National Assessment & Accreditation Council

COSMOS IMPACT FACTOR 5.395 Indexed by Cosmos Foundation

RVIM Journal of Management Research

Vol. 11 | Issue 1 | January - June 2019 | ISSN: 0974-6722

Rashtreeya Sikshana Samithi Trust

R. V. INSTITUTE OF MANAGEMENT

Bengaluru

(Approved by AICTE, New Delhi,
Permanently Affiliated to Bengaluru Central University,
& Recognized by Govt. of Karnataka)

RVIM Journal of Management Research

(A Peer-reviewed Research Journal)
ISSN (print): 0974-6722
Website: http://www.rvim.edu.in/journal.htm

ISSN (print): 0974-6722

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 RVIM Journal of Management Research 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 below:

- Accounting and Taxation
- Banking, Financial Services and Insurance (BFSI)
- Business Ethics
- Business Intelligence (BI)
- Business Law
- Business Process Re-engineering (BPR)
- Change Management
- Corporate Governance (CG)
- Corporate Social Responsibility (CSR)
- Corporate Sustainability
- Cross-cultural Management
- Creativity and Innovation (CI)
- Digital Business
- E-commerce
- Economics
- Enterprise Resource Planning (ERP)
- Entrepreneurship and Small Business Management
- Environmental Management
- Financial Management
- Global Business and International Management
- Green and Innovative Technologies
- Healthcare Management
- Human Resource Management (HRM)
- Information Systems (IS)
- Intellectual Property Rights (IPR)
- 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

From the Desk of the Chief Editor...

It is our pleasure to present to you the first issue of Volume 11 of *RVIM Journal of Management Research (*RVIM JMR) in its new and improved form. RVIM JMR made its debut in 2009, and has continued to carry forth the research work of eminent academicians and practitioners in management since then. Our journal is now indexed with Cosmos Foundation with an Impact Factor of 5.395. The revamping of RVIM JMR is part of an exercise to improve the quality of the journal and prepare it for indexing by other prominent academic bodies. We have only just begun on this exciting new journey!

In this issue of RVIM JMR, eight research papers and two book reviews have been presented for further dissemination across academia and industry.

India has emerged as a growing hub of travel and tourism over the last decade. This has necessitated improved quality of service in hotels particularly those located in all major cities. In the first paper, established dimensions of the Service Quality (SERVQUAL) model have been used to assess the service quality across selected two-star and three-star hotels in Kolkata, India. The study provides a better understanding of the service providers' performance from the customers' perspective which is useful to the hotel industry in India at large.

Honey producing co-operatives are a major source of revenue and trade in Ethiopia, and were established with an objective of providing economic, ecological and nutritional security. However, why farmers are not selling their produce directly to such co-operatives forms a major issue under investigation in the second paper. Interesting findings such as the negative attitude of members, inability to minimize operational costs, and lack of technical and marketing skills are presented. It is expected that this would improve the marketing of honey products through the cooperatives.

Emotional Intelligence (EI) is gaining prominence in industry today. The third paper examines the role of emotional barriers in operative communication in a diverse multinational setting where-in a sample of employees working in a multi-national organization based in Europe was studied. The findings of this study will help those corporates having a multi-cultural workforce to plan a strategy to identify and eradicate or mitigate barriers and to achieve organizational optimization, in terms of using their Human Resource (HR) optimally.

With the arrival of the concept of 'Make in India', the role played in attaining World-class Quality (WCQ) too must be studied. The fourth paper examines the level of WCQ attained by Tata Marcopolo Motors Ltd. (TMML), a Joint Venture (JV) between two automotive manufacturing giants from India and Brazil, operating in Dharwad, Karnataka. The author has used standardized quality testing methods such as the Pareto Tool and Sandler's Test to arrive at the conclusion.

Entrepreneurs from the Scheduled Caste (SC) and Scheduled Tribe (ST) communities in India face special hurdles due to lack of awareness, poor educational and social status and political reasons. The fifth paper examines the socio-economic status of entrepreneurs hailing from these backward communities in Marathwada and Vidarbha Regions of Maharashtra State, India. The study found that entrepreneurs from SC and ST communities within the region were facing problems in employment, self-employment and in a lack of awareness about development programs and Government schemes.

