008-09 financial crisis (World Economic Outlook, April 2020: The Great Lockdown, 2020).

Similar sentiments were also echoed by Organization for Economic Co-operation and Development (OECD) Secretary General Angel Gurría referring to the current economic trends as worse than the 2008 financial crisis or 9/11 terror attacks of 2001 and warned that the global economic growth recovery can take years together to happen. From employment and labor perspective the International Labor Organization (ILO), a United Nations (UN) agency has warned that the current outbreak can lead to a loss of 6.7% of working hours across the globe during the second quarter of year 2020. This is close to approximately 195 million full-time workers losing their jobs ('Worst economic crisis since 1930s depression', 2020). World Trade Organization predicts that due to current Corona virus pandemic all regions across the world will suffer trade decline in double digit this year. Maximum trade impact is expected for North America and Asian regions (Masters, 2020)

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Given the current circumstances the impact is huge not only on the global economy but also on certain groups of populations who are financially weak and the economically backwards classes of the economy who don't have the money and lack basic health amenities to fight the current pandemic. Oxfam an UK based charity organization has warned that more than half a billion people will fall into poverty as a result of economic fallout from the Corona pandemic ('Worst economic crisis since 1930s depression', 2020). Given the current scenario, UN's Framework for the Immediate Socio-Economic Response to the COVID 19 crisis refers to the current pandemic more that than a health crisis. They expect the impact on economies and societies to vary from country to country most likely it will increase poverty and inequalities at a global level. This makes the achievement of Sustainable Development Goals (SDGs) even more urgent. SDGs consist of 17 global goals designed to achieve a more sustainable and better future for all. SDGs were drafted by the United Nations General Assembly in 2015 with a recommendation to achieve these goals by 2030. It is expected that urgent socio and economic action has to be taken to minimize global suffering are reduced. The United Nations is spearheading the risk and mitigation functions through its 131 country teams serving across 162 countries to develop response plans and public health preparedness to the current pandemic (Socio-economic impact of COVID-19 | UNDP, 2020).

In order to tide over the crises multilateral institutions have announced support and bailout packages to its members. A 500-billion-euro bailout package has been agreed by finance ministers of European Union. This package will provide support as emergency lending and also needful assistance. In order to tide over the current and future crisis, European Central Bank (ECB) announced a no limits on ECB. Also, during this downturn, ECB agreed to buy up to 750 billion Euros bonds from the member countries. Giving preferences to emerging economies, International Monetary Fund (IMF) had blocked around \$100 billion to provide monetary lending to countries facing financial and monetary crisis. Not left behind, World Bank also committed more than \$150 billion to tide over the Corona pandemic scenario. (Masters, 2020)

Literature Review

Current Economic Impact Due To Corona Pandemic

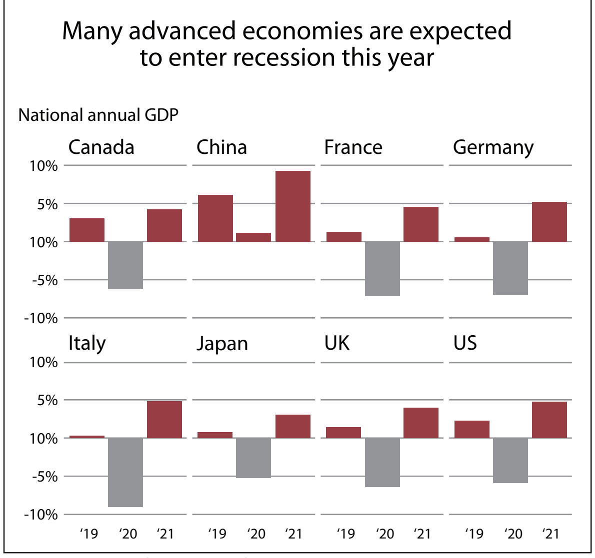
As people are keeping in door to avoid catching infection, it has impacted companies' maximum of which are currently in dormant state. Almost all country economy has taken a hit as a result of which all macroeconomic indicators are showing a decline trend. Due to the uncertainty in global trade and economic activity the financial markets are moving south. The Financial Times Stock Exchange 100 Index (FTSE), Nikkei and Dow Jones Industrial Average have witnessed huge falls ever since the Corona pandemic started around December 2019. Even The Dow and FTSE have seen the largest quarterly drop since 1987 in the first three months of the year. (Jones, Palumbo and Brown, 2020).

Since crude oil is dependent on the economic activity of a country, any down wards trends also impact the crude prices due to demand supply mismatch. Due to lock down across the world and people forced to stay at homes, the demand for oil has drastically come down. All modes of transport including air, train, ship, four wheelers and two wheelers came to a grinding halt due to lockdown. Due to low economic activity the demand for crude oil has come down and is currently at 21-year low. In United States for first time in the history price of a barrel of West Texas Intermediate (WTI) turned negative. Also, Brent crude benchmark used by Europe and rest of the world dipped to below \$20 level to touch the lowest since last 18 years. Crude prices were also affected due to the differences between OPEC, oil producing groups and Russia on cutting the oil production. While OPEC and other countries have agreed to cut down the oil supply due to diminishing demands, still the current output is more than the current demand (Jones, Palumbo and Brown, 2020).

With company shutdown and economic decline many people have lost their jobs. In US one of the largest economies, 30 million people has filed for unemployment benefits which signals an end of decade of expansion. In United Kingdom approximately one million people have applied for unemployment benefits within a span of two weeks (Jones, Palumbo and Brown, 2020).

The current global economic scenario paints a gloomy picture due to the Corona pandemic. IMF has forecasted that due to the current pandemic, global economy will shrink sharply by -3 percent in year 2020 which is worse compared to 2008-09 financial crisis (IMF World Economic Outlook, April 2020 (World Economic Outlook, April 2020: The Great Lockdown, 2020). IMF has described the current decline as severe since the Great Depression of 1930s. While it is expected that most advanced economies will enter into a recessionary phase. Refer figure 1 for advanced economies GDP forecast. A positive trend as per IMF suggests that the global growth rate can rise to 5.8% next year if the pandemic gets eradicated in the second half of year 2020.

Figure 1: Risk of Recession Looming Large



Source: International Monetary Fund
https://www.bbc.com/news/business-51706225

Figure 2: IMF, World Economic Outlook, April 2020

The COVID-19 pandemic will severely impact growth across all regions.

	PROJECTIONS		
(real GDP. annual percent change	2019	2020	2021
World Output	2.9	**-3**	**5.8**
Advance Ecomomies	1.7	-6.1	4.5
United States	2.3	-5.9	4.7
Euro Area	1.2	-7.5	4.7
Germany	0.6	-7.0	5.2
France	1.3	-7.2	4.5
Italy	0.3	-9.1	4.8
Spain	2.0	-8.0	4.3
Japan	0.7	-5.2	3.0
United Kingdom	1.4	-6.5	4.0
Canada	1.6	-6.2	4.2
Other Advanced Economies	1.7	-4.6	4.5
Emerging Markets and Developing Economies		-1.0	6.6
Emerging and Developing Asia	5.5	1.0	8.5

	PROJECTIONS		
(real GDP. annual percent change	2019	2020	2021
China	6.1	1.2	9.2
India	4.2	1.9	7.4
ASEAN-5	4.8	-0.6	7.8
Emerging and Developing Europe	2.1	-5 .2	4.2
Russia	1.3	-5.S	3.5
Latin America and the Caribbean	0.1	-5 .2	3.4
Brazil	1.1	-5.3	2.9
Mexico	-0.1	-6.6	3.0
Middle East and CentralAsia	1.2	-2.8	4.0
Saudi A rabia	0.3	-2.3	2.9
Sub-Saharan Africa	3.1	-1.6	4.1
Nigeria	2.2	-3.4	2.4
South Africa	0.2	-5.8	4.0
Low-Income Developing Countries	5.1	0.4	5.6

Source: https://www.imf.org/en/Publications/WEO/Issues/2020/04/14/weo-april-2020#Growth%20Projections%20Table

Across globe all countries are fighting the COVID pandemic and within few weeks have pushed the global economy to near recession which is expected to be more severe than the 2008 financial crisis. IMF has forecasted that due to the current pandemic, global economy will shrink sharply by -3 percent in year 2020 which is worse compared to 2008-09 financial crisis (IMF World Economic Outlook, April 2020 (World Economic Outlook, April 2020: The Great Lockdown, 2020). Refer to figure 2 for detail. Advanced economies will shrink at a greater rate around 6 percent. Emerging markets are expected to be less impacted and will slow down to 1 percent. India and China are the only two countries which are expected to show a positive growth at around 1 to 2 percent for year 2020. There is a lot of uncertainty, multiple factors like country public health responses, virus behavior and dynamics of infections, availability of vaccines, treatment options, economic and financial responses will decide on the depth and duration of slowdown. While the current corona virus pandemic is slowing down global commercial systems to crawl, however many countries including largest world's largest economies are leaving no stone unturned to escape this crisis. In order to slow down the business and job loss, many countries have started launching various COVID stimulus packages to fire the economic growth engines. In these uncertain times many countries are offering and moving forward with bailouts which could total around $10 trillion (Masters, 2020).

Second largest economy of the world China started to open up the economic activity in April after suffering a complete lockdown due to coronavirus which originated in Wuhan, Hubei Province in late 2019. The lockdown measures led to steep decline in factory output, construction, retail sales and other economic activity. Due to the lockdown China overall gross domestic product (GDP) dropped to 7 percent in first quarter of 2020 which is the first economic shrink since last forty years. Central Bank of China reduced the reserve requirements for banks allowing them to loan an additional $80 billion to struggling business (Masters, 2020). It is expected that China will take a conservative approach towards since China has high debt levels currently at 60% of percent of gross domestic product and almost similar high trend is noticed for major advanced economies of the world. Japan is fighting out the pandemic slow down with a $ 1 trillion relief package. This package included travel and tourism coupons, deferred tax payments, citizen cash payments, interest free loans and monetary payments to mid-size and small business firms. Also, in late April Japan's central bank announced that it is willing to buy an unlimited government debt and also to double its purchase of corporate debt. As per a BBC report, Japan's stimulus package roughly constitutes around 20 percent of its GDP.

Germany economy is expected to shrink in range of 3 to 10 percent for the first time since 2009 due to Corona crisis. The government itself have forecasted a contraction of around 6 percent worst since last decade. Germany has allocated 350 billion Euros which is approximately 10 percent of the country GDP to fight the corona pandemic challenges. This bailout funds will be spent on struggling businesses, by making unlimited loans and taking over equity stakes. United Kingdom (UK) faces an economic slowdown while their leaders are still negotiating with European Union on post-Brexit relationship. Some of the emergency measures include providing treasury pledge in order to pay 80% of worker's salaries across months so that companies can avoid layoffs. Key measures also included reimbursing self-employed for lost wages, deferred tax payments, proving aid to charities, unemployment benefits and loan assistance program for mid-size and small companies. UK central bank, the Bank of England has lowered the benchmark interest rates to a record low at 0.5 percent. Bank of England also greed in early April to directly finance the government spending during the COVID crisis avoiding issuing debt in bond market by the government. The total bail out efforts is more than 400 billion pounds which is roughly around 15 percent of the GDP.

United States has been proactive to announce bailout packages. The Federal Reserve has been cutting down the interest rates to zero levels and also reducing the bank reserve requirements to zero. Also, central bank has been purchasing almost $ 2 trillion mortgage-backed securities, municipal debts, treasury bonds, corporates debt and extending the emergency credit lines to non-banking companies. In March the US Congress approved approx. $2.3 trillion bailout package. This includes direct payment of up to $1200 to individuals who earn less than $99,000 annual income. This group constitutes around 90 percent of the US total population. A second bailout package was announced almost a month later where US congress signed bill to provide close to half billion dollars in order to provide relief to small business and provide additional aid to hospitals fighting Corona virus infections (Masters, 2020).

Methodology

Secondary research was used to develop this research paper. Various key words which were directly or indirectly related to the research topic was searched though Google and other search engines to get relevant information related to the topic. Information which was publicly and freely available was considered. Authenticity of the data was validated from multiple sources and only those data which were relevant and to the topic of interest was considered in the current research paper. Quality checks for the data included but not limited to: Time frame (Latest available data was considered), data consistency from multiple sources, data from government sources and leading public bodies were considered when compared to private bodies. However, data limitation does exist which are commonly found while conducting secondary research. Given the current dynamic situation, the data provided is considered current. The views and opinions expressed are from the author and have no relations to the organization the authors are associated with. Data used in the study was collected from freely available public domain using secondary research and have been referenced appropriately.

Data analysis & Interpretation

Impact of Lockdown in India

India a nation of 1.3 billion people is facing one of the biggest crises in decades triggered by the corona virus pandemic. It is expected that the Corona pandemic induced lockdown is likely to result in millions of job losses, recession, economic de growth and possible starvation among the poor (Nag and Sircar, 2020). As per the Centre for Monitoring Indian Economy (CMIE), an independent private sector group estimated that in April, 122 million Indians lost their jobs. Also, the hardest hits were daily wage workers, roadside vendors, hawkers, workers engaged in construction industry and those making a living by pushing handcarts and rickshaws. Also, as per World Bank estimates approx. 49 million people are expected to plunge into extreme poverty (earning less than $1.90 per day). In India, World Bank estimates that 12 million of its citizens will be pushed to the poverty level due to the current pandemic crisis. Further research in the CMIE data by The Rustandy Centre for Social Sector Innovation at the University Of Chicago Booth School Of Business found that the rural areas were hardest hit not due to the Corona virus infection but rather due to the economic misery due to the lockdown. As per the report more than 80% of Indian households had experienced a drop in income and many won't survive longer without aid (NEWS, 2020).

In response to the COVID 19 pandemic, the Indian government in March announced a $26.4 billion stimulus package. This stimulus package included direct cash transfers and food security to millions of poor people across the country. This package would help the poorer communities to tide over the economic crisis. However, this package was considered as too little by various economists and analyst as the total fund outlay was only 1 percent of the country's GDP and this was considered low when compared to 10 percent of the GDP with other countries like United States and Singapore (Billah, 2020)

Indian Small and Medium Enterprises MSME Policy Changes Announced During Covid Pandemic

Over the last five decades Indian Micro, Small and Medium Enterprises (MSME) has emerged as dynamic and vibrant sector of the Indian economy. MSME contributes significantly to the Indian economic and social development by promoting entrepreneurship and generating huge employment opportunities at lowest capital cost next only to agriculture. MSME as ancillary units supports large industries directly or indirectly offering mutual benefits contributing to the inclusive development of the country as whole. Off late MSMEs have spread across domains and sectors offering diverse range of products and services to meet both domestic as well as global market's needs (MSME, 2020). As per the latest MSME ministry FY19 annual report available, micro enterprises dominate the MSME sector. India has approx. 6.33 crore MSMEs out of which 6.30 crore are micro enterprises representing around 99.4 percent. Medium MSME are 3.31 lakh representing around 0.52 percent while small MSME represented at 5,000 unites capturing 0.0007 percent. According to the annual report the number of registered MSME in FY20 has grown by 18.49 percent to 25.13 lakh units from 21.21 lakh in FY19. The total number of registered MSME is the past five years stood at 90.19 lakh (Soni, 2020)

The COVID -19 pandemic has deeply impacted all the sectors of the Indian economy with MSMEs being the worst affected. MSME is considered as the growth engine of the nation and this sector employs around 11 crore people and accounts for 45 percent of India's manufacturing output. MSMEs also contribute towards Indian export and are currently contributing 40 percent of India's exports and also make almost 30 percent contributions towards national GDP (India, 2020). Majority of the MSME sector depends on day-to-day business to stay active and remains most vulnerable due to the extended lockdown and decrease in demand. Due to lockdown and stoppage of economic activities it has triggered a panic among the MSMEs staring at a bleak future. According to a survey conducted covering 5000 MSMEs by All India Manufacturers' Organization (AIMO), 71 percent were unable to pay wages for March month. This survey also further pointed to a glaring fact that around 43 percent will face closure if the current lockdown gets extended beyond eight weeks (Team, 2020). Realizing the seriousness of the situation, Union Finance Minister Nirmala Sitharaman announced a set of stimulus package amounting to nearly 5.94 trillion rupees (Rs) to provide relief to various sectors of the Indian economy including MSMEs. These measures were a part of a big umbrella of economic package announced by Prime Minister Narendra Modi. Total package was whopping 20 trillion rupees under scheme called "Atmanirbhar Bharat" package which means "Self Reliance" (Roychoudhury, 2020). Specific MSMEs policies announced in these packages are below.

MSME Policy Changes and Measures Announced by Ministry of Finance:

- **New Definition Of Msmes And Changes In Investment Structure**: Changing the definition of MSMEs upwardly has been on the government priority list since long time and Indian government has revised the definition which now takes into account both investment and annual turnover where earlier definition did not include turnover. The turnover-based classification is seen as better means of identifying MSMEs such as in services sectors like diagnostic labs and mid hospitals. These groups will now be able to qualify for the various benefits offered under MSME policy. Another major definition change was removal of distinction between manufacturing and service sector. Under new definition this is now a combined entity and no such difference exist. The revised definition changes have been accepted under the new policy and the changes are shown in table 1 and table 2. This new classification will come into effect from July this year.

Table 1: Existing MSME Classification

Criteria: Investment in Plant & Machinery or Equipment			
Classification	**Micro**	**Small**	**Medium**
Manufacturing Enterprises	Investment <Rs. 25 lacs	Investment <Rs. 5 crores	Investment <Rs.10 crores
Services Enterprise	Investment <Rs. 10 lacs	Investment < Rs. 2 crores	Investment <Rs. 5 crores

Table 2: Revised MSME Classification

Composite Criteria: Investment And Annual Turnover			
Classification	**Micro**	**Small**	**Medium**
Manufacturing & Services Enterprises	Investment < Rs. 1 crore. And Turnover < Rs.5 crore.	Investment < Rs. 10 crores. And Turnover < Rs.50 crore.	Investment < Rs. 50 crore and Turnover < Rs.250 crore.

- **Global tender disallowed up to rs 200 crores:** In order to safeguard the interests and to be more competitive, the government removed the clause of global tender for value up to 200 crores rupees. This will help the MSMEs of the country to participate in the tender process earlier were unable to do so due to stiff and unfair competition from foreign players. This will also help MSME to increase their business and growth to newer heights.
- **Rs 3 lakh crores collateral free automatic loans for business, including msme:** MSMEs and business have been badly hit due to the lockdown enforcement to contain the COVID 19 infection. In order to meet the additional funding needs 3 lakh crores rupees collateral free automatic loans have been approved. This will help MSMEs and businesses to meet operational liabilities, restart business and buy raw materials. Borrowers with up to 25 crore rupees outstanding and 100 crore rupees turnovers are eligible to opt for this scheme. While the interest rate is capped, loans will have tenure of four years with a 12-month moratorium on Principal repayment. Under this scheme 100 percent credit guarantee cover to Banks and NBFCs on principal and interest can be availed. To avail this loan facility no guarantee fee or any fresh collateral is required. It is expected that around 45 lakh units will be able to take the benefits from this scheme and resume business activity and also at same time safeguard the interest and employment of people. This scheme is open till 31st Oct 2020 (Ministry, 2020).
- **Announcement of subordinate debt scheme for MSMEs:** Reserve Bank of India and U.K. Sinha Committee had recommended setting up of a Subordinate Debt Fund, with partial guarantee support. Government announced making a provision of 20000 crores rupees and to provide a support of 4000 crores rupees under this scheme (MSME Package Final, 2020). This scheme is for MSMEs which are under stress or under Non-Performing Assets (NPA). While 20000 crores rupees will be provided as subordinate debt, 4000 crores rupees will be provided through Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE). It is assumed that CGTMSE will provide partial Credit Guarantee support to banks. Banks will provide support to the promoters of the MSME through debt, which will then be infused by promoter as equity in the Unit
- **Equity infusion through MSME fund of funds (fof):** Since MSMEs are facing a severe shortage of equity, Indian government decided to set up a Fund of Fund (FoF) with a corpus of 10,000 crores rupees. FoF will be operated through mother and daughter fund concept. The fund structure will help leverage 50,000 crores rupees at mother and daughter fund level. This will help MSMEs to grow in size and be viable but also will help them to get listed in stock exchanges.
- **Extension of employee provident fund (epf) till August 2020:** Employee Provident Fund is a statutory government fund which allows eligible companies to deduct up to 12 percent of basic from employees to provident fund corpus. Similar amount is also contributed to employee account by employers. Due to lockdown and some companies closed both companies and employees were unable to contribute to the scheme thus facing a payment default. In order to tide over the crises, the government announced to make 12 percent contribution for both employee and employee side for month March, April and May under Pradhan Mantri Garib Kalyan Package (PMGKP) scheme. This support is now extended to three months till August 2020. It is expected that will provide liquidity relief of 2500 crore rupees to 3.67 lakh establishments and provide benefit to 72.22 lakh employees.
- **Employee provident fund contribution reduced by 2 percent for business & workers for 3 months:** When business revenues are down and companies are shut down due to Corona pandemic, both companies and employees require fund. In order to have more funds in hand, government of India decided to reduce the statutory provision of 12 percent basic deduction to 10 percent of the basic deduction for all establishments covered by Employee Provident Fund Organization (EPFO) for

next 3 months. This reduction by 2 percent will provide more take home salary wages to employees and also will give relief to employers in payment of Provident Fund dues. This scheme is applicable to those workers who are not eligible for 24% EPF support under PM Garib Kalyan Package and its extension. This scheme will provide liquidity of 6750 Crore rupees to both employers and employees. It is expected that this will provide relief to about 6.5 lakh establishments covered under EPFO and about 4.3 crore such employees.