Participation of women in the corporate workforce is increasing in India and there need to be measures in place to make their stay at the workplace more conducive and enabling. The sixth paper is a narrative on sexual harassment at the workplace. According to the researcher, organizations need to set up a sensing mechanism, train employees and demonstrate their commitment through the top leadership to help address this phenomenon. Three types of costs arise as a consequence of workplace sexual harassment: costs to the company, legal costs and personal costs. Organizations with a female workforce would need to formulate, communicate and effectively enforce a policy to combat this phenomenon.

The seventh paper deals with creativity and its role in the educational process, especially in the management or Business school (B-school) context. Today, Knowledge Management (KM) is acknowledged as a major enabler of competitive advantage. Therefore, the role of creative thinking becomes all the more important. The concept of knowledge creation in B-schools and the importance of creativity in the B-school curriculum have been highlighted by the authors.

Entrepreneurship can be a major facilitator of regional development. However, entrepreneurs from specific regions may face unique challenges, some of which may be important enough requiring serious attention. In the eighth and final paper, a sample of entrepreneurs and prospective entrepreneurs from across four states in Southern India, namely, Andhra Pradesh, Karnataka, Kerala and Tamil Nadu have been surveyed on key issues of market obsolescence, technology investment, business risks and customer tastes and preferences. The findings of this study would help in improving entrepreneurship in the said geographical region.

The two book reviews in this issue, the first one on the book *On Entrepreneurship and Impact* by Gururaj "Desh" Deshpande, a globally-renowned serial entrepreneur of Indian origin from USA, and the second one on the book *Blockchain: Blueprint for a new economy* by Melanie Swan, a former financial analyst and technology expert, will further inspire the research community to read these books and gain deeper understanding on the entrepreneurial process and the emerging block chain technology paradigm.

In conclusion, we express our thanks to all 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, which is the sole purpose of any journal.

Happy Reading and Researching!

Purushottam Bung

Chief Editor

RVIM Journal of Management Research

Vol. 11 | Issue 1 | January - June 2019 ISSN (print): 0974-6722

Contents

Customers' Perception towards Service Quality: A Study on Hotels in Kolkata, India

Moumita Sarkar (Samanta)*
Bikram Singh **

Abstract

Organizations in search of excellence have accorded higher weightage to the satisfaction of their customers over and above other functional strategies. In the hotel industry, measuring customers' satisfaction is of immense importance. The future sustainability of hotels in the face of fierce competition relies much on providing quality services at reasonable price. Thus, measuring and understanding how customers perceive the service quality cannot be undermined. This study concentrates on assessing the perception of customers (the tourists) with respect to service quality of selected hotels in Kolkata. The study is essentially empirical and focuses on the selected "two star" and "three star" hotels in Kolkata. Primary data was collected from customers using a structured questionnaire and was analyzed using appropriate statistical techniques. Perceptions of service quality-related factors were assessed across gender, nationality, age and income groups which revealed some of the important service quality factors based on five dimensions that is "tangibility", "responsiveness", "assurance", "reliability" and "empathy". The outcomes of this study offer interesting findings for service providers (hotel managers) to retain customers and maintain profitability.

Keywords: *Customer Satisfaction, Hotel, Kolkata, Service Quality, Tourists Perception.*

Introduction

Tourism growth across the world has been quite phenomenal with India emerging as one of the key players in tourism. It brings about economic development of the country by promoting national integration, international understanding, employment generation, earning foreign exchange etc. The tourism industry in the past few years have registered tremendous growth in terms of revenue. Though India lags in the basic infrastructures, being the support structure of the industry, still it has shown a remarkable growth. So, it is the responsibility of the Government of India to take initiatives for the improvement of infrastructures to boost growth in tourism industry. India has tremendous potentiality for development of tourism in this competitive environment.

Hospitality and Tourism are now considered as worldwide economic activities since expectations with respect to leisure time usage has developed over time, assigning wider meaning to free time. The increase in customer requirements in terms of quality of services have made hotel and hospitality industries subject to severe competition.