- **Other direct tax measures:** All pending government refunds to professions including proprietorship, partnership, LLP and Co-operatives, charitable trusts and non-corporate businesses will be made immediately. This will help these units to have more funds available to pay wages and to grow. Date of filing for Income Tax Returns have been extended from July 31st to November 30th, 2020, and tax audit from September 30th, 2020, to October 31st, 2020. This will help small MSMEs to focus on work and productivity rather than worrying about taxes for next few months.
- **Other interventions for MSMES:** All government and Central Public Sector Enterprises (CPSEs) pending receivables to MSMEs will be cleared within 45 days. Due to the current shutdown MSMEs are facing marketing and liquidity issues. Due to lock down it is difficult to arrange trade fairs and exhibitions which were used to promote and market MSMEs products and services to prospective customers. Government is proposing to set up an e-market linkage to replace trade fairs and exhibitions. Transaction based lending using the data generated by the e-marketplace will be done through Fintech (Ministry, 2020). In order to further strengthen the technological infrastructure for the MSME and provide a single platform, Prime Minister launched the technology platform 'Champions'. It is technology packed control room as well as management information center for MSME. The objective of Champions is:
    - o As option for Grievance redressal: To solve MSMEs problems related to labor, raw materials, finance, regulatory permission during COVID pandemic.
    - o Help in providing new opportunities like manufacturing of masks, ventilators and PPE kits and supply them to both domestic and international markets.
    - o Identify the stars MSMEs: The platform will be used to identify those MSMEs who are able to face the current COVID pandemic and can become future national and international champions (News, 2020)
- **Agro MSME Policy In Offering:** As per an announcement by Union minister Nitin Gadkari (Minister for MSME and Road Transport and Highway) announced that the government is working on developing an Agro MSME policy with an aim to focus on entrepreneurship development in rural, tribal, agricultural and forest areas for manufacturing products using local raw material (Trust of India, 2020)
- **Increase of minimum insolvency threshold:** Another major policy change having a positive impact on MSME was the increase of minimum insolvency threshold from 1 lakh rupees to 1 crore rupees as per announcement made by Union Finance Minister Nirmala Sitharaman. Also, she said that no fresh insolvency case will be initiated for next one year under the Insolvency and Bankruptcy Code. This will provide a big relief to the companies who might be under capital stress and default on loans due to COVID pandemic (Outlook, 2020).

Discussions and Suggestions

Indian MSME has been contributing significantly towards both economic and social development by promoting entrepreneurship. Indian MSMEs are also generating huge employment opportunities at lowest capital cost and is only next to agriculture. As per the latest MSME ministry FY19 annual report available, micro enterprises dominate the MSME sector. India has approx. 6.33 crore MSMEs out of which 6.30 crore are micro enterprises representing around 99.4 percent. Medium MSME are 3.31 lakh representing around 0.52 percent while small MSME represented at 5,000 units capturing 0.0007 percent. According to the annual report the number of registered MSME in FY20 has grown by 18.49 percent to 25.13 lakh units from 21.21 lakh units in FY19. The total number of registered MSME is the past five years stood at 90.19 lakh (Soni, 2020). The current lockdown due to Corona virus pandemic have impacted the MSMEs to such an extent that maximum is on verge of closure. Due to lockdown business operations is stalled and there is no capital generated from the business cycle. MSMEs are largely depended on day-to-day cycle for capital generation. Also, many MSMEs are unable to pay the salaries of their employees. Since most of the MSMEs are dependent on labour for manufacturing and productions, the lockdown and further restriction on the people movement have also impacted the MSMEs to re start operations as maximum labors have already left for their hometowns with a fair chance of their return once operations return to normalcy. The lockdown has also led to disruption in supply chain, export credit and warehousing operations. Also, MSMEs are suffering from credit crunch. Adding to the existing woes are the unpaid dues for the goods and services delivered to private and government agencies. Even Indian government realized that MSMEs will collapse if sooner no stimulus packages are announced. Union Finance Minister Nirmala Sitharaman announced a set of stimulus package amounting to nearly 5.94 trillion rupees to provide relief to various sectors of the Indian economy including MSMEs. These measures were a part of a big umbrella of economic package announced by Prime Minister Narendra Modi. Total package was whopping rupees 20 trillion under scheme called "Atmanirbhar Bharat" package which means Self Reliance (Roychoudhury, 2020).

As per the stimulus package announced by Union Finance Minister Nirmala Sitharaman, out of the total 15 measures announced, 7 measures were directly focused on MSMEs only. Rest measures had indirect impact on the MSMEs. Some of these measures included the game changer re defining the MSMEs which was due for long time. Redefining the MSMEs based on both turnover and investment will help the MSMEs to grow which was earlier hindered due to fear of losing the MSME status once they cross the investment benchmark. With the revised definition, MSMEs will have lots of potential to grow. Since MSMEs were facing huge capital crunch they were under risk of getting insolvent and going bankrupt. As per the current norms, government of India can initiate insolvency proceeding with a threshold at 1 lakh rupees under the Insolvency and Bankruptcy Code. Due to the current COVID pandemic lots of MSMEs were on the verge of being insolvent. Finance ministry announced the insolvency limit enhanced to 1 crore rupees and also government will not file insolvency case till 1 year. This move comes as a huge relief to the struggling MSMEs who are on the brink of closure. Since MSMEs were facing a severe capital crunch the announcement of 3 lakh crores rupees collateral free automatic loans provides a big relief to sustain day to day operations. In order to be more self-reliant and for more growth opportunities, government removed global tender for orders up to 200 crore rupees. This move will help MSMEs to get more business and grow which was earlier lost due to stiff competitions from foreign vendors. To focus on the stressed MSMEs, government announced an additional funding support of 20,000 crore rupees subordinate debt to stressed MSMEs. It is expected that this will benefit around 2 lakh MSMEs. Providing MSMEs will additionally funding for their growth and viability was through a creation of fund of funds. 50,000 crore rupees is allocated to this fund which will help the MSMEs to grow. Also, it was announced that government will pay all the dues pending to MSMEs within 45 days. This will help the cash crunch MSMEs in getting the dues which otherwise would have taken days or even months to get the money during normal course of time.

Conclusion

Global and domestic rating agencies were unanimous that the current corona virus pandemic will be an economic tsunami for India. It is expected that India might not slip into recession due to stronger trade ties with China when compared to US or Euro zone, however analyst belief that the GDP growth impact will be significant (Mathew, 2020). It is expected that without any fiscal stimulus, both domestic industries and MSMEs are likely to enter a slowdown phase with MSMEs being impacted a lot. Considering the current situation, the need of the hour is arrive at a decisive plan to revive the MSME sector by the government. The much-awaited relief package for the MSMEs will definitely provide a sigh of relief to this sector which is struggling with labor, capital and supply chain crunch due to the economic slowdown and lock down induced due to the COVID 19 pandemic. Key measures introduced like subordinate debts, clearing of government dues, change in MSMEs definition, credit guarantees and creation of fund of funds would provide the needful cushion to stop de growth and escape from closure.

While the current stimulus package announced by the Finance Ministry will provide temporary relief by addressing the short-term liquidity, also important is to address medium and long terms requirements of the MSMEs. Post pandemic MSMEs will continue to struggle with working capital and labor and will need the support of financial institutions and government to lend a helping hand to the MSME sector. MSMEs will need to rework on their budgetary requirements and restructure accordingly as per need and requirement of the business to navigate the COVID pandemic challenges successfully.

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Application of Technology Acceptance Model (TAM) on Adoption of Food Delivering Applications (Apps.) among University students in Tamil Nadu

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Abstract

The rapid expansion of information technology and the internet has strengthened retail e-commerce, resulting in significant changes in people's lifestyles and society. Food delivery apps are the application or webpage used for ordering food through an internet-connected smartphone. It is the integration of online orders and offline delivery services. It creates a channel between the restaurants and customers with the help of an internet-connected smartphone. The present study examines the applicability of the TAM model to the adoption of Food Delivering apps. among the university students. The researcher used the convenience sampling method for collecting the primary data with the help of a well-structured questionnaire. The sample size of the study consists of 334 students from Bharathiar University, Coimbatore. The researcher used SPSS for analysing the collected data. Four factors were employed in the study: perceived ease of use, perceived usefulness, attitude, and COVID-19 as independent variables and adoption of Food Delivery Apps. as the dependent variable.

Keywords: Adoption, COVID-19, Food Delivery Apps., Internet, TAM

Introduction

Mobile communication is one of the most widely used forms of communication on the planet. Mobile devices are owned by five billion individuals worldwide, and six billion people have subscribed to these media. Not only is the technology used in interpersonal connections, but it is also used in the sale and purchase of goods and services. . Food delivery apps are the application or webpage used for ordering food through an internet-connected smartphone. It is the integration of online orders and offline delivery services. It creates a channel between the restaurants and customers with the help of an internet-connected smartphone. As per the survey done by Rakuten Insight in August 2021, the Zomato app was the most popular food delivery app in India and Swiggy was the second most popular food delivery app. This study aims to find the antecedents that influence the adoption of Food Delivering Apps. among University students in Tamil Nadu by using the (TAM) Technology Acceptance Model. TAM model is a tool for assessing the factors that drive customers to adopt new technology. Three factors, such as perceived usefulness (PU), perceived ease of use (PEOU), and attitude toward usage, describe the TAM model. In this study, the researcher included one independent variable that is COVID-19 (Situational Influence) in the adoption of Food delivery Apps. among the consumers.

Review of Literature

Preetha and Iswarya (2019) examined the antecedents that affect the adoption of online ordering apps. The study used the Ting Chi item scale for measuring the factors. The study analyzed the data with the help of SPSS by using primary data collected from 100 respondents. The study revealed that the is no significant relationship between the demographic factors and the adoption of Online food delivery apps. The researcher concluded that factors such as prompt response, packaging, personalized service, attractive display and accuracy of information are the most influencing factors that affect the adoption of Online food delivery apps.

Kumari (2019) measured the factors that affect consumer behaviour for the adoption of online food delivery apps. The researcher concluded that social media is one of the important promotion tools and affects the consumers for the adoption of online food delivery apps.

Vinaik et.al, (2019) investigated the consumer awareness of mobile food Apps, as well as the factors

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influencing their uptake. Consumers are primarily affected by convenience and offer for moving to cashless ways of payment, according to the report. And the majority of respondents responded that ease of use, ease of payment, longer delivery time, and getting the expected order are important to them, whereas great customer service, getting the expected order, and having fewer restaurants are important to them.

Jacob et al. (2019) The researcher also analyzed the influence and how the online food delivery application on traditional ways of food servicing and the other reasons restraining non-users of these apps using a sample size of 400 and containing 300 users and 100 non-users differentiating the two age group by Diffusion of Innovation(DOI) Theory. The study concluded that the majority (61%) of respondents choose to buy food through mobile apps, 33% prefer to walk to a restaurant, 5% prefer to order food over the phone, and 1% wants to buy food online browsers. The variables that contributed to the rise of online food ordering systems, which had a large impact on youth, were simplicity and convenience, quality, health concerns, tracing system, offers, hygiene, and payment alternatives.

(T.S et al., 2022) Investigated the TAM model for the adoption of over-the-top (OTT) platforms among young consumers in Kerala. The study concluded that the factors such as PEOU, PU, Price, and Peer influence are impacting the adoption of OTT platforms.

Objectives of the study

- To examine the applicability of the Technology Acceptance (TAM) model on the Adoption of Food Delivering Apps. among University students in Tamil Nadu.

Research Methodology

To analyse the objective, the researcher used a descriptive research design that included both primary and secondary data. The primary data was gathered from university students at Bharathiar University who were enrolled in Post Graduate courses. The primary data are collected with the help of a structured questionnaire using Google Forms. Convenience sampling is used as a sampling method. The sample size of the study is 334 Post Graduate students studying at Bharathiar University, Coimbatore. Secondary data is gathered from a variety of sources, including publications, internet sites, newspapers, and websites. The influence of the independent variables like perceived ease of use, perceived usefulness, attitude, and COVID-19 on the adoption of Food Delivery Apps is investigated using descriptive statistics and regression analysis.

Analysis and Discussions

H_{0a}: There is no significant difference between the gender of the students and their adoption of Food Delivery Apps.

Table 1: showing a significant difference between the gender of the students and their adoption of Food Delivery Apps

Gender	N	Mean	Std. Deviation	Std. Error Mean	t	Sig.
Male	128	4.00	.710	.063	4.424	0.000*

Source: Computed from Primary Data

The above table shows the P-value is less than 0.05, indicating that there is a significant difference between the gender of the students and the adoption of Food Delivery Apps.. The mean value of female students is high compared to the male students, so the researcher concluded that the females are more using online food delivery apps.

H_{0b}: There is no significant difference between the area of the residents of the students and their adoption of Food Delivery Apps.

Table 2: Showing a significant difference between the area of the residents of the students and their adoption of Food Delivery Apps

Area	N	Mean	Std. Deviation	Std. Error Mean	t	Sig.
Urban	176	4.27	.752	.057	2.129	0.034*
Rural	144	4.11	.569	.047		

Source: Computed from Primary Data

The above portrays that the P-value is less than 0.05, indicating that there is a significant difference between the area of residents of the students and the adoption of Food Delivery Apps.. The mean value of urban students is high compared to the rural students, so the researcher concluded that the urban students are more using online food delivery apps.

H_{0c}: There is no significant difference between the income of the parents of the students and their adoption of Food Delivery Apps.

Table 3: Showing a significant difference between the income of the parents of the students and their adoption of Food Delivery Apps.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.200	2	2.600	5.804	.003
Within Groups	142.000	317	.448		
Total	147.200	319			

Source: Computed from Primary Data

It is clear from the above table, that the P-value is less than 0.05, indicating that there is a significant difference between the Income of the parents of the students and the adoption of Food Delivery Apps. in association with the F-value of 5.804. The post-doc test confirms the result. The High-income group's students are adopting the Food Delivery Apps. compared to the low and middle-income group.

H_{0d}: There is no significant influence of perceived usefulness, perceived ease of use, attitude and COVID-19 on the adoption of Food Delivery Apps. among university students in Tamil Nadu.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.955a	.912	.889	.122	1.805
a. Predictors: (Constant), Perceived Usefulness, Perceived Ease of Use, Attitude, COVID-19					
b. Dependent Variable: Adoption of Food Delivery Apps.					

Source: Computed from Primary Data

The result revealed the adoption of food delivery apps. considered as dependent variables and perceived usefulness, perceived ease of use, attitude and COVID-19 are considered independent variables. The result indicated that any change in independent variables will yield a 91.2% change in the outcome variable i.e., adoption of food delivery apps. Durbin Watson reveals that the variables are free from autocorrelation.

Table 4: Coefficients

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	*(Constant)*	*.755*	*.438*		*10.864*	*.000*
	Perceived usefulness	*.463*	*.052*	*.762*	*6.839*	*.000*
	Perceived ease of use	*.343*	*.073*	*.217*	*5.135*	*.000*
	COVID-19	*.535*	*.074*	*.794*	*8.370*	*.000*
	Attitude	*.483*	*.071*	*.192*	*5.398*	*.000*

Source: Computed from Primary Data

The table clearly shows that all the hypotheses are supported because the P-Value is less than 0.05. it indicates that all the predictors such as perceived usefulness, perceived ease of use, attitude and COVID-19 are impacted by the adoption of Food Delivery Apps.

In this study, COVID-19 has the most influencing factor in the adoption of Food Delivery Apps.

The multiple regression equation based on the regression analysis is given below.

Y (Adoption of food delivery apps.) = 0.755+ 0.463X1 +0.343 X2 + 0.535 X3 +0.483 X4

Where, X1= Perceived usefulness; X2= Perceived ease of use; X3= COVID-19; X4= Attitude.

Summary Result of the Hypotheses

H0d1: There is no significant impact of perceived usefulness on the adoption of Online Food Delivery Apps. among university students in Tamil Nadu.

Rejected

H0d2: There is no significant impact on perceived ease of use on the adoption of Online Food Delivery Apps. among university students in Tamil Nadu.

Rejected

H0d3: There is no significant impact of attitude on the adoption of Online Food Delivery Apps. among university students in Tamil Nadu.

Rejected

H0d4: There is no significant impact of COVID-19 on the adoption of Online Food Delivery Apps. among university students in Tamil Nadu.

Rejected

Source: Computed from Primary Data

Conclusion

The emergence of online applications for the purchase of goods and services has created a change in behaviour among consumers all over the world. Using the Technology Acceptance Model (TAM), this study will be undertaken to determine the factors that influenced the adoption of online food delivery applications among university students in Tamil Nadu. Food delivery apps are a special type of application used by consumers for ordering food items by using smartphones and mobile networks. The students are increasingly using food delivery apps. to facilitate convenient and quick food delivery. The study concluded that the factors such as perceived usefulness, perceived ease of use, attitude and COVID-19 are influenced the adoption of Food Delivery Apps positively.

Limitations and Scope for Further Research

The main limitation of the study is, that the researcher focused only on students and a specific university, and the findings of the study may have limited generalizability. Comparative studies also are conducted with different universities to examine any differences among students in adopting the Food delivery apps. Future studies may be conducted with different age groups, different areas, etc.

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Digital Payment In India: A Study on Digital Transformation & Advancement in Digital payments with reference to various Banking Payment Methods

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Abstract

India goes towards a cashless economy with the govt. launching a Digital India campaign to scale back the dependency of the Indian economy on cash and forestall concealing. to form a cashless India and increasing trends in using digital payment systems various payment methods are coming to trend and developing. The Indian digital payment sector has seen ascension in recent years, with the number of transactions increasing at a mean CAGR of 23% ("Transactions 2025," 2019)Growth in digital payments has led to the introduction of recent digital payment modes. Since the launch of UPI in 2016, we've got seen an exponential CAGR of 414% until 2019-2020 has become the foremost preferred mode of payment. Person to Merchant(P2M) has 40% of total UPI transactions. we discussed The new outcomes of digitalization within the financial sector Moving from cash to a cashless economy, Enhancing daily customer activities, Making transactions transparent with the govt., and Attaining global leadership with digital transactions. We analysed the relationship between dependent and independent variables using the Correlation test & we have used descriptive statistics in this study. In conclusion, We expect that UPI transactions to grow by × by 2025. except for UPI, BBPS & NETC have also seen growth at the same rate. BBPS & NETC are growing @ a CAGR of 500% & 123% respectively. (PwC India, 2020a).

Key words: Cashless Economy, Cashless India, Digital India, Future of digital payments.