This study will concentrate on assessing the perception of service quality of tourists of selected hotels in Kolkata city, India. The rich cultural heritage of Kolkata makes it an attractive tourists' destination. Although various research had been done on service quality still hospitality sector of Kolkata has received little research attention with respect to service quality issue.

*Assistant Professor, Department of Commerce, Bangabasi Morning College
#102, Southern Avenue, "Sarobar", 7th N. E. Kolkata - 700029, India.
E-mail: moumita.sarkar2007@gmail.com

**Assistant Professor, Department of Commerce, University of Calcutta
#63, Dharmatala Road, P. O. Belurmath, District Howrah - 711202, West Bengal, India.
E-mail: bsbikramsingh@gmail.com

Overview of Hotel industry

Hotel industry constitute a major part of Tourism industry in the world and has a major contribution in the country's economic growth. In India it has been estimated that hotel and hospitality industry contribute almost 9.4% of the total GDP. India has already allowed 100 % FDI in Hotel Industry. It is widely observed that India has become the locus of hotel industries in the east. Many big hotel chains are setting up hotels in India and this has led to a phenomenal growth of the hotel industry. According to Muthe (2010) many global players in the hotel industry have plans to set up hotels in India.

In the last fifty years major development took place in domestic and international tourism which leads to comparison of the hotel ratings across the world in both public and private sectors. In May 2003 after much deliberation, the Department of Tourism, Government of India, renewed the guidelines for the classification of hotels, initiated in 1955. This development helped the hotels in India to meet international standards in services and facilities. Though the "five-star" and "four-star" hotels in India meet international standards but they do not get global recognition whereas on the other side, the "five-star" and "four-star" hotels in the UK and the US are globally recognized. In absence of international hotel ratings system, comparison of same star category of hotels across the world is difficult to establish. In some country's ratings are carried out by independent ratings agencies, quasi-government sources, the government and the hotel operators themselves. Therefore, there exists a difference between the country's standards.

According to Ministry of Tourism, Government of India there are six categories of hotels based on the star ratings assigned by them. They are namely; "1 -Star Hotel", "2 -Star Hotel", "3 -Star Hotel", "4 -Star Hotel", "5 -Star Hotel", "5 -Star Deluxe Hotel".

"Five Star Deluxe" Category hotels include 40% of the total rooms in all the above classified hotels. The number of hotels for the financial year 2017 rose to 1,819 with 90,618 rooms compared to 1,459 hotels with 79,879 rooms in the financial year 2016. There was also a growth in the existing supply of branded rooms in India by 7.5% in 2017-18 over previous year totalling 1,28,163 rooms. It is expected to touch 1,50,702 by the year 2019. In India New Delhi have the largest number of branded rooms (14,724 rooms) in the year 2017-18 followed by Mumbai (including Navi Mumbai) and Bengaluru. Kolkata also recorded highest growth in supply about 20.7% adding 661 rooms to smaller base hotels in 2017-18. It is estimated that between Financial Year 2018 and 2023 the market of Kolkata will add about 1,800 rooms.

Another interesting development is that Goa witnessed an increase in average room rate every year touching Rs 7,844 in the year 2017-18 then Mumbai with average rate Rs 7,740 followed by Delhi and Bangalore. The statistics by ministry of tourism shows that in 2017- 18 Mumbai had the highest occupancy rate with about 75.8%, followed by the state of Goa with 72.1%. The city with the lowest occupancy rate was Noida with about 54.4 percent occupancy during the measured time period.

The occupancy rate of hotel rooms across the city of Kolkata in 2017-18 amounted to 71.9%. This was an increase from the previous year's 70.9%. The City of Joy recorded an upward performance in average room rate rising to Rs. 6,048 ("Kolkata scores high", 2014).

The supply of hotels in India over the past five years grew at a rate of 17.8% but the growth for demand was at 17.6% with a marginal demand-supply mismatch. Instead of growth in supply of hotels in India, this sector witnessed various hurdles such as absence of proper and hygienic accommodation, bad roads, sexual assault on foreign visitors, cultural and language barriers, lack of trained persons and frequent terrorist attacks.

According to the Indian Tourism Industry Analysis Report, India's position in the world hospitality and tourism market is very significant and its hospitality has a global acceptance. Today the Indian tourism and hospitality sector has touched a new zenith. Other than the service quality the foreign tourists prefer India as a destination as it is cheap and less expensive for leisure tourism.