Introduction

India has moved from credit cards to one-click payments, and we have made a major advancement in how payments are worn out in the past few years. there have been days after we want to carry cash on every occasion in our wallet but now the time has changed a transportable with UPI linked account can do everything adequate to the cash that's how we moved from physical wallet to digital wallet. A cashless Economy describes a state where the transactions don't seem to be conducted using physical notes or coins rather it's done through digital currency and digital payment. Digitalization is a very important part of an economy that strengthens the financial sector of the developing country with changing modern age technology it helps to fight the competition of the developing country. the normal banking industry is getting replaced with digital baking. the normal baking system uses the letter of credit, cheques & passbook, etc… now this can be replaced by internet banking facilities like E-Statemen, IMPS, NEFT & UPI, etc… AI(Artificial Intelligence) and ML(Machine Learning) have replaced the payment framework in 2022 they detect fraudulent transactions in seconds. AI is additionally developing a Voice-activated payment framework to avoid false transactions during this way AI could be a real game-changer within the Payment industry. Blockchain technology is the next new normal in relevancy millennial investors as they're in digital currency blockchain plays an important role because of the digital international ledger. Bio-metric authentication, buy now pay later, card tokenization, and wearable payment devices like NFC tags integrated with their wearables like wristbands, smartwatches, smart rings, or tap & go this is often a superb thanks to secure and error-free payments.

Evolution of Digital payment

Stage-1: The pre-intent era

The pre-card era was a time when people would use cash, debit cards, and credit cards as their primary means of making purchases. This was the state before

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the introduction of the internet and the birth of online banking. It was a time when people would go to the bank, use their debit cards to withdraw money, and use their credit cards to make purchases. It was a time when the use of cash was limited and its use in day-to-day transactions was not necessary. The period of the pre-internet era is 1980 when credit cards were introduced in association with Master & Visa card companies.

Stage-2: The Internet Era

The Internet Era is a new era of technology in which the internet is the primary means for accessing information. It has changed the way we communicate with each other, do business, and learn. The first internet was started in India by the government-owned telephone company VSNL Ltd in 1995. It was a large-scale project that changed the way people accessed information.

Stage-3: Pay U Payments

PayUPayments in India was launched in 2011, and after this, we saw an excellent change in the number of day-to-day transactions in online mode payments.

Stage-4: UPI

The real game-changer in Indian digitalization was the introduction of UPI payments that was in 2016 by (the National Payments Corporation of India). UPI got popular among common people within a short period. Seeing the popularity of the UPI the payment gateways started to add UPI in their payment options, for an instance PAYUPAYMENTS without UPI flourished that's how popular UPI was due to its easy way to make payments and was affordable to all people with limited knowledge.

Digital Payment modes in India:

- Banking cards: They are used to make purchases in stores and online and can be used to withdraw cash from an ATM. Banking card are safer and more convenient than cash and can be used on a variety of devices, such as computers or smartphones. Bank cards can be used without internet access, but most people use them to access their bank accounts, which require the internet with two-step authentication one is a security pin, and another is OTP to a registered mobile number this makes transactions more secured and easier for your transactions. Card companies: Rupay, Visa, Mastercard, etc… This card can be used for various purposes like online payment, cash withdrawals, merchants' payments, shopping, loans & other banking facilities.
- USSD(*99#): Unstructured Supplementary Service Data is an innovative payment service that was started with the motive to make banking available to every common man in the country. This service doesn't require any internet connection for its transaction which can be done even from a basic feature phone just by dialing *99#.
- Aadhaar Enabled Payment System (AEPS) Aadhaar Enabled Payment System (AEPS) is an Aadhar Enabled Financial Innovation (AEFI) initiative by the Government of India to provide a Digital ID.
- UPI: Unified Payments Interface(UPI) is a system that allows user to connect their various bank accounts into one mobile app which helps to make payments from one bank to another seamlessly in an easy way it also allows you to make payments to any of your contact with UPI linked bank account without any bank details just by entering their mobile number.
    - o Mobile wallets: It is a form of carrying digital cash in your mobile wallet. You can link your card)information on your mobile device to a mobile wallet app to make payments without using the payment card. Ex: Paytm, & Yono app, etc…
- Bank Pre-Paid Cards is a system where you spend money that is pre-loaded to your prepaid card on a bank account. This means you can withdraw more than the limit in your bank account. Bank will charge certain fees and cost-covering overdrafts based on the amount over-drafted by the account holder.
- Point of sale: is the place where sales are made. a PoS could also be a mall, a market, or a city. On a micro level, retailers consider a PoS to be the world where a customer completes a transaction, like a counter. it's also called a degree of purchase.
- Internet Banking: is the most widely used banking system it's also known as E-Banking and online banking. Here you get one unified portal(Website) of your bank which acts as a virtual bank. It has almost all the functions that a physical bank does it can include transferring money, Bank-Statements, Balance inquiries, Credit card Payment & Many more Etc….
- NEFT: National Electronic Fund Transfer(NEFT) It's a payment model where you transfer money from one bank to another bank through electronic(Internet) means by entering the bank details of the receiver account, Details include Account Holder name, A/C Number, IFSC code & Phone number(Which is optional) NEFT can transfer up to 2Lakhs per day this facility can be availed only during the bank working days.

- RTGS: is the settlement of funds transfers individually on an order-by-order basis. 'Real Time' means the processing of instructions at the time they're received at a later time. Considering that the fund's settlement takes place within the books of the Federal Reserve Bank of India, the payments are final and irrevocable. Transferring an oversized amount of RTGS is employed. Customers can send a minimum of two lakh and also the maximum doesn't have any limit. RTGS can use during banking hours.
- ECS: Electronic Clearing System is an alternative payment model used for making payments of electricity bills, utility bills, insurance premiums, Telephone bills & Card Payments, etc.
- IMPS: Immediate Payment Service provides an immediate 24X365, interbank E- fund transfer service electronically. IMPS is a method to transfer money quickly across India using electronic applications.
- Mobile banking: Mobile banking is a technology that allows people to access banking information and make payments on their mobile phones while on the move. While some people see mobile banking simply as a means to access banking services that were previously available only at brick-and-mortar branches, mobile banking has opened up many new opportunities and enabled people in need to obtain the financial services they need.
- Micro ATM: Micro ATMs are card swipe machines through which banks can remotely hook up with their core banking industry. This machine comes with a fingerprint scanner attached thereto. In other words, micro ATMs are the handheld point of sale terminals accustomed to disbursing and take advantage of remote locations that bank branches cannot reach.

NETC: The National Electronic Toll Collection: is a system that has had a visible regular increase in a previous couple of years. Recent mandates with the aid of using the govt.. of India have positioned NETC on an exponential increase trajectory. Currently, NETC covers 390+ country-wide toll motorway plazas and seven nation toll plazas. We trust those numbers will develop in the coming years. Further, with the emergence of the various new use instances and a prolonged Government enhance the use of FASTAGs at tolls, we count on as many as 12 instances of increase in NETC transaction volumes with the aid of using 2025. NETC has proven its increase in 2021 that's due to the fact the govt. of India has made it compulsory to apply fast-Tag.

Review of Literature

Aggarwal et al., 2021, The study evaluates India's technological advancement, which has created a range of opportunities for consumers to enter the digital payment space. Demonetization in India has forced all consumers and corporations to embrace and build cashless digital payment platforms. The cashless economy scenario involves various factors for its adoption like reach, availability, and awareness.

Chandrakala, 2019, A digital transaction acquires better straightforwardness, versatility, and responsibility. This paper focuses on the concept of a cashless economy, its pros & cons, and know the modes of cashless transactions. Digital India can be the number one program of the govt. of India with a vision to convert India into a digitally authorized society and knowledge economy. "Faceless, Paperless, Cashless" is one of the declared rules of digital India. Cashless economies, as the name suggests, are people who run frequently on plastic or digital money.

Suma & Hema Divya, 2018, The demonetization brought about enormous development in digital payments. Government drives like Digital India and expanded utilization of smartphones and the internet are means to dramatic development inside the use of digital payments. This change toward digital payment benefits in extra growth in exchanges which enables the nation's economy. the objective of this exploration paper is to test the positive effect that Digitization on the payment system. This paper centers around the examination of the adoption level of these digital payment frameworks by customers information were gathered from 183 respondents in Hyderabad. The gathered information through the survey was examined measurably by utilizing the chi-square method.

Sahayaselvi, 2017, Information Technology (IT) has revolutionized various aspects of our lives; particularly it's provided a straightforward because of going for digital payments. During the Demonetization period, the government of India forced the people directly or indirectly to undertake any or all commercial transactions via Digital mode. people began to a makeover from traditional payment systems toward Digital Payments systems which ensured safe, security, and convenience.

Research Objectives

1. To know the percentage of digital payment or internet bankers in India
2. To know how popular UPI payments are in India
3. To know the factors that defray people to use Digital payments

Research Methodology

This study includes secondary data and it is a conceptual research paper on the digital payment system of India. This research is explanatory research that explains in detail the modes of digital payments.

The variables involved in the study are Dependent Variable: Digital Payment and Independent variables: Smartphone Users, Population Raise & Internet Users. It provides the background and context of the digital payment phenomenon and the current status quo of digital payments. It also discusses the various digital payment modes, their advantages and disadvantages, and the factors that influence consumers' digital payment behavior. This research is appropriate for consumers who are considering making a digital payment, as well as those who are interested in the digital payments industry. We have used the graphical representation tool Column Charts over the entire research paper. Excel 365 V.2102 for the analysis of data and tests conducted are Correlation test and descriptive statistics.

Analysis & Data Interpretation

Table 1: UPI in India for the period of 2016-2021

Year	No. Of Banks Live On UPI	Volume(Cr)	YOY Change Value(In Cr)
2021	274	341780	29446930
2020	207	188810	15511070
2019	144	107880	12509280
2018	134	37460	5286900
2017	71	4190	561280
2016	36	300	

Table 2: Descriptive statistic of UPI in India for the period of 2016- 2021

No bank UPI Live	Results	Volume of transactions	Results	YOY changes	In Millions
Mean	144.333333	Mean	113358	Mean	12663092
Median	139	Median	72670	Median	12509280
Standard Deviation	87.1336139	Standard Deviation	132982	Standard Deviation	11075806
Range	238	Range	341750	Range	28885650
Minimum	36	Minimum	300	Minimum	561280
Maximum	274	Maximum	341780	Maximum	29446930
Sum	866	Sum	680150	Sum	63315460
Largest(1)	274	Largest(1)	341780	Largest(1)	29446930
Smallest(1)	36	Smallest(1)	30	Smallest(1)	561280
Confidence Level(95.0%)	91.4411198	Confidence Level(95.0%)	139556	Confidence Level(95.0%)	13752430

The above table(ii) gives a descriptive statistic of UPI in India for the period of 2016- 2021. As we observe in the above table no (i) the UPI in India was started in 2016 with 36 banks operating live on UPI this number started to grow at a faster rate where just in 5years of time there are 274 by 2021. As per the latest data from NPCI(National payments corporations of India), 323 banks are live on UPI as of May 2022 (UPI product statistics: NPCI - National Payments Corporation of India. NPCI. (2022, May 22). Table (ii) shows that the maximum number of banks as of 2021 was 274 and latest by 2022 323 banks are offering UPI. When we look in terms of the volume of transactions in 2016 it was ₹ 300 Million in 2021 it changed to ₹ 341780 Million as per Table (ii) the maximum YOY change is reported to be ₹29446930 million by 2021 that's a high growth rate to be highlighted.

Table 3: Comparison statistics of the Mobile phone user and UPI transactions year-wise from 2016 to 2021

year	Mobile users (Mn)	UPI transaction(Mn)
2016	304.51	30
2017	394.82	4190
2018	479.34	37460
2019	634.58	107880
2020	748.3	188810
2021	844.84	341780

Source: Sun, S. (2021, September 3). Number of smartphone users in India 2015-2022. Statista.

Table 4: Correlations result

Variables	Smartphone users (Mn)	UPI transaction (Mn)
Smart phone users (Mn)	1	0.94
UPI transaction(Mn)	0.94	1

Table (iii) gives us the comparison statistics of the Mobile phone user and UPI transactions year-wise from 2016 to 2021 keeping this as a source of database we have done a correlation test to find the relationship between the independent variable smartphone users and UPI transactions and we got the correlation (r) r= 0.94 (table iv)

r =0.94 indicates a very strong correlation relationship between the variables that increase in UPI transaction is dependent on an increase in the smartphone user in India.

Table 5: Correlation Test for Internet users & UPI transaction

year	users of internet	UPI Transaction
2016	342.65	30
2017	422.2	4190
2018	493.96	37460
2019	636.73	107880
2020	749.07	188810
2021	845.68	341780

Table 6: Correlation Test result

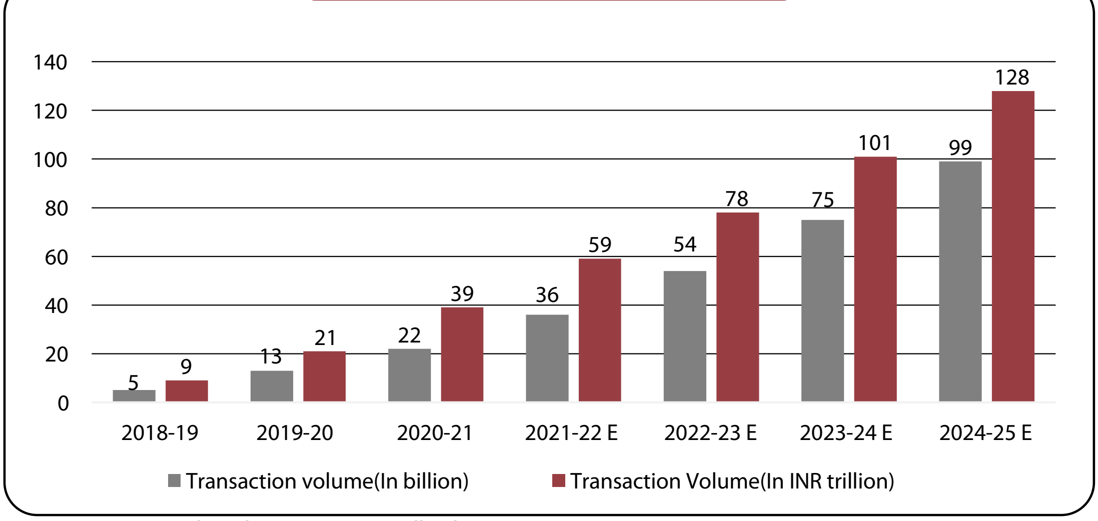
Vriables	internet users	UPI Transaction
internet users	1	0.95
UPI Transaction	0.95	1

r=0.925

Source: Sun, S. (2021, September 3). A number of smartphone users in India 2015-2022. Statista.

As we can analyze the table(vi) shows a **very strong correlation** between Internet users & UPI transactions with an **R-value of 0.95.** So, an increase in the UPI transaction is caused by the increase in internet users they both are interrelated they go hand in hand

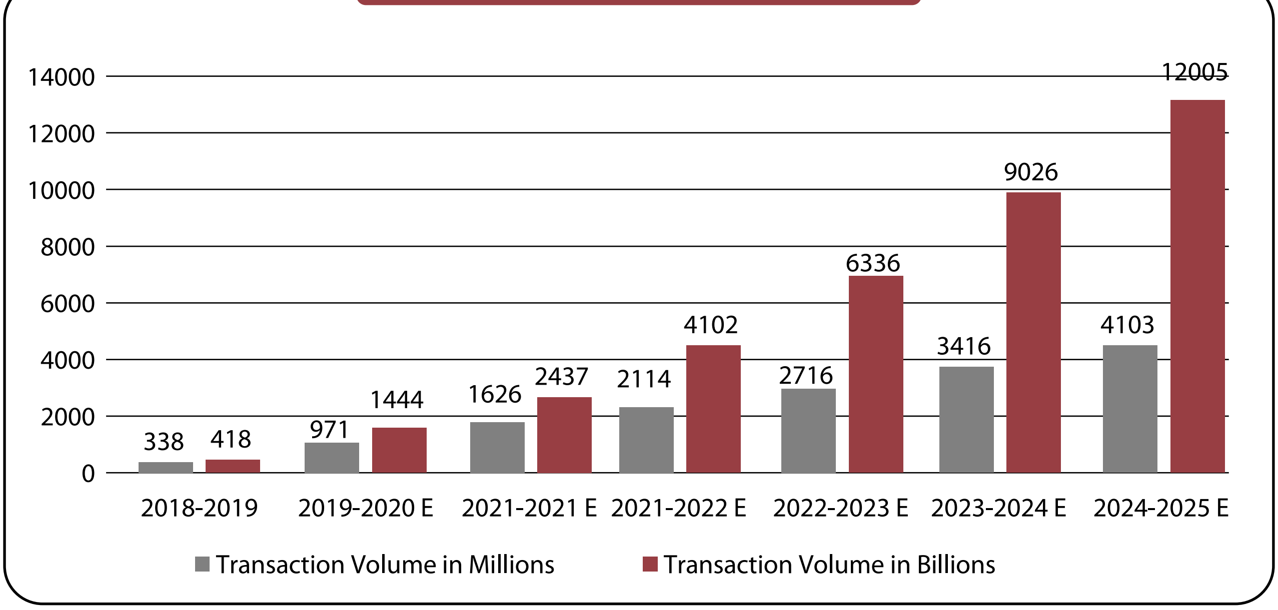
Figure 1: UPI transactions



Source: RBI Data & The Indian Payments Handbook – 2020–2025 - PWC. (2020).

	UPI Cases	Digital Payment Growth
1.	More than 20 million Offline Merchants.	The user base by 2022 will be 300Mn
2.	Applications Supported by Blocked Amount(ASBA)	UPI stands as the second-highest payment method used in India.
3.	Autopay	UPI stands as a competitor for e-wallets for Person to Merchant payments
4.	UPI attached for FASTAGs	NPCI is looking to spread UPI to International Market

Figure 2: BBPS



Source RBI Data & The Indian Payments Handbook – 2020–2025 - PWC. (2020).

UPI(Unified Payment Interface) UPI was launched in 2016 it has shown significant growth at a Compounded Annual Growth Rate(CAGR) of 414%. The growth in the sector of P2M(Person to Merchant) has been increased in 100% of UPI payments 40% is from P2M transactions. The constant growth point of UPI in India is It has 200Million active users every month that's a huge number and Pwc sources state that UPI is expected to grow 7X times more by 2025. As per the current financial year, 2021-22 UPI had a transaction value worth of ₹83.45lakh Cr. This development is dependent on the penetration of smartphone users and gives us a picture that the Indian economy is ready for the next advancement of UPI payment. ¬¬The other reasons for penetration of UPI are that it is Faster, convenient, quick refunds for failed transactions & compactable with any device.

Figure 2: NETC Transactions

Source: RBI data & estimates By Pwc The Indian Payments Handbook – 2020–2025 - PWC. (2020).

National Electronic Toll collection NETC had a constant growth in the recent period. NETC got aware among the people of India after Govt of India mandated the use of NETC (FASTAGs). It has seen rapid growth in 3years like by 2021 it has 110plus million users of NETC that's through FASTAGs. At present more than 300 National highway plazas and Seven State Toll Plazas have installed NETC. Survey Conducted by NPCI Projected growth 12X by 2025.

Figure 3: BBPS (Bharat Bill Pay System

BBPS is a unified platform that allows customers to get all payments at one application or place. BBPS was founded in 2013 by the National Payment Corporation of India. BBPS integrates all bills and helps in payments of bills across various brokers. BBPS has seen an increase in its transactions during 2019 which was 15.9 million in March 2019. It saw a slight decline post-pandemic when compared to 2019 data.

BBPS has seen growth from the following factors:

- Continues onboarding of billers under existing categories (Water and gas supply)
- Expansion into new biller categories
- Integration with banking and mobile applications.