Indian hospitality industry is having a positive growth in recent years. Various activities are included under the hospitality industry and it generates employment directly and indirectly. This industry helps to earn foreign exchange in the country and attracts a huge amount of FDI (Foreign Direct Investment) and it is within the top 10 sectors in India. The hotel and tourism sector attracted around USD 11.39 billion of FDI during the period April 2000-June 2018 according to the Department of Industrial Policy and Promotion (DIPP). At the state and central level, it is one of the important contributors to indirect tax revenue. It is predicted that Indian Hospitality Sector will grow at 16.1 per cent and Compound Annual Growth Rate (CAGR) is expected to reach Rs 2,796.9 thousand crores in 2022.

In the financial year 2018 (Jan-Nov) Foreign Tourist Arrivals (FTAs) increased by sharp 18% to 7.5 million which was 6.4 million in the year 2017 (Jan-Nov) and is considered as the highest growth since 2008. This development is backed by different initiatives by Government of India like introduction of e-visa in November 2014, promotion of medical and cruise tourism and development of rail & road infrastructure. The Government of India has allowed Visa on arrival scheme for 150 countries in June, 2016. From April, 2017 onwards, citizens of 161 countries were allowed e-tourist visa facility, as against 113 countries previously (Ministry of Tourism). The tourists who are travelling to different places both for business and leisure purposes within India are the Domestic tourist arrivals (DTA) which grew marginally by 2.4 % from 1,614 million in 2016 to 1,653 million in 2017. This growth in DTA are due to increase in disposable income, spending mentality amongst the youth, popularizing weekend culture, campaigns by the government, low-cost airline services, promoting new sites and increased growth in trade and services.

In the financial year 2018 (Jan-Nov) Foreign Exchange Earnings (FEEs) (in rupee) increased by 10% whereas the FEEs (in dollars) increased by only 5.4% from $24,430 billion to $25,761 billion. This lower growth in dollar during this period is due to 4.6% depreciation of rupee against the dollar.

The potentiality to generate employment in tourism industry in India is the highest than any other sector. In India according to the latest payroll data of the Employees State Insurance Corporation (ESIC) Travel, tourism sector generated 25.9 million jobs in 2017. In the next few years, India's share in world employment is estimated to be significant. India is emerging as a major player in the hotel and hospitality industry. According to Muthe, 2010 India is likely to become the second largest employer in the tourism sector by 2019.

Review of Literature

The SERVQUAL model was developed by Parasuraman, Zeithaml and Berry (1985, 1988) for measuring the quality of service rendered and assessing the strengths and weaknesses of service providers. Initially there were ten components which were used to measure the service quality however, in 1988 they redefined the service quality components and mentioned the five key dimensions namely; "tangibles", "reliability", "responsiveness", "assurance" and "empathy". MacKay and Crompton (1988, 1990) opined that "SERVQUAL" model couldn't be used to measure service quality in recreation and leisure industries. So, a new "REQUAL" model was proposed to fit the recreation and tourism service sectors. This model was tested in 1990 in the Canadian municipal parks and the same five dimensions as Parasuraman (1985) model were concluded. Gronroos (1984, 2000) suggested that the difference between expected and perceived service is the perceived quality of service in a relative appraisal. He suggested seven criteria of perceived service quality, namely; "reliability and trustworthiness", "attitudes and behaviour", "professionalism and skills", "accessibility and flexibility", "service recovery", "reputation and credibility" and "atmosphere".

Performance was suggested to be the measure that best explained the customers' perceptions of service quality rather than expectations (Cronin and Taylor, 1992). The "SERVPERF" model was developed and was tested in four industries. Their model contains only half the number of items that need to be measured. They noticed that the model fit well in all four industries and it explains more of the variation in service quality than "SERVQUAL" model. "SERVPERF" model was used by Luk and Layton (2004) in their study to measure the service quality in the hotels. Perception gap scores were outperformed by performance scores with regard to measurement of service quality. The SERVPERF model was used to measure service quality performance of "three", "four" and "five" star hotels in Cappadocia by surveying 234 customers by Yilmaz (2009). While the reliability and validity of the scale instrument was verified, the study revealed that the customers expected improved services from the hotels in all the four dimensions of "assurance-responsiveness", "empathy", "tangibles", and "reliability". The lowest perception scores on the dimensions of "empathy" and "tangibles", the most important dimensions in assessing service quality. A multiple-item scale titled "E-S-QUAL" based on theories was developed by Parasuraman, Zeithaml and Malhotra (2005) to assess the service quality of web sites in placing an order. Using 549 questionnaire responses through an online survey, a basic scale was built for routine customers and a non-basic scale was built for non-routine customers to measure service quality. The reliability of the five dimensions of SERVPERF was established by Aldehayyat (2011) in a study of service quality in "three", "four" and "five" star hotels in the cities of Aqaba and Petra in Jordan. Customers had the lowest perception on the attributes of "empathy" and "tangibles" and were found to be expecting better on all attributes of service quality.

Lam and Zhang (1999) conducted a study using "SERVQUAL" model and found a gap between the perceptions and expectations of service quality by customers, who would be satisfied whenever their needs and wants were fulfilled. They concluded that the most important factors in measuring the satisfaction of the customers are "reliability" and "responsiveness" and "assurance". These two attributes had highest differential scores, which indicated that perception of the customer was way below the expectation. By using the study to assess the quality of existing management practices and identifying improvements, they could increase customer retention and market share and profitability. A study of customer's perception of service quality by Magableh (2002) in Amman revealed a lower quality of services than could be expected by the guests. Factors such as "age", "marital status", "nationality" and "number of visits" were not considered and the worker's gender proved to be a determinant in the customer's perception of quality. An attempt was made by Maala and Al Taai (2002) to develop a measure for assessing the service quality in hotels in Jordan. However, they too found a negative result as there was no effect of demographic factors except for "worker citizenship" in measuring the quality of services. Hotel Guest Comment Cards (GCCs) and schemes provided by the management were used by Su (2004) to measure customer satisfaction in hotels in Taiwan. The extent to which comment card design of each hotel corresponded to acknowledged best practice criteria was determined through content analysis. It was concluded that not a single hotel within the sample met the best practice criteria for GCCs, recommending that the hotel industry in Taiwan needed to re-assess its approach to evaluation of customer satisfaction. Service quality perceptions of both domestic and international tourists were studied by Markovi´c and Raspor (2010) in their study on 15 hotels in Croatia by using a modified version of the SERVQUAL scale. The attributes highlighted by the guests were "accessibility", "empathy and competence of staff", "reliability" and "tangibles", which act as a guide for hotel staff to improve their business. In a Bangladeshi context, service quality has been found is a major reason for customer satisfaction. Hossain (2012) found a high level of dissatisfaction among customers in his study on hotels in the Cox' Bazar region.

In their study to assess the customer satisfaction in "three star" hotels in Kuala Lumpur, Malaysia, Forozia, Zadeh and Gilani (2013) found a direct and significant relationship between customer satisfaction and perceived value. To achieve higher customer satisfaction, there should be more focus on service quality factors. Price was a key factor influencing perceived value, and thus pricing strategies were of importance. Customer loyalty and satisfaction can be maximized by improving service quality and customer feedback. Data collection and Customer Relationship Management (CRM) also play a key role in the assessment of service quality. In the study by Guzzo (2010), it was found that with the absence of of standardized services and non-implementation of structured CRM (Customer Relationship Management) system, the hotel fails to meet specific needs of the guests. Absence of proper data collection also let to poor decisions being made by the management. According to Al-Ababneh (2017), service quality can be a major differentiating factor in the hospitality industry to attain competitive advantage and gain the confidence of the customer.

Movafegh and Movafegh (2013) also found a positive correlation between the five dimensions of service quality and customer loyalty in the hospitality and tourism context, which had both theoretical and practical value. The service quality delivered by a hotel can thus be understood to be the life of the hotel.

Objectives of the Study

The main objective of this study is to assess the perceptions of tourists with respect to service quality of selected hotels in Kolkata. However, in order to achieve the main objective of this study, it is also necessary to get deep into certain specific issues which form the very basis of the main objective. Such issues can be better captured by formulating a number of other objectives of this study mentioned below.