Bill categories

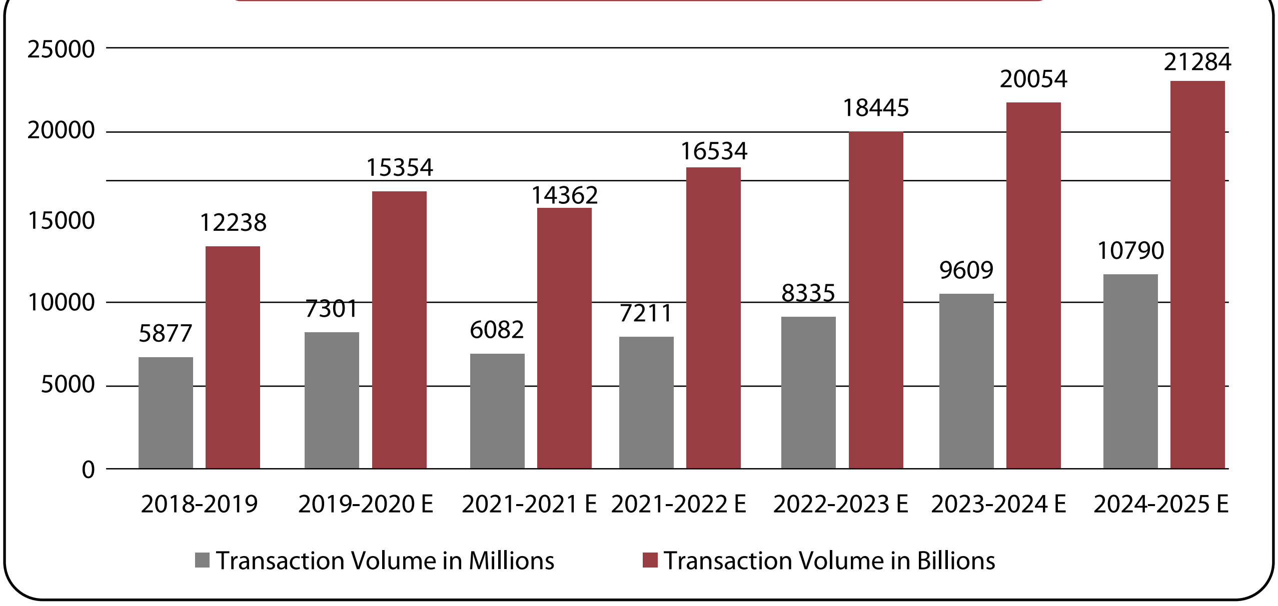
Existing categories	New categories
Direct to Home (DTH)	Life insurance
Electricity bills	Insurance on health
Post-paid Bills	Educational Institutions
Water	Local taxes
Landline bills	Gyms
Piped Gas	

Figure 3: BBPS (Bharat Bill Pay System)

- Transaction Growing@ CAGR of 123%
- 580 Million+ transactions in FY 2019-2020
- 11 Acquiring banks & 27 Issuing banks
- 18 plus million Tags CAGR of 120%

By 2025 new billers' category will contribute 3.1 times the transaction value.

Figure 4: Card Transactions (Debit & Credit card)



Source: The Indian Payments Handbook – 2020–2025 - PWC. (2020).

Figure 5 shows the card transactions

- Debit cards = 852 Million
- Credit cards= 57 Million
- CAGR of Credit card is 22%
- CAGR of Debit Card is 25%

Source: RBI Data Estimates by Pwc

Cards have been the most important medium of payment in the vision of a cashless economy.

PoS Credit cards & debit cards have increased at a compound annual growth rate of 19 and 21% respectively in the last four years. Nearly10Million new cards are added every year since 2016. Due to digitalization, the usage of debit and credit cards is expected to grow in upcoming years. When we observe figure 4.0 we can see the current transaction value of debit and credit cards are 15354Mn and it's estimated to reach 21284Mn by 2025.

Before looking into ATM Transactions let's look into the ATM's Base India currently operating with 2.34 lakhs . ATMs in which 47% were offsite ATMs (As per RBI data).

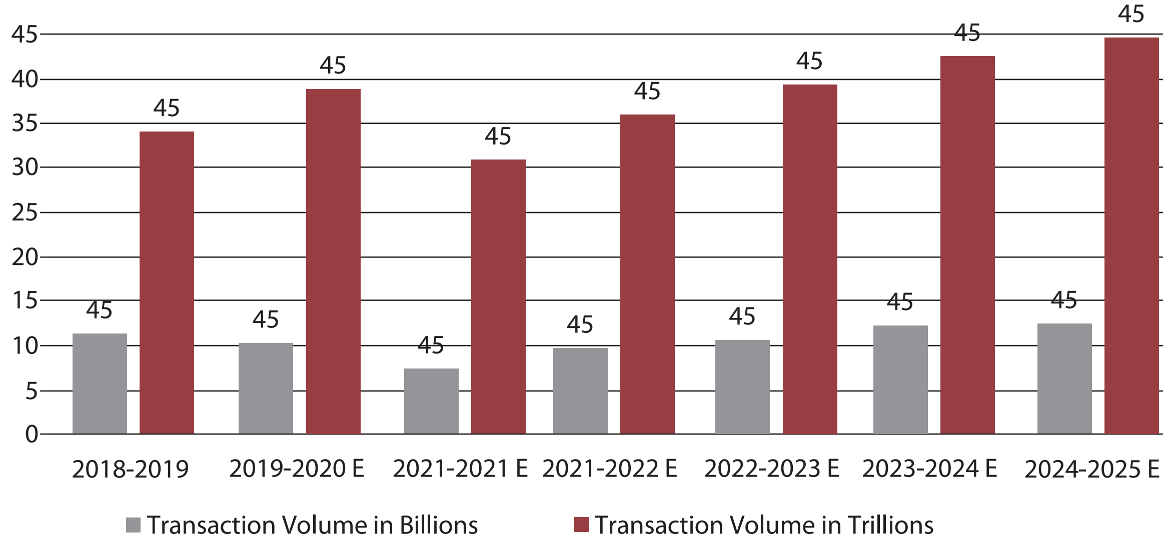
ATM Transactions have been significantly growing at a compound annual growth rate of 9% in the last 4years. Due to the pandemic, the transaction is reduced during the year 2020-21 but it is estimated to have a recovering growth in the upcoming years which not only helps in the recovery of ATM transactions but also recovering the economy of the country.

As per the RBI report income from interchange fees earned from financial transactions at ATMs is the largest contributor to revenue in the ATM business.

As of July 2020, there were 5.08 million PoS merchants in India. A growth of 20% is increased when compared to data of 2019.

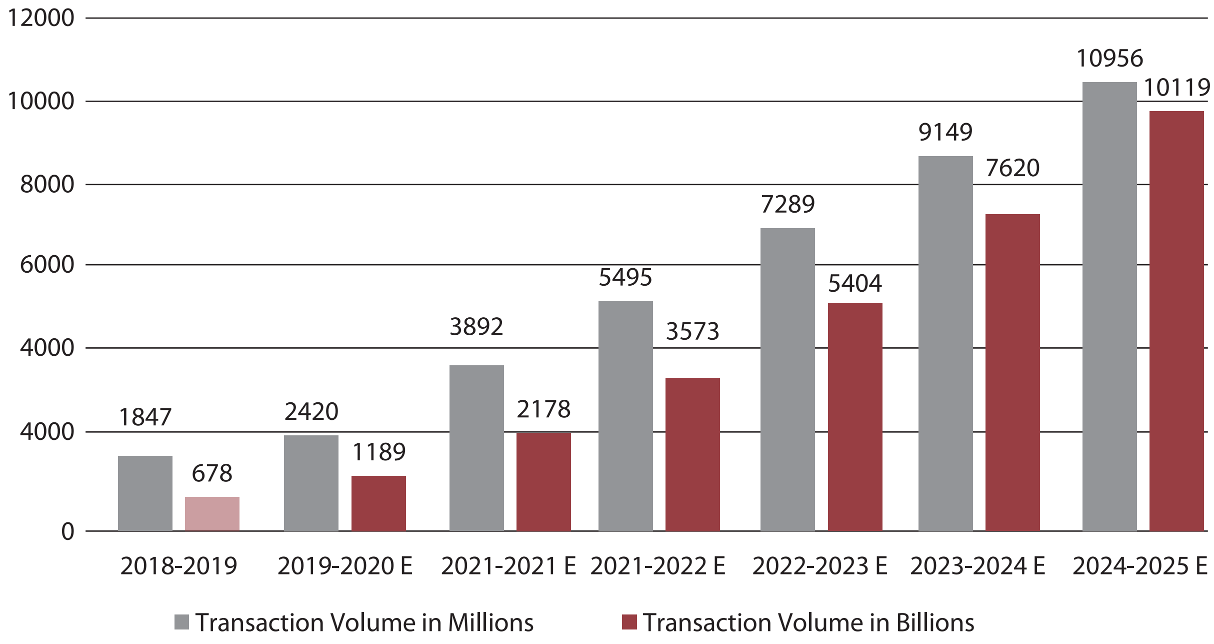
ATM has evolved into a new generation of digital transactions in India this SBI has come with Green cards for people of rural areas to deposit cash and withdraw cash. India has now updated with different modes and options in ATM to withdraw cash and many more options like balance inquiry, Debit, and credit card activation, unblocking card and Activation of Net banking so ATM is not just merely for cash withdrawal, but it also works like a mini bank in 2021 digital banking generation.

Figure 6: ATM Transactions



Source: RBI Data & Estimates by Pwc The Indian Payments Handbook – 2020–2025 - PWC. (2020).

Figure 7: AEPS (Aadhar Enabled Payment System



Source: RBI Data & Estimates by Pwc The Indian Payments Handbook – 2020–2025 - PWC. (2020).

AePS permit online interoperable transactions at PoS (micro-ATMs) terminals through business correspondents of any bank. AePS was launched to facilitate banking services in unbanked/rural areas and disburse Central and regime entitlements under schemes just like the National Rural Employment Guarantee Act (NREGA), welfare pension, and pension for disabled or senior citizens, using Aadhaar authentication.16 Since its launch in 2016, AePS has grown at a CAGR of 137%. It recorded over 400 million transactions in April and can 2020, because of direct disbursement under the stimulus packages announced by the govt. during the COVID-19 crisis. AePS has gained traction within the market, and we believe its adoption would increase within the approaching years. The figure above shows the expansion of AePS in terms of transaction volume and value over the years, along with expected future growth.

Banking Services Offered by AePS:

Cash withdrawal

Mini statement

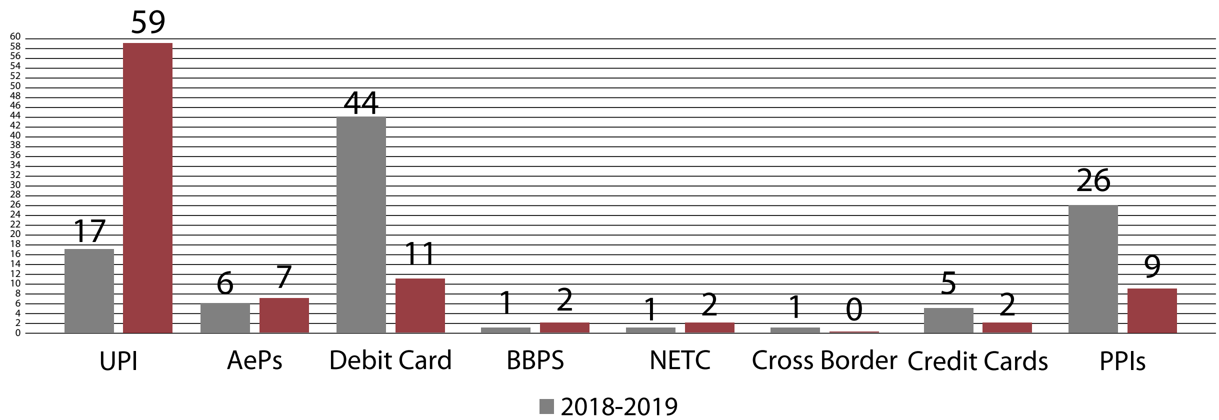
Balance enquiry

BHIM Aadhar pays

Authentication

Cash deposit

Figure 9: Percentage share of Digital payment instruments



Source: RBI Data & Estimates by Pwc The Indian Payments Handbook – 2020–2025 - PWC. (2020).

Conclusion

India is going to be the country with 80% of digitization of payment transactions by 2025, cashless transactions are estimated to be around 80-90% i.e., where hard cash changing hands only once in every five transactions people make by 2025. As per the estimates we saw in this research paper by 2025 India will have a transaction of 238 trillion(INR). The threat of digitalization is security breaches government has to look over securing the digital database, so people feel more secure and trustworthy, so it removes the myth of rural people that they lose money when they transact through a digital mode of payment. Card companies have already taken care of their security issues with two-step authentications(OTP) they have a ticket system where customers can raise a ticket when they found suspicious transactions on their account government also should come up with such plans and security techniques that ensure end-end encryption between customer and bank.

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Monetary policy and profitability of bank; with special reference to State Bank of India

M. Sumathy*
Jisha T. P. **

Abstract

The paper analyses the effect of monetary policy instruments on the bank's profitability of the largest public sector bank state bank of India. The independent variable used for the study is statutory liquidity ratio (SLR), cash reserve ratio(CRR), credit deposit ratio, cash deposit ratio, and bank rate. The dependent variable used for the study is operating profit before provision and contingencies and income on investment. The data is collected from the period 2018 to 2021. The tools used for the study are descriptive statistics, correlation coefficient, and regression analysis. The study found that the monetary policy instruments affect the profitability of the bank and the study suggested that the central bank should take care while framing monetary policy. It should be following the present economic condition of the country otherwise it will lead to an inappropriate money supply within the market.

Keywords: Bank rate, cash reserve ratio, monetary policy, statutory liquidity ratio.

Introduction

The banking sector plays an important role in the smooth functioning of the business world and thereby enhancing the capacity of the economy. They accept deposits from the public for lending. But the money supply in the economy is not under the control of the domestic banks, it is under the control of the RBI. For that RBI uses a monetary policy and it controls the quantity of money available in the economy. Through that RBI aims to influence the macro-economic factors like the rate of consumption, inflation, and economic growth. RBI has a greater role in the supply of money in the economy. Monetary policy can be categorized as expansion and contraction. If a country facing a recession the monetary authority will adopt expansion and if a country facing inflation the monetary authority will adopt contraction and which will bring down the inflation. RBI uses monetary policy instruments to control the money supply in the economy. The monetary policy instruments are SLR, CRR, bank rates, credit deposit ratio, cash deposit ratio, the marginal standing ratio, etc.,

The cash reserve ratio (CRR) is the part of the deposit that a bank needs to keep as cash reserve with RBI. If the money supply is high in the market, RBI increases the CRR. When the cash reserve ratio increases the bank needs to keep more balance with RBI. It will lead to reduced liquidity of the bank and reduces the supply of money to the economy. If the money supply is law in the economy the RBI reduces the cash reserve ratio. Then the statutory liquidity ratio (SLR) is the ratio at which a bank needs to keep liquid assets like cash, gold, and government security as a reserve before providing credit to the customers. These are not reserved with RBI but with the bank themselves. The cash deposit ratio is the ratio of balance with RBI as a percentage of the aggregate deposit. The credit deposit ratio means how much a bank can lend out of the deposit mobilized. Then the bank rate is the interest rate at which RBI lends money to the domestic bank. These are some tools that are used by the RBI to regulate the money supply. In addition, the RBI may buy or sell the government securities and regulate the foreign exchange rate for controlling the money supply. The monetary policy instruments used by the RBI affect the bank's liquidity and profitability. The RBI uses the monetary policy instrument as a tool for controlling the circulation of money in the market. The present study is to find the link between the monetary policy instrument and the profitability of the State Bank of India, which is the largest public sector bank in India.

Objectives of the study

- Evaluate the impact of monetary policy on the profitability of the bank
- To analyze the relationship between the monetary

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policy instruments and the operating profit of the state bank of India.

- To find the change in operating profit in terms of SLR, CRR and cash deposit ratio.

Hypothesis

H_0; there is no significant relationship between the monetary policy instrument and the profitability of the bank

H_1: there exists a relationship between the monetary policy instrument and the profitability of the bank

Review of literature

Wu & Xia, 2016 employs an approximation that makes a nonlinear term structure model extremely tractable for analysis of an economy operating near the zero lower bound for interest rates. Researchers show that such a model offers an excellent description of the data compared to the benchmark model and can be used to summarize the macroeconomic effects of unconventional monetary policy. The estimates imply that the efforts by the Federal Reserve to stimulate the economy since July 2009 succeeded in making the unemployment rate in December 2013 1% lower, which is 0.13% more compared to the historical behavior

Ayodeji & Oluwole, 2018 The paper examined the impact of monetary policy on economic growth in Nigeria by developing a model that can investigate how the monetary policy of the government has affected economic growth through the use of multivariable regression analysis. The variables of monetary policy instruments include Money Supply (MS), Exchange Rate (ER), Interest Rate (IR), and Liquidity Ratio (LR). Economic growth was represented by Gross Domestic Product (income) at constant prices. The results showed the existence of a uni-directional causality between money supply and economic growth, economic growth granger causing liquidity ratio and exchange rates while a bi-directional causality exists between interest and economic growth.

Kearns & Manners, 2018 investigated the impact of monetary policy on the exchange rate using an event study with intraday data for four countries. The study shows that the impact depends on how the surprise affects expectations of future monetary policy. If expectations of future policy are revised by the full amount of the surprise, then the impact on the exchange rate is larger (0.4 percent) than if the surprise only brings forward an anticipated change in policy (0.2 percent).

Fischer et al., 2021 used a factor-augmented vector autoregressive model to examine the impact of monetary policy shocks on housing prices. To simultaneously estimate the model parameters and unobserved factors, we rely on Bayesian estimation and inference. Policy shocks are identified using high-frequency surprises around policy announcements as an external instrument. Impulse response functions reveal differences in regional housing price responses, which in some cases are substantial. The heterogeneity in policy responses is found to be significantly related to local regulatory environments and housing supply elasticities. Moreover, housing price responses tend to be similar within states and adjacent regions in neighbouring states.

Bianchi & Bigio, 2022 analyzed how monetary policy affects the banking system by altering the trade-off between profiting from lending and incurring greater liquidity risk. We consider two applications of the theory, one involving the connection between the implementation of monetary policy and pass-through to loan rates, and another considering a quantitative decomposition behind the collapse in bank lending during the 2008 financial crisis. The analysis underscores the importance of liquidity frictions and the functioning of interbank markets for the conduct of monetary policy.

Research Methodology

The study is based on secondary data collected from various websites, articles, and newspapers. The information with regards to the profitability of the SBI is collected from the quarterly result published by the SBI and the information related to the monetary policy to instruments is collected from the website of RBI. To achieve the objectives the study used uses statutory liquidity ratio (SLR), cash reserve ratio (CRR), credit deposit ratio, cash deposit ratio, and bank rate as the independent variable. Operating profit before provision & contingencies and income on investment as dependent variables. Then the data for the study is collected for the period from 2018 to 2021.

Results and Discussion

Table 1: Shows the descriptive statistics

	Minimum	Maximum	Mean	Std. Deviation
CRR	3.00	4.00	3.7500	.44721
SLR	18.00	19.50	18.6094	.65808
Cash deposit ratio	3.63	5.14	4.5704	.44042
Credit deposit ratio	70.24	78.59	74.6138	2.68250
Bank rate	4.25	6.75	5.2625	1.05601
Operating profit	11973.13	19700.15	16079.0981	2469.60573

Table 1 shows the mean and standard deviation of different ratios and operating profit. The mean value of CRR is 3.75, SLR is 18.60, Cash deposit ratio is 4.57, credit deposit ratio is 74.61, bank rate is 5.262, and mean value of operating profit is 16079.09. Then the standard deviation of CRR is .44, SLR is .65, Cash deposit ratio is .44, credit deposit ratio is 2.6, bank rate is 1.05 and the standard deviation of operating profit is 2469.60.

Table 2: Shows the correlation between CRR and Operating profit

Correlation			
		CRR	Operating profit
CRR	Pearson Correlation	1	-.344
	Sig. (2-tailed)		.192
	N	16	16
Operating profit	Pearson Correlation	-.344	1
	Sig. (2-tailed)	.192	

Table 2 shows the correlation between the cash reserve ratio and operating profit. It shows a weak negative correlation. Then the significance value is .192 which means there is no significant relationship between the cash reserve ratio and operating profit.

Table 3: Shows the correlation between SLR and Operating profit

Correlation			
		CRR	Operating profit
SLR	Pearson Correlation	1	-.781**
	Sig. (2-tailed)		.000
	N	16	16
Operating profit	Pearson Correlation	-.344	1
	Sig. (2-tailed)	.192	

Table 3 shows correlation between the statutory liquidity ratio and operating profit. There is a negative correlation between them. Then the significant level is .000 so there is a significant relationship between them.

Table 4: Shows the regression analysis of SLR and operating profit

Regression analysis					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.781a	.610	.582	1596.41383	2.084

Table 4 shows the regression analysis; it shows R square value of .610. That means 61% of the variation in the operating profit is explained by the liquidity ratio.

Table 5: Shows the correlation between operating profit and cash deposit ratio

Correlation			
		Operating profit	Cash deposit ratio
Operating profit	Pearson Correlation	1	-.118
	Sig. (2-tailed)		.663
	N	16	16
Cash deposit ratio	Pearson Correlation	-.118	1
	Sig. (2-tailed)	.663	
	N	16	16

Table 5 shows the correlation between operating profit and cash deposit ratio. It shows a weak negative correlation between them. Then the level of significance is .663. So there is no significant relationship between them.

Table 6: Shows the correlation between operating profit and credit deposit ratio

Correlation			
		Operating profit	Credit deposit ratio
Operating profit	Pearson Correlation	1	-.673**
	Sig. (2-tailed)		.004
	N	16	16
Credit deposit ratio	Pearson Correlation	-.673**	1
	Sig. (2-tailed)	.004	
	N	16	16

Table 6 shows the correlation between operating profit and credit deposit ratio. It shows a negative correlation between them. Then the table shows a .004 level of significance. That means there is a significant relationship between the operating profit and credit deposit ratio.

Table 7: Shows the regression analysis between operating profit and credit deposit ratio

Regression analysis					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.673a	.453	.414	1890.91637	1.673

Table 7 shows the regression analysis between the operating profit and credit deposit ratio. The R-value is .673 and the R square value is .453. That means 45 % of the variation in the operating profit is explained by the credit deposit ratio.

Table 8: Shows the correlation between bank rate and income on investment

Correlation			
		Bank rate	Income on investment
Bank rate	Pearson Correlation	1	-.583*
	Sig. (2-tailed)		.018
	N	16	16
Income on investment	Pearson Correlation	-.583*	1
	Sig. (2-tailed)	.018	

Table 8 shows the correlation between bank rate and income on investment. It shows a negative correlation between them. Then it also shows that there is a significant relationship between the bank rate and income on investment and it shows a .018 level of significance.

Table 9: shows the regression analysis between bank rate and income on investment

Regression analysis					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.583a	.339	.292	1302.49842	.381

Table 9 shows the regression analysis between the bank rate and income on investment. The R Square value is .339. Which means a 33 % variation in income on investment is explained by the bank rate.

Summary of findings

- There is no significant relationship between the cash reserve ratio and the operating profit of the bank.
- There exist a significant relationship between statutory liquidity ratio and operating profit and 61 % of the variation in the operating profit is explained by the liquidity ratio.
- A weak negative correlation exists between the cash deposit ratio and operating profit.
- 45 % of the variation in the operating profit is explained by the credit deposit ratio.
- The bank rate and income on investment have a significant relation.

Suggestions

- The study found that SLR has a significant relation with the operating profit of the bank. Because it is the ratio at which the bank needs to keep liquid assets with themselves before providing credit to the customers. Even if it harms profit it should be there to ensure the security of the customers who have deposits in the bank.
- The credit deposit ratio above 75 % is not a better decision here the Mean value of the credit deposit ratio is 74.6%. So it should be taken into consideration by the bank.
- When the bank rate increases the banks borrowing cost will increase and it will reduce the supply of money to the economy. If the monetary policy is not following the economic condition it will adversely affect the market. So the authority should take care while framing monetary policy.
- The monetary policy adopted by the RBI must be for controlling the money supply within the economy. They will take any decision following the economic condition. So even if there is any small change in the profit of the bank that will not be a crucial problem.

Conclusion

The present study is about how the monetary policy influences the profitability of the state bank of India. For that here some monetary policy instruments were selected and found the relationship of them with the operating profit of the bank. From the study, we can understand that some relationships exist between the instruments and the operating profit. So the overall suggestion is that the framing of monetary policy should be based on the present economic condition otherwise it will adversely affect the economy overall.

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Quality Management in Teacher Education through Deming's Lens: Panacea or Placebo?

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Abstract

'Quality is never an accident'. Every time, it's the consequence of hard work. It's the desire to create something better. In the last several decades, the concept of Total Quality Management (TQM) has quickly been ingrained in the minds of many top production managers. It's a result of the 1980s' managerialism and commercial ideals. Even though higher education is defined as a set of activities centred on the collection and transmission of knowledge, the research claims that TQM's core concepts of quality improvement, consistency of standardisation, and staff (as well as student) engagement remain important. TQM is viewed as a quality control measure in the business sphere; hence its application in education is questioned. The fundamental objective of this article is to see if TQM and education are compatible in this environment. In addition, this study aims to identify the main impediments to TQM implementation in education. TQM's application in education is presumed, and it is hoped that this study would shed light on the barriers that may stand in the way of applying TQM in teacher education.

Keywords: Compatibility, Continuous Improvement, Quality culture, Teacher Education, Total Quality Management (TQM).

Introduction:

"Total Quality Management" has been used to describe managing for core competence in several contexts in recent years. To achieve long-term success, TQM is an organisational management approach based on quality and the engagement of all of its members. It is a style of thinking about objectives, structure, procedures, and people to guarantee that the appropriate things are done the first time (Venkatraman, 2007). "Quality is never an accident, as John Ruskin once stated. Every time, it's the consequence of hard work. It's the desire to create something better."

Dr W. Edwards Deming, Dr Joseph and Phillip B. Crosby are considered as the **'Management Gurus'** of the quality revolution, even though many others have contributed to the theory and practice of quality management. With Masaaki Imai's help, these three 'Quality gurus' helped design the present set of tools for complete quality management. During World War II in the United States, Dr W. Edwards Deming came up with the idea of Total Quality Management (TQM). When Japan embraced the notion in 1950 to revive its place as the world's leading economic and industrial nation, it took the Americans by surprise. By 1980, Japan had exploited it to dominate global markets. TQM had finally been recognised by the majority of manufacturers at this point (Tofte, 1995).

Objectives and scope

The primary goal of this study is to determine whether TQM is compatible with Teacher Education. In addition, this paper will look for potential roadblocks to implementing TQM in Teacher education. TQM will be a major emphasis of this study to help everyone understand the features and possible benefits of implementing TQM. Total quality is described as a focus on the client; participation and teamwork; and continuous improvement and these are the three key principles.

Research Methodology

A qualitative approach was taken in the course of accomplishing this assignment. We can get a better sense of the study's core concerns and obstacles by using this exploratory strategy. The idea for this venture was backed up by a critical review of the literature and empirical facts.

Findings and Discussions

Total Quality Management: The Concept

It's difficult to pinpoint exactly when and where the phrase Total Quality Management, or TQM, first originated in the context of higher education. Several organisations in the United States and the United

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Kingdom appear to have sprung up out of nowhere in response to increasing budgetary constraints on higher education institutions, which found themselves increasingly constrained to behave like commercial enterprises in a highly competitive market throughout the 1980s (Williams, 1993). Initiated in the 1950s, Total Quality Management (TQM) is a management approach that has grown in popularity since the early 1980s. This ideology is founded on the concept of quality. Scholars used the chance to offer their perspectives on this phrase in a variety of ways while defining overall quality management; as a consequence, several definitions are presented to us with diverse implications. Crosby claims that quality management is an organised approach to making sure everything goes according to plan (Crosby, 1989). Short and Rahim's definition of the term, To ensure the quality of the product, service, and process design, TQM takes a proactive approach (Short, 1995). TQM is, thus, a strategy, a methodical way to guarantee quality and enhance it over time. Deming explains how he thinks. There is no end to TQM's cycle of improvement in the production system; instead, it should be used to improve product performance and quality standards. Yang perceives TQM as a collection of procedures aimed at reducing waste, increasing customer satisfaction, and reducing the amount of rework (Yang, 2004). Continuous quality improvement and higher company performance are the goals of the TQM system and practices. Organizations are viewed as collections of interconnected processes in TQM's eyes. Using TQM, both management and employees work together to continuously improve the quality of the products and services they provide. It is the belief of Goetsch and Davis(1994), that TQM entails continuous improvement efforts that involve all employees in a unified effort to enhance performance at all levels. Comments by Vinni To deliver quality service in this fast-paced world, TQM foster an atmosphere where all assets are utilised creatively and effectively (Vinni, 2021). Kumar et al., (2009) identified TQM as a complete management approach that incorporates all organisational processes to fulfil customer expectations and accomplish overall company goals using all available resources. TQM adheres to the premise that organisations should listen to their consumers, assess how well they are meeting their requests, and drive change to meet or exceed their customers' expectations (Yudof & Busch-Vishing, 1996). According to Wani and Mehraj, TQM results in a customer-driven learning organisation that is devoted to ultimate customer satisfaction via continuous improvement in the effectiveness and efficiency of both the organisation and its processes. TQM considers customer satisfaction to be a critical aspect of a company's long-term performance. TQM emphasises the necessity of staff development because business excellence is essentially determined by an organization's personnel's degree of competence (Kondo, 1993).

"Total Quality Management" (TQM) is defined by Witcher as the combination of three terms: "Total: meaning that everyone is engaged, including customers and suppliers; Quality: meaning that customers' expectations are satisfied precisely, and Management: meaning that senior executives are dedicated". As a whole, the entire organisation is involved in TQM to comprehend each individual's behaviour at each management level.

Deming's chain reaction theory applies to academics also. If we want to be quality in our educational system, we would have to follow this theory which advocates less rework, fewer mistakes, and better use of time and material which leads to productivity improvement. This theory also states that improved productivity needs the total commitment of the entire unit of any institution failing which leads decrease in quality. Deming stresses that the top management has higher responsibility for quality improvement than middle and level management personnel.

Deming's principles for management outlined his thoughts on management and its link with quality: —

i. Cease relying on mass inspection and numerical criteria.

ii. Constancy of purpose

iii. Incoming materials must be of high quality

iv. Incoming materials must be of high quality

v. Refrain from making business decisions based on the price tag alone; consistently and indefinitely improve the system for manufacturing goods and providing services.

vi. Transform the way you supervise and manage your team by implementing innovative, cutting-edge tactics.

vi. Removing the obstacles that prevent hourly workers from taking pleasure in their job by eliminating work standards and numerical quotas is a priority.

vii. Implement an aggressive education and retraining programme.

viii. Define the long-term commitment of the company's senior executives to enhancing quality and productivity.

Altogether these guidelines describe a fundamental basis for an organization's culture. By following these guidelines an organization can improve the work culture and bring quality to the production.

A report by UNESCO, **'Learning: The treasure within'** (1996) tried to explain the quality of education. It highlighted that education should be founded on four pillars throughout one's life:

i. Learning to know-knowledge, in which learners develop their knowledge daily by integrating indigenous and 'external' materials.

ii. Learning to do concentrates on the practical application of what has been learned.

iii. Learning to live together covers important skills for a discrimination-free life.

iii. Learning to emphasize the abilities required for people to reach their greatest potential.

An analysis of the aforesaid definitions indicates four major components of quality:--

(a) Quality is defined by customers.

(b) It is related to customers' needs and expectations.

(c) It has several dimensions of customer satisfaction & need.

(d) Customers' needs and expectations change over lime

Principles of Total Quality Management

Academics can benefit from TQM as well. Many educators feel that Deming's notion of TQM might serve as a framework for educational reform. TQM ideas that John Jay Bonsting feels are most relevant to school reform are laid forth in his paper, "The Quality Revolution in Education. He calls them the "Four Pillars of Total Quality Management."

i. Synergistic Relationships

This concept states that an organization's primary focus should be on its suppliers and customers. Everyone in a TQM organisation is both a client and a supplier.

ii. Continuous Improvement and Self Evaluation

The absolute commitment to continual development, both individually and collectively, is the second pillar of TQM in education. Administrators collaborate with their clients, and the instructors, in a Total Quality college context. The remnants of "scientific management," whose watchwords were compliance, control, and command, have vanished.

iii. A System of On-going Process

The identification of the organisation as a system, and the work done inside the organisation as a continual process, is the third pillar of TQM as applied in academia. This principle's main conclusion is that individual students and instructors are less responsible for failure than the system in which they operate.

iv. Leadership

The fourth TQM concept applied to education is that senior management is responsible for the success of TQM. For pupils to reach their full potential, college professors must create an environment that encourages collaborative learning between them and their students. Leaders and frameworks for continual development in the learning process can be provided by teachers who focus on topic area literacy and principle-centred teaching.

TQM in Education

TQM has unquestionably great promise in the field of education. It should not be assumed that there would be no difficulties or roadblocks in adopting TQM in education (Crawford & Shutler, 1999). Some educators argue that corporate philosophy may not be acceptable for non-profit organisations such as educational institutions. Academic institutions have very different attitudes and attributes, making it difficult, if not impossible, to implement a business mindset (Birnbaum & Edelson, 1989). Students at higher education schools may find it difficult to understand terms like the product, client and empowerment or even strategy and reengineering. According to Schargel, TQM harnesses employee talents in every activity or process and makes cooperation possible and genuine. It encourages people to constantly upgrade their skills (Schargel, 1996a).

To improve the education system, teacher education institutions play an important role by training qualified and efficient instructors (Sharma, 2018). Among the commissions, the Kothari Commission (1964-65) deserves special notice for its thorough examination of all facets of education. Teacher professional development is critical to raising the standard of education, according to the report. "Unfortunately, the post-independence period has ignored the professional education of teachers." There are a few notable exceptions to the general rule that says "quality of training institutes stays either middling terrible." TQM may be introduced in teacher education by following a set of stages. Faculty and administrators must agree on each stage for it to be implemented and the appropriate resources to be provided.

The NPE, 1986 advocates for a significant change in teachers' working conditions and educational standards. The Policy also stresses the teachers' accountability to their students, their families, the community, and their profession.

Total Quality Management (TQM) In Teacher Education Institutions

Teacher competence, sensitivity, and motivation have long been recognised as the most essential determinants of student achievement. The University Education Commission (Dr Radha Krishnan Commission) assessed current teacher training curricula in 1948 and advised that they be flexible and responsive to local needs. The committee suggested that the courses be modified, that appropriate schools be used for practical training, and that more time be dedicated to school practice-in-Teaching. Teacher education is defined by the National Council for Teacher Education (NCTE) as a programme of education, research, and training for persons to teach at all levels of education, from pre-primary to higher education. When it comes to education, teacher training is all about helping instructors improve their skills so that they may better serve their students and the children of their students.

The NCF 2005 imposes certain demands and expectations on teachers, which must be met via both basic and on-going teacher education. The value of qualified instructors to the nation's educational system cannot be overstated. It is generally understood that the quality and amount of student accomplishment are largely governed by instructor skill, sensitivity, and motivation. It is common knowledge that instructors' academic and professional standards are an important component of the necessary learning circumstances for accomplishing educational goals.

Before drafting the Curriculum Framework, the NCFTE (2009) emphasized teacher education concerns, such as a) Professionalization of teacher education. Achieving high-quality educator preparedness. c) Teacher education research and innovation. Open and distant learning (ODL) in teacher training. There is a direct correlation between the quality of curriculum exchange in classrooms, the learning outcomes of students, and the transformation of society as a whole. All of these factors affect the quality of curriculum exchange in classrooms, the learning outcomes of students, and the larger social transformation (NEP 2020).

What Goes Wrong with TQM Programs?

The current teacher education landscape has seen unprecedented growth in teacher education institutions and programmes. Teaching has become a successful business due to rising demand for skilled teachers and the notion that a training degree protects against future unemployment It has also spawned a significant number of substandard teacher education institutions but there are various reasons why TQM theory fails in a developing country like India: few to list

"We are trying to teach twenty-first century leadership skills with twentieth-century teachers in nineteenth-century learning environments."

i. Lack of professional competence, commitment and committed teachers,

ii. Ignoring the needs and expectations of learners.

iii. Lack of accountability, staff involvement and buy-in.

iv. No professional development or lack of synergy

v. Without instruction, the programmes are halted. Frequent changes in program duration

vi. Expecting instant results, rather than a long-term payback.

vii. No feedback mechanism or performance appraisal.

viii.No QAS to follow up or Bench Marking.

ix. Constraints on how an organisation may operate, such as requiring it to use methods that are incompatible with its current production system or workforce. Inadequate infrastructure much contributes to this issue.

Future Directions and Possibilities for Teacher Educator Preparation:

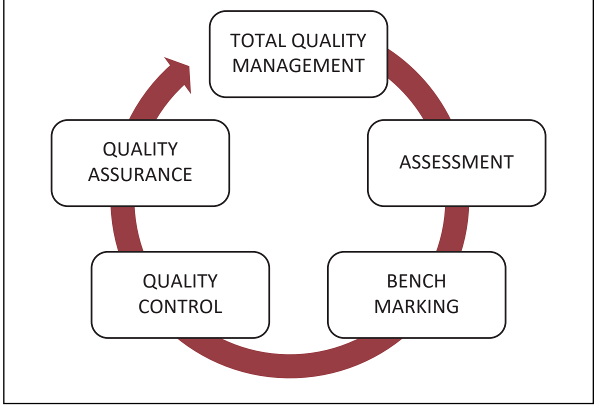
To educate future citizens who support equitable and sustainable development for all parts of society and respect for all, gender equity perspectives, perspectives that build values for peace, respect the rights of everyone, and perspectives that respect and appreciate labour are all important. Children must be taught to change their consumption patterns and attitudes toward natural resources amid the current ecological crisis, which is aggravated by increasingly marketed and competitive lives (NCFTE 2009).

As we consider the future of teacher education and the role it will play in society, we should keep in mind the worldwide exchange of ideas that have contributed to the current state of our understanding of teacher education. It appears as though we are coming to a consensus on basic concepts that should guide our efforts to find a philosophy of teacher education that meets the demands of our day.

It is also necessary to emphasize research-related abilities as well as professional rigour and relevancy of information.

There is a critical need as envisaged in NEP 2020 to improve introductory teacher education by raising the admission qualification and duration of the training, making it similar to a degree programme (ITEP), effective management and control of primary teacher education in a professional body with university faculty rank. The TQM cycle is portrayed below in Fig.1

Figure 1: The Quality management Cycle



Perspectives on Equitable and Long-Term Development

i. The Teacher's Vision, Teacher Education and expected learning outcomes.

ii. Teacher Education Professionalization and Bench Marking

iii. Curriculum for Developing self-one's Aspirations as a Teacher Engagement with theoretical notions and frameworks in transactions

iv. Educating self to be a reflective practitioner

v. Development of national professional standards (NPST) as envisaged in NEP 2020

vi. A Structured Environment for Teachers' Personal and Psychological Development

vii. TLC (Teaching Learning Centers): A Platform for Developing a Skill Repertoire

viii. It is thus proposed that present teacher education models at all levels of school education be gradually replaced by models that mix general education with professional development as well as a quality intense internship with schools.

viii. As stated in the NCF Position Paper, existing teacher education programmes, such as the M.Ed., have been relegated to the status of liberal studies and are not sufficient to promote deeper debate in education and the opportunity to conduct interdisciplinary research. Limited opportunities for professional growth and quality concerns in essential areas of education, such as curriculum analysis and design, pedagogic studies and epistemological issues and school-society problems, are provided by these. Teachers' education in India is focused on a positivist approach based on the established schools of thought in educational psychology, with minimal contact with the huge number of innovative experiments that have blossomed across India since the 1980s."

Conclusion

Since TQM makes the most of every employee's potential to produce high-quality products, as seen in the above image, it may benefit any firm. TQM's theory originated in the business sector, but it can be used in any organization that has input and output, regardless of industry. TQM focuses on the 'Quality' of an organization's products and services to meet the needs and expectations of its consumers. When applying TQM to our educational system, it is apparent that all faculty members would have to re-examine their accountabilities, responsibilities and tasks. As a result, we must eliminate the practice of mass inspections, stay open to the acceptance of new ideas, and build a trusting and collaborative work environment and culture. To be the greatest in all areas of education, will help us get there. Participants in TQM education must be well-educated and well-trained to achieve the stated goals, and everyone involved must have an understanding of TQM concepts to do so. With a few devoted individuals, TQM may achieve greater success. TQM implementation can only be effective if the leaders, managers, interpersonal communicators, problem solvers, and creative collaborators have the right vision and abilities adopting the TQM cycle as illustrated in Fig, 1. However, the solution to the question given in the title of this paper does not constitute either a panacea or a placebo but certainly potential. Preparing teachers to deliver 21st-century skills with potential leadership development and capacity building remains a focal point of discussion.

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A study of the relationship between job satisfaction and its Dimensions - A case Study of Employees working in Urban Co-operative Credit banks in Belagavi District

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Abstract

"A SATISFIED EMPLOYEE IS THE ASSEST OF THE BANK" Job satisfaction refers to favourable attitude of the employee towards the job. job satisfaction depends upon factors like employee empowerment, performance appraisal, nature of job , supervision , career development, fringe benefits . The present study analyses the effects of above factors on job satisfaction .For the purpose the primary data is collected from 285 respondents working in co-operative credit banks with the help of per-structured questionnaire. To analyse the data researcher employed multi stage ANOVA, t -test , chi- square test and correlation matrix. The results of the analysis revealed that the Bank employees are happy with the working conditions in the bank . There is a negative relationship between job satisfaction and salary , employee empowerment, performance appraisal , Nature of job , career development , fringe benefits etc.

Keywords: Job satisfaction, employee empowerment, Employee participation, supervision, Nature of job, career development, Fringe benefits.

Introduction

Job satisfaction refers to favourable attitude of the employee towards the job. An employee who's happy with the job will put his heart and soul together in the discharge of his duties. As the result of this his productivity will be high, he will not remain absent often, he will be prompt in the discharge of his duties, he will not be idle. He will be courteous in dealing with the customers which is very important in the service industries like the banks.Thus an employee who is satisfied with his job is an asset of the organization. The job satisfaction depends on various factors. In this study an attempt is made to know the relationship between the job satisfaction and the various dimensions of job satisfaction like: Employee empowerment, supervision, nature of job, career development, performance appraisal, employee participation fringe benefits etc.

Banks are financial institutions who lend money for various economic activities by channelizing the surplus funds of the people who deposit with the banks. The economic development of the country to a large extent depends upon the sound banking system. For this the banks need to be managed professionally to face the competition from the banks operating in the economic environment and ensure that the borrowers return the principle amount of the loan with interest so that the banks can re lend them to others in the future. Since banks are service oriented institutions the quality of service goes a long way in determining the survival and the growth the banks. This in turn depends upon whether the employees are satisfied with their jobs or not. A satisfied employee will render the service to the customers with a smile on his face. This makes the customers happy and feels like at home. A satisfied customer is an ambassador of the bank as not only he but others also will start banking with the bank where the quality of service is good on his recommendation. Hence there is a need for studying the job satisfaction of the employees working in the urban co-operative banks in Belagavi District.

Review of literature

Bhat Gopalkrishna (2013) found that there is no significant difference in the HRD policies followed in different software companies in Karnataka. The study emphasized the role of using information technology in human resource function and support of automation and computerization to HRD functions like recruitment, training, performance appraisal,

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etc. By implementing HRIS, the organizations can get quick and correct information for decision making. Formulation of appropriate plans, policies, programmes and strategies make HR function more strategic and improve the quality of services. The HRD increases the competitive advantage and helps to achieve business goals. The study also stated that HR function is becoming a partner in formulation and implementation of business strategy. The need for extending the placement opportunities to educational institutions in rural area has been highlighted.

Sonal Purohit (2013) analysed the HRM policies of LIC before privatization and after privatization. The study revealed that formal training has been given more importance in post privatization period than that in pre privatization period. The expectations of organizations in case of recruitment, educational level of candidates have increased after privatization. The rigid pattern followed in case of learning and development in pre-privatization has shifted to good HRD programmes developed to improve the performance of employees. The researcher stated that there has been lot of changes in post privatization period. The training programmes have been revised and pay scales have been improved. It is stated that the LIC realized importance of effective HRM policies after privatization and implemented plan and programmes to improve the performance of its employees.

Gadekar Sonali (2012) studied the necessity of re-engineering of HR practices to gain competitive advantage. The study emphasized the creation of sense of belongingness among employees and participation thereof in decision making process of the organization. It is pointed out in this study that the employee's decision to stay in the organization is highly influenced by the HRD policies. Women employees have been focused in this study and it is suggested to follow some HRD practices for women such as flexi timing, maternity benefits, work life balance through employee engagement schemes. The researcher has stated that to create sense of belongingness and to retain women employees some women friendly services should be provided such as separate pick up and drop up facilities for women workforce, crèche and kids care, health check-up facilities, facilitation for spousal employment, opportunities for hiring women with disabilities, gender biased free environment, fast track solutions for grievances, involvement in policy making for women. The study pointed out that the retaining cost is always lesser than the recruitment and training cost.

Joshi Parikshit and Srivastava Anuj (2012) examined status of structuring of HRD climate and subsystems in Indian public sector. The study revealed that good HRD policies bring conducive environment for the development of the employees and the organization. In this study, six basic non-financial motivation techniques viz., praise and recognition, competition, participation, job rotation, delegation of authority and job sharing. Findings of this study revealed that if there is conflict between the opinions of managers and employees regarding the improvement in performance level, the productivity is reduced. Study found that non-financial appreciation methods like appreciation letter, recognition through display on notice boards, provision for job enrichment, etc. help in motivating employees.

Santosha Shetty G. (2011) studied the role of HRM in value creation in co-operative banks. The study indicated that the value creation and employee satisfaction are related to each other. The researcher is of the view that reputation of any co-operative bank is depending upon the value creation. It is suggested that there should be unbiased and impartial approach in case of performance appraisal and promotion. It is also suggested that the banks must focus on aligning their HRM practices to corporate strategy and to follow a professional approach to plan and manage their human resources. Value creation is depending upon the quality of service which in turn depends upon the quality of employees. Quality is depending upon the satisfaction level of employees. Therefore, HR department should satisfy its employees not only in terms of salary, but also in terms of other factors. Employees want to be treated respectfully and they want to be involved in decision making machinery.

George O. Omondi, Peterson Obara Magutu, Cliff Ouko Onsongo, Linda A. Abong (2011) have studied the adoption of extent of adoption of strategic human resource management practices among commercial banks in Kenya. In this study, some factors which discouraged the adoption of human resource development practices have been recognized. Such factors are lack of participation of employees, lack of good work environment, etc. To make organization effective, the study stressed on preparation of HRD practices. Banks need to address poor communication and decision making process for effective implementation, monitoring and evaluation of HR policies.

R. Krishnaveni, Deepa R., (2011) claimed that while implementing HRD policies, organizations should focus not only training programmes but they should also give importance to career planning, employee participation and transparent compensation for employees. The study implied that the industries should have written HR policies and they should be communicated to employees. The study also brought out the influence of contingency variables like age, size, ownership, status, life cycle stage of the organization and level of technology and industry characteristics on HRD policies.

Anil Kumar Singh (2005) identified the relationship between human resource practices and the philosophy of management of the Indian business organizations. In this study, the relationship between HRD practices and management philosophy has been established. It is found that in public sector, the HRD policy and management philosophy are not related to each other. But in private sector, the HRD policies consider management philosophy.

Muhammad Asif Khan (2010) evaluated effects of human resource management practices on organizational performance in oil and gas industry in Pakistan. The study examined the effects of these practices on measures of organizational performance i.e., product quality, productivity and overall performance. It is found in the study that the HRM policies have influence on productivity, product quality and performance. The study also stated that public and well as private sector organizations in Pakistan are following effective HRM policies to improve business performance and remain competitive.

Taiyab Shaikh (1982) studied the HRD policies in selected urban co-operative banks from Mumbai and Pune to examine the adequacy or inadequacy existing HRD policies in relation to the objectives adopted. The study stressed on ineffective training policies in the banks. It revealed that the management of co-operative banks possess the conservative approach towards providing the facilities to employees. It focused on inclusion of employee participation, healthier attitude towards employees, improvement in working conditions while framing HRD policies.

P. Sivaprakasam (1993) studied HRD policies in central co-operative banks in Tamil Nadu to identify problems faced in implementing the HRD policies. The study focused on need of separate department for HRD which evaluates the effectiveness of HRD policies. It also focused on need for systematic policies for recruitment, selection and performance appraisal system in banks.

D. Ravindra Prasad (1975) examined HRD policies in the DCC banks in Andhra Pradesh. The study focused on the need of training in co-operative banks. The researcher found that there is lack of professional competence in the co-operatives administration. The researcher expressed the need of competent people in the management. Such competence helps in framing good HRD policies.

Jyoti Sadhu (2008) conducted a study to measure the competence of bank personnel in Jammu on the basis of judgement of executives and customer. The study revealed that the participation of employees in decision making is needed to maintain high level of performance of employees. The researcher found that there is need of standardizing the procedures in HRD policies of the banks. The study found that the competence of employees in banks would increase when the HRD policies are favourable. It is observed that when the employees are not satisfied with HRD policies in the banks, the customers and employees hesitate to give their opinion .

Vidya Salokhe (2003) pointed out the involvement of employee associations in framing HRD policies. The study revealed that there is a need of employing HR professionals in the banks. While comparing HRD policies in public sector banks and co-operative banks, it was found that public sector banks have more effective HRD policies than those in co-operative banks.

Prafulla Chandra Mohanty, Girija Prasad Acharya (2013) studied the labour welfare activities in public sector undertakings. The researcher found that when earnings of public sector undertakings increase, there is no corresponding increase in the expenses related to employee welfare activities. The labour welfare amenities are provided as per the provisions in the law. To create good industrial relationship. sound welfare amenities are required to be included in the HRD policies.

Naresh Kumar (2003) analysed the effect HRD policies regarding motivation on behavior and efficiency of employees in banking sector. The study emphasized the positive effect of good HRD policies on job satisfaction of employees. Employees are motivated by pay package, incentives and recognition. It emphasized the more decentralization of authority and decision making power in banks. The researcher considered physical facilities, job enrichment and recognition of good work as the factors for motivation of employees.

K. Gupta, Tej Singh (2005) compared HRD policies in Indian banks and foreign banks. The study revealed that HRD policies in Indian banks are informed properly to employees but there is less support of management for the implementation thereof. The need of development oriented HRD policies have been sought in Indian banks. The comparative analysis in this study stated that effectiveness in training, performance appraisal system and effective counselling attitude of management create good HRD climate in both Indian and foreign banks.

Many scholars have undertaken research on the job satisfaction of employees in different organizations as shown below . However it is found that nobody has undertaken the research on job satisfaction of employees working in urban co-operative credit banks in Belagavi district. Hence the present study pugs this loop hole .

OBJECTIVES OF THE STUDY.

1. To study the relationship between various Dimensions of Job satisfaction and job satisfaction of the employees working in urban co-operative credit banks in Belagavi district.
2. To analyses the impact of various dimensions of job satisfaction on job satisfaction of employees.
3. To make suggestions in the light of the findings of the study.

LIMITATION's OF THE STUDY

1. The findings and conclusions of the study are based on the primary data collected from the respondents which cannot be 100% accurate as their subject to personal prejudices.
2. Present study is based on Belagavi district only.

Research Methodology

The present study is based on the primary data collected from the employees working in 36 urban co-operative credit banks in Belagavi district. For this purpose, the Pre- structured questionnaire was canvased among the respondents. The data was collected from 285 employees working in the urban co-operative credit banks in Belagavi District. The respondents were selected on random basis. To Analyse and interpret the data various statistical tools are used like: Mean, standard deviation t-test, ANOVA, and F-test etc.

Data Analysis and Interpretation

Cranach's alpha is the most common measure of internal consistency ("reliability"). It is most commonly used when we have multiple Likert questions in a survey/questionnaire that form a scale and we determine if the scale is reliable or not. It is also called a scale reliability coefficient. The reliability test of the questionnaire used in this research has been worked out in the following table

Table 1: Assessment of Reliability: Variable Wise

Variables	Cronbach's Alpha (α) *
Employee Empowerment	.855
Supervision	.812
Fringe benefits	.714
Performance Appraisal	.815
Nature of Job	.844
Career Development	.805
Employee Participation	.804
Overall Satisfaction	.744

Source: *Compiled and calculated by researcher through questionnaire.*

The above table shows all the variables are having Cronbach's alpha worked out to be more than 0.7 and hence can be considered as reliable.

Table 2: Employee response on Employee Empowerment as a Dimension of Job satisfaction

Employee Empowerment	N	Average Response	Std. Deviation	Variance
Bank empowers you to make decisions	285	2.76	1.227	1.506
Bank entrust you to responsibilities	285	2.76	1.227	1.506
Bank encourages to spare your ideas with management	285	3.03	1.056	1.115
Bank Provides enough resources to accomplish responsibility	285	3.10	1.031	1.064
Bank Provides financial support to handle responsibility	284	3.08	1.109	1.231
Bank Involves you in decision making	285	3.21	1.005	1.010
Satisfied with the employee empowerment by the bank?	285	3.33	1.008	1.016
Valid N (listwise)	284			

Note: Response is measured as 1- Strongly Disagree, 2- Disagree, 3-Neutral, 4-Agree, 5-Strongly Disagree

Table 2 above measures the response of the employees on Employee Empowerment as a Dimension of Job satisfaction. Out of 285 employees, the maximum number of employees agrees with the overall employee empowerment by the bank. The highest mean value is 3.33, which means that the maximum number of employees opine above neutral to the basis on which the banks empower its employees is reasonable. Similarly, the maximum standard deviation is 1.227, which explains that these banks need improvement in necessary empowerment programs that are usually provided for updating as well as learning new skills for employees in the banks.

Ho1 (Null Hypothesis): There is no significant relationship between employee empowerment and the overall job satisfaction of the employees.

To test the above hypothesis on employee empowerment factor having an impact on overall job satisfaction of the bank employees, an alternative hypothesis is formed challenging the null hypothesis

HA1 (Alternative Hypothesis): There is a significant relationship between employee empowerment and the overall job satisfaction of the employees.

To test the above hypothesis, standard normal variate Z-statistic is used as a test statistic. The details of its work out have been given in following table no 2 .From the table above, we have t value worked out to be 10.150 with the p-value equal to .000 which is less than the level of significance 0.05. We can infer that, the null hypothesis is failed to be accepted. Which means that the alternative hypothesis that there is a significant relationship between employee empowerment and the overall job satisfaction of the employees holds well in the current study?

Table 3: Results of One-Sample Test on Employee Empowerment

Dimension	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Employee Empowerment	10.150	284	.000	.425	.34	.51

Table 4: Employee response on job supervision as a Dimension of Job satisfaction

Job Supervision	N	Average response on a scale of (1 to 5)	Std. Deviation	Variance
Supervisors are in good looks with all subordinates	285	2.31	1.143	1.307
Supervisors are committed to quality of work and results	285	2.75	1.074	1.153
Supervisors are active in involving you in team decisions	285	2.92	1.133	1.283
Supervisors support the sub coordinator in difficult time	284	3.07	1.003	1.006
Overall satisfaction in terms of job supervision	285	3.89	.873	.762
Valid N (listwise)	284			

Note: Response is measured as 1- Strongly Disagree, 2- Disagree, 3-Neutral, 4-Agree, 5-Strongly Disagree

Table 4 above measures the responses of the employees **on Job Supervision as a Dimension of Job satisfaction.** Out of 285 employees, the maximum number of employees agrees with the overall job ssupervision by the bank. The highest mean value is 3.07 in only one variable measuring job supervision. All the remaining questions on job supervision are showing average response less than 3.0, which means that the maximum number of employees opines that Job supervision is below the average level i.e. not agreeing to the statement that banks are doing proper supervision. It further indicates that, the overall satisfaction is above aaverage in respect of Job supervision.

Ho1 (Null Hypothesis): There is no significant relationship between Job Supervision and the overall job satisfaction of the employees.

To test the above hypothesis on Job supervision factor having an impact on overall job satisfaction of the bank employees, an alternative hypothesis is formed challenging the null hypothesis

HA1 (Alternative Hypothesis): There is a significant relationship between Job Supervision and the overall job satisfaction of the employees.

To test the above hypothesis, t-statistics used as a test statistic. The details of its work out have been given in following table no.

Table 5: Results of One-Sample Test on Job Supervision

Dimension	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Employee Empowerment	10.150	284	.000	.425	.34	.51

From the table 5 above, we have t value worked out to be 5.885 with the p-value equal to 0.000 which is less than the level of significance 0.05. We can infer that; the null hypothesis is failed to be accepted. Which means that the alternative hypothesis there is a significant relationship between Supervision and the overall job satisfaction of the employees holds well on the current study?

Table 6: Employee response on Performance Appraisal as a Dimension of Job satisfaction

Performance Appraisal	**N**	**Average response on a scale of (1 to 5)**	**Std. Deviation**	**Variance**
Does your bank performs performance appraisal	285	3.10	.992	.984
Frequency of appraisal	285	3.96	.934	.872
Adopted method of performance appraisal	285	3.87	.993	.985
Communicates the result of appraisal to all employees	285	3.68	.992	.984
Bank conducts counselling session after appraisal	285	2.72	.934	.872
Satisfied with the appraisal method	285	3.36	.993	.985

Note: Response is measured as 1- Strongly Disagree, 2- Disagree, 3-Neutral, 4-Agree, 5-Strongly Disagree

Table 6 above measures the response of the employees on performance appraisal as a Dimension of Job satisfaction. Out of 285 employees, the maximum number of employees agrees with the overall job Supervision by the bank. In only one variable measuring performance appraisal the average response is less than 3. It further indicates that, the overall satisfaction is above Average in respect of Performance Appraisal.

Ho1 (Null Hypothesis): There is no significant relationship between Performance appraisal and the overall job satisfaction of the employees.

To test the above hypothesis on Job supervision factor having an impact on overall job satisfaction of the bank employees, an alternative hypothesis is formed challenging the null hypothesis

HA1 (Alternative Hypothesis): There is a significant relationship between Performance appraisal and the overall job satisfaction of the employees.

To test the above hypothesis, t-statistics used as a test statistic. The details of its work out have been given in following table no. 7

Table 7: Results of One-Sample Test on Performance appraisal

Dimension	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Performance Appraisal	3.701	284	.000	.140	.07	.21

From the table 7 above, we have t value worked out to be 3.701 with the p-value equal to 0.000 which is less than the level of significance 0.05. We can infer that the null hypothesis is failed to be accepted. Which means that the alternative hypothesis that there is a significant relationship between Performance Appraisal and the overall job satisfaction of the employees holds good in the current study.

Table 8: Employee response on Nature of Job as a Dimension of Job satisfaction

Nature of Job	N	Average response on a scale of (1 to 5)	Std. Deviation	Variance
Do you find your job role interesting and challenging	285	4.00	1.000	1.300
Clarity regarding the job role	285	2.29	1.180	1.392
Bank defines job description to every role	285	2.75	1.017	1.035
Decides job profiles on the basis of appraisal counselling	285	2.70	.978	.957
Promotion demotion decided based on appraisal	285	2.88	.999	.997
How satisfied are you with the nature of _job	285	2.80	.907	.823
Valid N (listwise)	2			

Note: Response is measured as 1- Strongly Disagree, 2- Disagree, 3-Neutral, 4-Agree, 5-Strongly Disagree

Table 8 above measures the response of the employees on Nature of Job as a Dimension of Job satisfaction. Out of 285 employees, the maximum number of employees agrees with the overall job Supervision by the bank. The highest mean value is 4.0 in only one variable measuring Nature of Job. All the remaining questions on nature of job are showing average response less than 3.0, which means that the maximum number of employees opines that Nature of Job is below the average level i.e. not agreeing to the statement that banks are doing proper Nature of Job. It further indicates that, the overall satisfaction is above Average in respect of Nature of Job.

Ho1 (Null Hypothesis): There is no significant relationship between Nature of Job and the overall job satisfaction of the employees.

To test the above hypothesis on Job supervision factor having an impact on overall job satisfaction of the bank employees, an alternative hypothesis is formed challenging the null hypothesis

HA1 (Alternative Hypothesis): There is a significant relationship between Nature of Job and the overall job satisfaction of the employees.

To test the above hypothesis, t-statistics used as a test statistic. The details of its work out has been given in following table no 9

Table 9: Results of One-Sample Test on Nature of Job

Dimension	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Nature of Job	6.738	284	.000	.386	.27	.50

From the table 9 above, we have t value worked out to be 6.701 with the p-value equal to 0.000 which is less than the level of significance 0.05. We can infer that, the null hypothesis is failed to be accepted. Which means that the alternative hypothesis there is a significant relationship between Nature of Job and the overall job satisfaction of the employees holds good on the current study.

Table 10: Employee response on Employee Participation as a Dimension of Job satisfaction

Nature of Job	N	Average response on a scale of (1 to 5)	Std. Deviation	Variance
Co-workers are helpful to each other	285	2.25	1.337	1.788
Co- workers are in cordial relationship	285	2.88	1.107	1.225
Bank Overloads employees with team goals	285	2.75	1.020	1.040
Do you think individual goals are too high	285	2.80	.995	.989
Are you given a suitable role	285	2.89	1.019	1.038
Satisfied with your participation in the bank management	285	3.04	.913	.833
Valid N (list wise)	284			

Table 10 above measures the response of the employees on **Employee Participation** as a Dimension of Job satisfaction. Out of 285 employees, the maximum number of employees agrees with the overall Employee Participation in the bank. The highest mean value is 3.04 in only one variable measuring. All the remaining questions on Employee Participation are showing average response less than 3.0, which means that the maximum number of employees opine that Employee Participation below the average level i.e. not agreeing to the statement that bank is doing proper employee participation .it further indicates that, the overall satisfaction is above the Average in respect of Employee Participation

Ho1 (Null Hypothesis): There is no significant relationship between **Employee Participation** and the overall job satisfaction of the employees.

To test the above hypothesis on **Employee Participation** factor having an impact on overall job satisfaction of the bank employees, an alternative hypothesis is formed challenging the null hypothesis

HA1 (Alternative Hypothesis): There is a significant relationship between **Employee Participation** and the overall job satisfaction of the employees

To test the above hypothesis, t-statistics used as a test statistic. The details of its work out has been given in following table no.11

Table 11: Results of One-Sample Test on Employees participation

Employees participation						
Dimension	Test Value = 3 t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Employee Participation	4.814	284	.000	.302	.18	.43

From the table 11 above, we have t value worked out to be 4.814 with the p-value equal to 0.000 which is less than the level of significance 0.05. We can infer thatt the null hypothesis is failed to be accepted. Which means that the alternative hypothesis that there is a significant relationship between **Employee Participation** and the overall job satisfaction of the employees holds good on the current study.

Table 12: Employee response on Career Development as a Dimension of Job satisfaction

Career Development	**N**	**Average response on a scale of(1 to 5)**	**Std. Deviation**	**Variance**
Bank provides timely training to needy employees	285	2.35	1.066	1.136
Training needs are fulfilled by bank	285	2.78	.969	.938
Training Need analysis is done before training	285	2.94	1.035	1.070
Have sufficient opportunity for personal and professional _growth	285	2.94	1.035	1.070
Satisfied with the Career Development activities by the Bank	285	3.15	.932	.868
Valid N (listwise)	285			

Note: Response is measured as 1- Strongly Disagree, 2- Disagree, 3-Neutral, 4-Agree, 5-Strongly Disagree

Table 12 above measures the responses of the employees on **Career Development** as a Dimension of Job satisfaction. Out of 285 employees, the maximum number of employees agree with the overall Career Development by the bank. The highest mean value is 3.15 in only one variable measuring the career development. All the remaining questions on career development are showing average response less than 3.0, which means that the maximum number of employees opines that Career Development is below the average level i.e not agreeing to the statement that banks are doing proper career development. It further indicates that, the overall satisfaction is above aaverage in respect of career development.

Ho1 (Null Hypothesis): There is no significant relationship between **Career Development** and the overall job satisfaction of the employees.

To test the above hypothesis on **Career Development**factor having an impact on overall job satisfaction of the bank employees, an alternative hypothesis is formed challenging the null hypothesis

HA1 (Alternative Hypothesis): There is a significant relationship between **Career Development** and the overall job satisfaction of the employees.

To test the above hypothesis, t-statistics used as a test statistic. The details of its work out have been given in following table no.13

Table 13: Results of One-Sample Test on career development

Dimension	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Career Development	6.738	284	.000	.386	.27	.50

From the table 13 above, we have t value worked out to be 6.738 with the p-value equal to 0.000 which is less than the level of significance 0.05. We can infer thatt the null hypothesis is failed to be accepted. Which means that the alternative hypothesis that there is a significant relationship between Career Development and the overall job satisfaction of the employees which holds good in the current study.

Table 14: Employee response on Fringe Benefits as a Dimension of Job satisfaction

Fringe Benefits	**N**	**Average response on a scale of (1 to 5)**	**Std. Deviation**	**Variance**
Bank praises and recognises your extraordinary efforts	285	3.10	.860	.740
Bank provides fringe benefits timely	285	2.20	1.222	1.494
Do you have sufficient opportunity for personal and professional growth	285	2.20	1.222	1.494
Satisfied with current compensation and fringe benefits	285	2.51	.981	.962
Valid N (listwise)	0			

Note: Response is measured as 1- Strongly Disagree, 2- Disagree, 3-Neutral, 4-Agree, 5-Strongly Disagree

Table 14 above measures the response of the employees on Fringe Benefits as a Dimension of Job satisfaction. Out of 285 employees, the maximum number of employees agree with the overall Fringe Benefits by the bank. The highest mean value is 3.10 in only one variable measuring fringe benefit. All the remaining questions on job fringe benefits are showing average response less than 3.0, which means that the maximum number of employees opine that Fringe Benefits is below the average level i.e. not agreeing to the statement that banks are doing proper fringe benefits. It further indicates that, the overall satisfaction is above Average in respect of fringe benefits.

Ho1 (Null Hypothesis): There is no significant relationship between Fringe Benefits and the overall job satisfaction of the employees.

To test the above hypothesis on Fringe Benefits factor having an impact on overall job satisfaction of the bank employees, an alternative hypothesis is formed challenging the null hypothesis

HA1 (Alternative Hypothesis): There is a significant relationship between Fringe Benefits and the overall job satisfaction of the employees.

To test the above hypothesis, t-statistic is used as a test statistic. The details of its work out have been given in following table no.14

Table 15: Results of One-Sample Test on Fringe Benefits

Dimension	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Fringe Benefits	10.150	284	.000	.425	.34	.51

From the table 15 above, we have t value worked out to be 10.150 with the p-value equal to 0.000 which is less than the level of significance 0.05. We can infer that; the null hypothesis is failed to be accepted. Which means that the alternative hypothesis there is a significant relationship between **Fringe Benefits** and the overall job satisfaction of the employees holds good on the current study.

Table 16: ANOVA of Dimensions of Job Satisfaction

Dimensions		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Employee Empowerment	Between Groups	64.560	4	16.140	58.639	.000
	Within Groups	77.068	280	.275		
	Total	141.628	284			
Supervision	Between Groups	70.797	4	17.699	32.598	.000
	Within Groups	152.031	280	.543		
	Total	222.828	284			
Performance Appraisal	Between Groups	14.431	4	3.608	9.908	.000
	Within Groups	101.955	280	.364		
	Total	116.386	284			
Nature of Job	Between Groups	55.648	4	13.912	18.558	.000
	Within Groups	209.896	280	.750		
	Total	265.544	284			
Career Development	Between Groups	55.018	4	13.755	21.259	.000
	Within Groups	181.157	280	.647		
	Total	236.175	284			
Employee Participation	Between Groups	165.887	4	41.472	76.314	.000
	Within Groups	152.162	280	.543		
	Total	318.049	284			
Fringe Benefits	Between Groups	64.560	4	16.140	58.639	.000
	Within Groups	77.068	280	.275		
	Total	141.628	284			

The table 15 revels the result of ANOVA regarding the effect of various Dimensions of job satisfaction on the overall job satisfaction. In respect of employee empowerment as the dimension of job satisfaction the p-value 0.00 which is lesser than the level of significance of 0.05 with F-value to be 58.639 under (n1=4, n2=280) degrees of freedom at 5% level of significance . It may be concluded that, Employee empowerment as a Dimension of job satisfaction is highly significant in resulting into overall job satisfaction of the employees. Further, we can conclude that, employee empowerment as a Dimension of Job satisfaction is significant. i.e. Employee empowerment has a direct impact on the job satisfaction of employees working in the urban co-operative credit banks in the current study.

In respect of job supervision as a dimension of job satisfaction the p-value 0.00 which is lesser than the level of significance of 0.05 with F-value to be 32.598 under (n1=4, n2=280)degrees of freedom at a 5% level of significance. Hence, we can conclude that, Job supervision as a Dimension of Job satisfaction is significant. i.e. Job supervision has a direct impact on the job satisfaction of employees working in the urban co-operative credit banks in the current study

With regard to Performance Appraisal, as a dimension of job satisfaction, the p-value 0.00 which is lesser than the level of significance of 0.05 with F-value to be 09.58 under (n1=4, n2=280) degrees of freedom at a 5% level of significance. It may be concluded that, Performance Appraisal as a Dimension of job satisfaction is highly significant in resulting into overall job satisfaction of the employees. Further, we can conclude that, Performance Appraisal as a dimension of Job satisfaction is significant. I.e. Performance Appraisal has a direct impact on the job satisfaction of employees working in the urban co-operative credit banks in the current study

The table 15 also shows the result of the ANOVA relating to the significance of effect of Dimension of Nature of Job on the overall job satisfaction. The p-value which is 0.00 lesser than the level of significance of 0.05 with F-value to be 18.58 under (n1=4, n2=280) degrees of freedom at a 5% level of significance. It may be concluded that, Nature of Job as a Dimension is highly significant in resulting into overall job satisfaction of the employees.

Further, we can conclude that, Nature of Job as a Dimension of Job satisfaction is significant. i.e. Nature of Job has a direct impact on the job satisfaction of employees working in the urban co-operative credit banks in the current study.

The table 15 also shows the result of the ANOVA relating to the significance of effect of dimension of Employee Participation on the overall job satisfaction. The p-value which is 0.00 which is lesser than the level of significance of 0.05 with F-value to be 21.259 under (n1=4, n2=280) degrees of freedom at a 5% level of significance. Further, we can conclude that, Employee Participation as a Dimension of Job satisfaction is significant. i.e. Employee Participation has a direct impact on the job satisfaction of employees working in the urban co-operative credit banks in the current study.

From table 15 we come to know the result of the ANOVA relating to the significance of effect of Dimension of Career Development on the overall job satisfaction. The p-value 0.00 which is lesser than the level of significance of 0.05 with F-value to be 76.314 under (n1=4, n2=280) degrees of freedom at a 5% level of significance. It may be concluded that, Career Development as a Dimension is highly significant in resulting into overall job satisfaction of the employees.

Further, we can conclude that, Career Development as a dimension of Job satisfaction is significant. I.e. Career Development has a direct impact on the job satisfaction of employees working in the urban co-operative credit banks in the current study.

The table 15 reveals the result of the ANOVA relating to the significance of effect of dimension of Fringe benefits on the overall job satisfaction. The p-value 0.00 which is lesser than the level of significance of 0.05 with F-value to be 58.639 under (n1=4, n2=280) degrees of freedom at a 5% level of significance. It may be concluded that, Fringe Benefits as a Dimension is highly significant in resulting into overall job satisfaction of the employees.

Further, we can conclude that, Fringe Benefits as a Dimension of Job satisfaction is significant. i.e. Fringe Benefits has a direct impact on the job satisfaction of employees working in the urban co-operative credit banks in the current study

Conclusion

From the above analysis and interpretation of data it is clear that there is a positive relationship between various dimensions of job satisfaction and the job satisfaction .but in the study it is proved that the employees are satisfied with the various dimensions of job satisfaction at the average level Hence it is suggested that co-operative banks take the appropriate measures to ensure that the employees are satisfied with the various dimensions of job satisfaction so that they are satisfied with the job.

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The Effect of Compensation and Organizational Commitment on Job Satisfaction and Employee Retention

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Abstract

The main goal of this article is to find a link between several variables such as wage structure, organizational commitment, work happiness, and retaining employees in the retail sector of Hyderabad, which is a district in Telangana State, located on south east side of India. Using a basic random sample collection technique, 172 respondents were included. The gathering of data was made using a questionnaire which was circulated in various retail outlets in the city of Hyderabad, Telangana, India. The descriptive analysis and regression test were used to analyze the data. The outcome of this paper found that compensation structure, organizational commitment, job satisfaction has a favourable effect on employee retention. Furthermore, organizational dedication and remuneration structure has impacted positively on work satisfaction. This implies that in the retail industry, all variables such as remuneration structure, organizational commitment, work happiness, and staff retention have a positive and substantial association.

Introduction

This research is to establish the connection between employee compensation, job satisfaction, employee retention, organizational commitment in a retail sector. To determine any of the above relationship, human resource which is important asset of any organization is taken into consideration.

Compensation is a typical technique used in human resource management to motivate and retain the workers in any sort or organizational environment, (Issues in compensation management, 2014). Organizational commitment is an employee's willingness to stay with a particular organization and stay committed to it, (Bozlagan, Dogan, & Daoudov, 2010). Work satisfaction refers to an emotional state of an employee where he/she is pleased with the rewards/appraisal received for one's work, (Perez, 2008). Retention of a worker leads to minimizing employee turnover rate, (Studies prove, 2014). Rapid advancement in technology makes huge competition in business. Whatever and whichever sector or industry the company belongs to, the main goal of the company is to generate profits. For the purpose of profit generation in any sector mainly focusing on the retail sector, a huge amount of skilled human resource is required. A company should give its best quality services in promoting its business activities so that it cans public's interest and attract them to become its customers. In order to attain its objectives, any organisation needs skilled human resources. Human resources (HR) play an important role in determining the success of any organization. Quality of human resources is determined by its workforces' work-related skills, abilities, knowledge, and attitudes. Ardana et al (2012: 3) determine that the greatest assets and the most valuable thing that a company owns which leads to and which could determine the success of an organization is its human resource. Human resource is important because it is the human beings who take part in planning, implementing, and controlling etc. to achieve an organizations goal. If any organization wants to achieve its expected performance, it requires skilled human resources to carry its operations. According to Teresa et al. (2019) it is the loyal employees who can make a company successful and could let it survive in rapid competition.

Literature Review

There are many studies conducted to draw relationship between employee compensation, organizational commitment, job satisfaction and employee retention in many sectors like private universities,

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banking sector, various organizations, manufacturing industries, labor unions etc.

A research which is conducted by Ni Komang Ayu Yogi Pertiwi, I Wayan Gede Supartha at PT. BPR Gianyar Partasedana concluded that all the four variables have a significant impact on one another, each some or the other way has an impact on the other.

A study which is conducted by Daisy Ofosuhene Kwenin, Stephen Muathe, Robert Nzulwa at Vodafone Ghana Limited stated that employee retention is influenced by job satisfaction and human resource policies.

A research conducted by Low Bee Kee, Rusli bin Ahmad & Siti Mariam Abdullah among Malaysian Bank Workers concluded that there is a strong link between compensation and organisational commitment.

Resrach conducted by Sharon Ruvimbo Terera, Hlanganipai Ngirande among nurses concluded that there is an effect of reward on employee retention but there is no statistically significant link between rewards and job satisfaction.

As the number of companies emerging in the retail sector is increasing rapidly there is a desperate need to conduct a research into how the skilled human resources that benefit the company/organization are retained in the organization. There are really large number of human beings working in this sector, on an average there are about 40-50 members working in one outlet depending on the size of the outlet. If it is a one stop supermarket for daily essentials, there is a need of huge workforce to manage its daily activities. If in case it's a clothing outlet, the need of workforce is less. The work pressure in retail sector is high. As a result, there is a need to understand how and what effect compensation has on employee retention and job satisfaction, whether there is any organisational commitment in the workers working in this sector due to high target pressures, and if so, what impact organisational commitment has on work satisfaction and job retention.

Compensation:

It refers to remuneration/money that an employee receives for his/her work/services to the organization. It is an essential component of human resource management that assists in motivating employees to do effective work.

An organization could only be successful in retaining its employees if and only if it offers pay that is currently prevailing in the market which even encourages employees to be loyal to the company (Lockwood and Walton, 2008).

Employee would prefer to stay in an organization only if they believe that their abilities, efforts and contributions towards achieving the organizational goals are appreciated (Davies, 2001).

It is also critical to focus on both monetary and non-monetary rewards in order to increase employee retention. Pillay (2009).

Organizational Commitment:

Organizational commitment can be regarded as an individual's mental attachment towards an organization. It can also be referred as the bond that an individual has towards his/her organization.

Organizational commitment refers to accepting the goals of an organization and showcasing desire to work with the organization Porter et al., (1974).

The employees who are committed to an organization shows less intention to leave and will be loyal in their work (Hunt and Morgan, 1994; Robbins and Coulter, 2003; Mowday, Steers, & Porter, 1982).

An employee's strong emotional attachment towards organizational goals, objectives and values determine their commitment Buchanan (1974).

Job Satisfaction:

Job satisfaction is the degree to which an employee is satisfied with his or her job. It tells if the employee likes or dislikes the work that they are doing. Job satisfaction is important because it is linked to employee turnover, if the employee is satisfied with his/her work, they would not leave the organization and if they are not satisfied there are high chances to leave the organization.

Job satisfaction refers to emotional condition which relates to positive or negative opinion on job experiences Locke (1969).

Job satisfaction determines, up to what extent the job-related needs are met Linda Evans (1997).

Employee retention:

It depends on the organization ability to retain employees while reducing employee turnover. Employee retention is very closely related to compensation, job satisfaction, and organizational commitment. It is in fact very dependable on the above three factors because of the employee is satisfied with his/her compensation they are more likely to stay with the organization, They are more likely to stay longer if they are happy with their job., like wise if they are organizationally committed they are likely to retain in the organization. Employee retention is directly having an impact on business performance and its success.

Employers must be distinctive in their compensation strategies in order to retain employees longer. Allen, Shore and Griffeth (2003).

Employer commitment is directly related to an employee's intention to stay or leave the organization Leow and Khong (2009).

Objectives of the study

The objectives of the study are: -

- To find out if there's a link between employee pay and employee retention.
- To look into the influence of employer commitment on retaining employees.
- To illustrate the impact of employee compensation on job satisfaction.
- To demonstrate the relationship between work satisfaction and employer commitment.

Research Hypothesis

Study that was conducted by Syahreza et al. (2017) on 200 employees from five different hotels located in Medan city that job retention is influenced positively by compensation...

Furthermore, an experiment conducted (Hanai & Pallangyo (2020) on 370 employees from 11 different banks in Tanzania stated that compensation is a positive influence on job retention

The following hypothesis can be developed based on the research presented above.

H1: Compensation or payment of some money has a positive impact on job retention.

A research which was conducted by Putra et al. (2020) by reviewing around 8,060 articles says that employer commitment has positive impact on work retention.

Similarly, Research conducted by Pradhan et al. (2017) on 208 executives in the East Indian manufacturing industry stated that employer commitment has a positive impact on job retention.

Thus following hypothesis can be developed.

H2: employer commitment has a positive impact on job retention.

A research conducted by Karodia et al. (2016) on employees at Marikana South Africa stated that work satisfaction shows a positive influence on job retention.

Further a research conducted by (Nguyen & Duong (2020) on students in Vietnam stated that job satisfaction has a positive impact on retention which closely resembles to the previous research.

Upon that the following hypothesis can be developed.

H3: Job retention is influenced positively by work satisfaction

Based on a study conducted by Pepra-mensah et al. (2017) towards 100 Primary School Teachers in Ghana stated that compensation has positive impact on work satisfaction.

A study conducted by Rahayu (2019) on 35 HR employees at PT Kereta Api Indonesia, also stated that compensation or some sorts of payment to employees has a positive impact on work satisfaction.

Hence, following hypothesis can be developed upon the above research.

H4: Compensation or some payment of some sort has a positive impact on work satisfaction.

Study conducted by Loan (2020) on 547 employees at Vietnamese companies also stated that employee commitment has a positive influence on work satisfaction

Research conducted (by Park & Doo (2020) on 230 female managers in Korea stated that employee commitment has a positive influence on work satisfaction.

From the above conducted researches, the following hypothesis can be developed. Which is:

H5: Employer commitment has a positive influence on work satisfaction.

Research Methodology

It is a quantitative research carried out in order to ascertain the relationship between employee compensation, organizational commitment, job satisfaction, and employee retention. Quantitative research methodology is used as it is best to explore the relationship between variables. According to Ahmad and Usop (2011), the advantages of using quantitative methodology are: it is less expensive, assured confidentiality; data analysis is simple and less time consuming.

Data Collection Technique

A questionnaire was circulated within various retail sectors for data collection from its employees. The questionnaire circulated is self-administered. Permission to circulate the questionnaire is taken form prof.Mr. Arijith Santikary (Siiva Shivani Institute of Management) There is no restriction on demographic factor. The questionnaire has about five sections, first section consists of demographic factors, second section consist of compensation structure of the organization, third section consist of job satisfaction data, The fourth section includes questions about employee commitment, while the fifth section includes questions about employee retention. The questionnaire used a five-point Likert Scale to make the respondents mark their responses accordingly with 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and lastly 5-strongly agree.

Sample

The sample taken into consideration is about more than one hundred and fifty irrespective of any specific retail store, data is collected form more than seven retail sector organizations. The sample consist both male and female employees, all levels of management are taken into consideration, respondents are chosen based on simple random sampling technique.

Data Analysis

Descriptive statistics is used to analyze the data. The numerical data collected and recorded is filtered, leveled and analyzed using Statistical Package for the Social Sciences (SPSS) software for reliable outcomes.

Results and Discussions

Age	Frequencies
<30	69.2%
<40	29.1%
>40	1.7%
Gender	
Male	80.2%
Female	19.8%
Education Qualification	
SSC	1.7%
Intermediate	50%
Under Graduation	26.2%
Post-Graduation	20.3%
Masters	6%
Ph.D	1.2%
Designation	
Junior	10.5%
Middle	50.5%
Senior	29.1%
Monthly Income	
<25,000	44.1%
<35,000	44.8%
<45,000	9.3%
>45,000	1.7%
Experience	
<3yrs	20.3%
<5yrs	34.3%
<10yrs	40.7%
>10yrs	4.7%

Here respondents are divided into various criteria. There are about 69.2% employees under the age of 30years, 29.1% employees under the age of 40years and 1.7% employees above the age of 40years who responded to this research. The male respondents constitute to about 80.2% which dominate the percentage of female respondents, the female respondents are 19.8%. Then the education qualification is also considered here where only 1.7% is SSC qualified, 50% which constitute to a major portion are Intermediate qualified, 26.2% are under graduates, 20.3% are post graduates, 6% constitute to masters and 1.2% is Ph.D. holders. Here designation is taken into consideration to check the ratios of various levels of people working. Junior level constitute to 10.5%, middle level 50.5% which is a major part and senior level 29.1%. Monthly income is taken into consideration to check the average level of earnings of the employees in a retail sector. 44.1% of employees earn below 25,000\-, 44.8% earn below 35,000\- that implies over all 88.9% of employees earn below 35,000\-, 9.3% earn below 45,000\- and only 1.7% earn above 45,000\-. Experience is taken into account to see up to how many years approximately a person can continue working in this sector. 20.3% has less than 3years of experience, 34.3% of employees has less than 5years of experience, 40.7% has less than 10years of experience and only 4.7% has above 10years of experience.

Test for reliability

Reliability test is used to measure the extent of accuracy of the results obtained from circulating questionnaire. It is said to be reliable if person's statement results are compatible over a period of time. So to measure reliability, we obtain Cronbach Alpha value of all the variables included, if the value is >0.6 then the results are said to be reliable. Below table contains Cronbach Alpha values of all the variables used.

Table: 1: Reliability Test Results

S.No.	Variable	Cronbach Alpha Value	Result/ Output
1	Compensation Structure	0.755	Reliable
2	Organizational Commitment	0.771	Reliable
3	Job Satisfaction	0.774	Reliable
4	Employee Retention	0.716	Reliable

From the above table-1, it is seen that the Cronbach Alpha value of all the variables used are greater than 0.6, so it is possible to conclude that all the variables have met the reliability criterion and are reliable over time.

Table: 2: Coefficients Substructure-1(Model-1)

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.785	1.155		3.277	.001
	Organizational Commitment	.204	.027	.498	7.570	.000
	Compensation Structure	.148	.031	.317	4.818	.000

Table: 3: Model Summary (Model-1, Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.737	.543	.537	1.71677	.063	23.213	1	169	.000

Table: 4: Coefficients Substructure-2 (Model-2)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	8.408	1.668		5.042	.000
	Job Satisfaction	.057	.057	.070	.996	.321
	Organizational Commitment	.194	.040	.404	4.875	.000
	Compensation Structure	.110	.044	.202	2.517	.013

Table: 5: Model Summary (Model-2, Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
2	.585	.342	.330	2.42960	.342	28.929	3	167	.000

Predictors: (Constant): Job Satisfaction, Organizational Commitment, Compensation Structure.

From the above two models the results that can be drawn are as follows:

From table-4 it was found that compensation structure is showing a positive influence on employee retention and it also implies that for one unit change of compensation structure there is a 0.202 units change that reflects on employee retention and the significance level is less than 0.05, from which we can say that H0 is rejected and H1 is accepted, to state it in other words, compensation structure has positively affected employee retention

From table-4 we can draw that organizational commitment also has a significantly affected employee retention and implies that for one unit change in organizational commitment there is 0.40 units change reflected on employee retention, the significance level is less than 0.05, hence H0 is rejected and H2 is accepted, in other words, organizational commitment has a positive effect on employee retention.

From table-4 it was found that job satisfaction has a significant effect on employee retention and it also implies that for one unit change of job satisfaction there is 0.07 units change that reflects on job retention and the significance level is less than 0.05, from which we can say that H0 is rejected and H3 is accepted, to state it in other words, job satisfaction has a positive effect on employee retention.

From table-2 it was found that compensation structure has a significant effect on job satisfaction and it also implies that for one unit change of compensation structure there is 0.31 units change that reflects on job satisfaction and the significance level is less than 0.05, from which we can say that H0 is rejected and H4 is accepted, to state it in other words, compensation structure has a positive effect on work satisfaction.

From table-2 it was found that employee retention has an influence positively on job satisfaction and it also implies that for one unit change of organizational commitment there is 0.49 units change that reflects on job satisfaction and the significance level is less than 0.05, from which we can say that H0 is rejected and H5 is accepted, to state it in other words, organizational commitment has a positive effect on job satisfaction.

From table-3, from the value of adjusted R-square it can be said that both the variables (compensation structure and organizational commitment) put together contribute to about 53% effect on job satisfaction.

From table-5, from the value of adjusted R-square it can be said that all the variables (compensation structure, job satisfaction and organizational commitment) put together contribute to about 33% effect on job retention.

Discussions

The first research hypothesis draws a relationship between compensation and employee retention which depicts that the compensation has a significant and a positive effect on work satisfaction. While conducting the tests and data analysis it's observed that by providing compensation with which the employee is satisfied makes the employee feel that the company takes care of the employee needs and hence effects retention in a positive manner as it provides a sense of satisfaction. A study conducted by Martini (2020) on employees of BPR stated that compensation has a positive impact on retention.

Second hypothesis draws a relationship between organizational commitment and employee retention which shows a positive relation between them and during analysis it is observed that commitment of an employee towards organization provides a sense of adhering to it which eventually be reflected on retention. Study conducted by Parenda(2016) on employees of PT Primayudha Mandirijaya tells that organizational commitment has a positive impact on employee retention.

Third hypothesis states a relationship between job satisfaction and employee retention and it research tells that they have a positive effect on each other. While conducting analysis it is observed that when employers improve employee working condition, employee satisfaction improves because of the above reasons which in turn reflect on retention. Study conducted by Seran et al. (2018) at PT Batara Mahkota Kupang tells the same that job satisfaction has a positive impact on employee retention.

Fourth hypothesis pull out a relationship between compensation and job satisfaction and tells that Job satisfaction is influenced positively by compensation. During analysis it is eventually observed that compensation is an important contributor to job satisfaction, this is also evident from many other studies. Study conducted by Rahayu(2019) on HR employees in Indonesia tells that compensation has a positive impact on job satisfaction.

Last hypothesis of this study pulls out a relationship between organizational commitment and job satisfaction which also tells that both hold a positive relationship between both of them. From the analysis it is observed that when an employee due to various reasons like flexibility, adaptability etc. have a commitment to an organization which reflect directly on job satisfaction. Study which was conducted by Kharisma et al. (2019) on employees of CV Karya tells that organizational commitment has a positive impact on job satisfaction.

Implications of the study

- This study helps researchers from the Human resource management to explore how different policies developed by them effects job satisfaction, organizational commitment, compensation structure, employee retention which later have impact on employee's productivity and so on.
- This also adds help to researchers in the educational sector to let them understand the relationship between compensation structure, organizational commitment, job satisfaction, employee retention.
- It helps to draw a new dimension for researchers in organizations to set up new thoughts, inventions and many more and helps them to understand the relationship between all these variables.
- Helps Strategic teams of an organization to fully utilize its employees potential by formulating and enhancing practices that increases job satisfaction, organizational commitment which helps formulate compensation structure and employee retention.

Conclusion

From the results of the empirical study and the data analysis and above discussions it can be stated that compensation structure has a positive impact on employee retention in retail sector. Organizational

Commitment has a positive impact on employee retention in a retail sector. Job satisfaction also has a positive impact on employee retention in a retail sector. Organizational commitment has a positive impact on job satisfaction in any retail sector. Compensation structure also has a positive and significant effect on job satisfaction. This paper has bounded generalizability, where this research was conducted in retail sector in Hyderabad, Telangana. Further researchers who conduct similar type of researches are expected to add new dimensions and conduct research in new sectors which draw the relationship between all the variables used.

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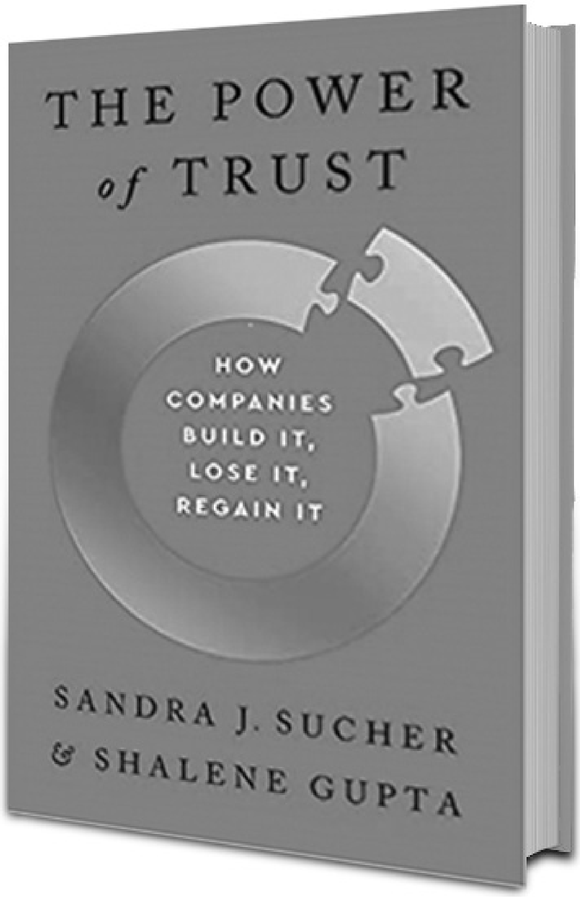
Book Review

The Power of Trust: How Companies Build It, Lose It, Regain It

by Sandra J. Sucher and Shalene Gupta



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Authors' profile

Sandra J. Sucher is an internationally renowned researcher who investigates how firms gain trust and the crucial role leaders play in the process. She is a professor of management practise at Harvard Business School. Before joining the Harvard faculty, she worked as a corporate executive for twenty years. At Harvard Business School, Sandra Sucher teaches management practise. She co-wrote her third book, The Power of Trust: How Companies Build It, Lose It, and Regain It, with Shalene Gupta. Sucher researches moral leadership and trust at Harvard Business School. She has written three books, technical notes, video interviews, teaching notes, and 110 business cases.

Shalene Gupta the co-author of this book works as an editor at MIT Horizon and research associate at Harvard Business School. She formerly worked as a Fortune correspondent covering big data, smart cities, and diversity in Silicon Valley. As a research associate at Harvard Business School, Shalene Gupta focuses on examining how trust functions in businesses and the multinational corporations that have developed trust-related best practices. She was awarded a Fulbright grant and went to Malaysia to teach English to more than 2,000 low-income high schoolers. In order to hold a leadership programme for young women teaching them business and personal development skills, she got a grant from the Department of State there. She then penned a book detailing the background of the Malaysian Fulbright programme. Harvard Business Review, ESPN, Kirkus Reviews, The New Straits Times, The Jakarta Post, and Mint have all published Gupta's writing. She graduated from Johns Hopkins University with a B.A. in writing and psychology and from Columbia University with an M.S. in journalism.

Appreciation and Critique

The book documents the economic consequences of trust and the science underlying it, based on two decades of research, to illustrate that trust is formed from the inside out.

The author stresses that the trust has never been more important at every level of business and society at the same time. Leaders at all levels and in all institutions face difficult decisions and trade-offs. Many people struggle, especially in this chaotic moment when several crises and constituencies are calling for change. The book presents a fresh understanding of what trust is, how to build it, and how to rebuild it when it is broken.

The book chapters has beautifully explained the science of trust, explaining how customers, employees, community members, and investors evaluate whether a company or a person can be trusted. The book is full of new thoughts brought to life by captivating situations by narrating different cases in a much synchronized manner.

The author acclaims that building and maintaining trust does not come from brand reputation building and public relations, but rather from the real deal. Creating functional products, services, and technologies, having good intentions, treating people fairly, and taking responsibility for all helps in building the trust over the time in any organization whether it is intended or not. It does not matters whether intentionally organization have worked to provide such circumstances to build trust but its impact can be seen in longer time.

The parts of trust like competence, reasons, means, and impact are being explained well extending it to the corporate, economic, and societal relevance of trust and how to rebuild it once lost in all the chapters of the book.

For businesses and executives looking to acquire or recover the trust of their stakeholders, the book provide a thorough road map. By examining skill, intentions, means, and impact, their study offers an understanding trust model that supports moral leadership.

This book is a great read, full of wonderful stories and practical examples. This book explains how to increase trust, which is one of the most valuable intangible assets a company that should be preserved for creating loyal employees and customers.

It analyses and thoroughly examines the fundamental components of business trust while taking a fascinating journey through real-world situations of trust gained and lost. It is both academic and practical, drawing on subjects like ancient philosophy and modern management theory.

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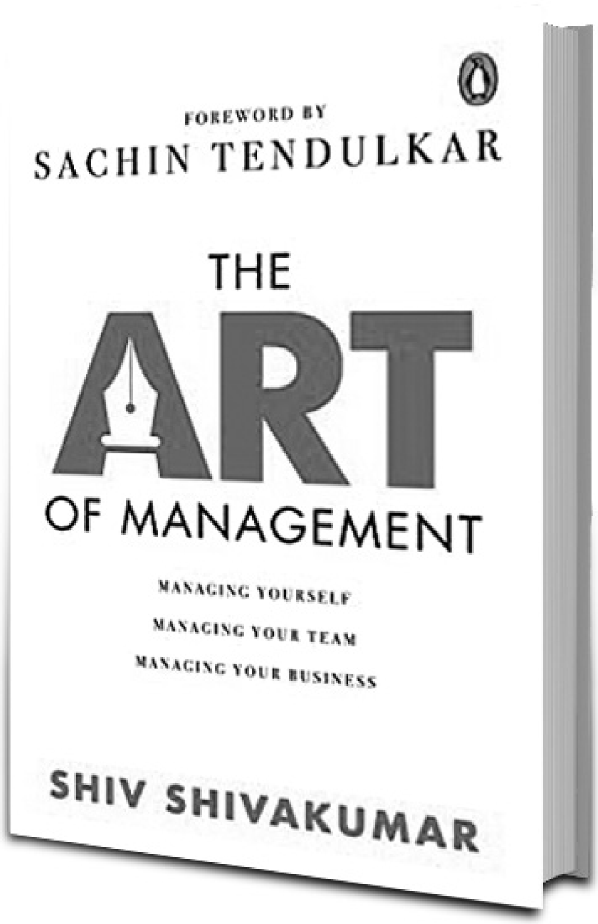
Book Review

The Art of Management

Forward By

Sachin Tendulkar

by Shiv Shivakumar



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Authors' profile

D. Shivakumar, or Shiv as he is popularly known, is a Bangalore born leader and a management thinker. He is one of India's longest-serving CEOs. He is currently the Group Executive President, Corporate Strategy at Aditya Birla Group. He has worked across multiple industries and categories, and has handled over sixty brands in his career. He was the CEO for Nokia in India and subsequently led the company's emerging markets unit. Previously, Shiv was also the Chairperson and Chief Executive Officer at PepsiCo South Asia. He is ranked among India's leading management and leadership thinkers and speakers. He is the author of the bestselling The Right Choice, which was published by Penguin Random House India in 2021.

Appreciation and Critique

Shiv - a management thinker and born leader, in this unique book shares the three elements essential to the discipline of career management: Managing yourself, Managing your team and Managing your business. The author brings his unique perspective by weaving the narration by sharing experiences and learnings as well as incorporating those of twenty one people from diverse backgrounds. He has managed to inject a different kind of depth, breadth and freshness to The Art of Management. But as far as the writing process goes, everybody's story is unique. One lives and learns, stumbles, discovers and creates!

In the first section, the author focuses on the observations of significant decisions that are under our control. Managing Time, Managing Ambitions, Managing Learning, Managing Energy, and managing your relationship with the organisation are decisions that have a significant impact on one's life journey. It provides an overview of the factors that influence how successfully people manage their choices and offers advice on how to do so. The overview of ideas presented in the section's final part, Points for Reflection, encourages the reader to think creatively and develop new methods for leading disciplined lives.

The author discusses the fundamentals of becoming a strong team leader in the second segment. A competent team leader should practice being fair, consistent, a coach without imposing their personality, and handling the weight carriers and prima donnas in the team. The book contains some excellent quotes about the different situations one encounters on a daily basis. The most valuable resource a leader can give a team is his/her time as said by the author. In the last segment, the author focuses on five fundamental P's to run a business i.e. Position in industry you operate in, Profitability of the business, Process discipline in the organisation, People and Public image.

Every segment discusses unique perspectives, learnings and experiences of twenty-one professionals from diverse backgrounds were highly insightful.

Unlike in the past, all the three elements Managing yourself, Managing team and Managing business are one's own responsibility. This first edition is a comprehensive and unique book with in depth wisdom for managing life successfully. It sets the direction to think what is right and wrong choices in life. The great effort made by Shiv Shivakumar in offering The Art of Management will not only be useful to every reader, but will provide new thoughts to practice in one's own life and career in this transformational decade.

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