1. To assess the most important service quality factors responsible for satisfaction of the respondent.
2. To analyze the extent of satisfaction of respondents with the service quality related factors.

In order to understand the above mentioned objectives, the following hypotheses have been formulated:

H_1: *To assess if there is significant relationship between educational qualification and the relevant service quality related factors.*

H_2: *To assess if there is significant relationship between hotel stay is worth its price and the relevant service quality related factors.*

H_3: *To assess if there is significant relationship between hotel is worth recommending to others and the relevant service quality related factors.*

H_4: *To assess the degree of divergence or convergence vis- a- vis the order of preference of the service quality related factors.*

H_5: *To assess if there is significant difference in the perception of service quality related factors across gender.*

H_6: *To assess if there is significant difference in the perception of service quality related factors across Indian and foreign tourists.*

H_7: *To assess if there is significant difference in the perception of service quality related factors between the income groups.*

H_8: *To assess if there is significant difference in the perception of service quality related factors between the age groups.*

Research Methodology

The study is essentially empirical in nature based on a primary survey and the theoretical concepts have been sourced from the secondary data namely; books, journals, e-journals, periodicals, government data, reports and websites. The primary survey was conducted by administering a structured questionnaire adapted from the Parasuraman, Zeithaml and Berry (1988) "SERVQUAL Model". The respondents for the primary survey have been selected through purposive sampling. The target group for administering the questionnaire comprises the tourists (both domestic and foreign) visiting Kolkata. Both domestic and foreign tourists were considered for the survey. The questions are ranked questions on a "5 point Likert type scale" ranging from 'strongly disagree' to 'strongly agree'. In order to determine the perception of the respondents with respect to service quality in the target hotels 23 statements based on "Likert Scale" has been performed. The 23 perception related questions have been designed keeping in mind the five key service factors namely; "tangibles", "reliability", "responsiveness", "assurance" and "empathy". The five key service factors have not been revealed to the respondents in order to capture responses free from bias.

In India though Ministry of Tourism, Government of India gives rating of hotel but the task of site visit and rating is assigned to the body The Hotel and Restaurant Approval and Classification Committee (HRACC). Recommendations made by HRACC, in respect of classification/re-classification of Star Category are examined by the Government of India for finalization.

The study found that there are five (5) categories of hotels in Kolkata namely, "5 star", "4 star", "3 star", "2 star" and "1 star". The study was targeted towards the budget hotels namely "3 Star" and the "2 Star" hotels keeping in mind that these hotels were not only large in number but had a major tourist arrival.

The hotels were selected according to the star category rated by popular travel website Make My Trip, being the Top travel websites in India (PhocusWire, 2011). Make My Trip ranked 1st based on 37.03% visits to its website. Fourteen (14) three star hotels and Twelve (12) two star hotels in Kolkata has been chosen because of their major presence in proper Kolkata and sizeable number of respondents agreeing to participate in the study.

From the total list of 83 (Make My Trip, 2015b) three star hotels in Kolkata, the following 14 hotels have been chosen:

The Big Boss, Southern Plaza, Hotel Sudesh Tower, Lytton Hotel, Hotel Niharika, The Lindsay, Mayur Residency, The Samilton, Hotel Mulberry, Hotel Executive Tower, Hotel Akashdeep, The Elgin Fairlawn, The Residency Hotel and Hotel Casa Fortuna.

From the list of 31 (Make My Trip, 2015a) two star hotels in Kolkata, the following 12 hotels have been chosen:

Hotel Victerrace International, Hotel Esteem, Hotel Swagath, Hotel Aston, Comfotel, Hotel Gardenia, Hotel Akash Ganga, Hotel Victerrace Regency, Hotel Aafreen, Hotel Capella, Hotel Emirates and Hotel Flavours Inn.

The rating of hotels (Star Category) is a dynamic process (Make My Trip, 2015a; 2015b). The respondents from these 26 hotels were selected through purposive sampling. The questionnaires were distributed personally to some of the tourists in the selected hotels and this process of data collection was also assisted by the front office of the selected hotels. The researcher finally received 260 filled in questionnaires. However, 34 such questionnaires had to be rejected as they were incomplete. Ins pite of repeated efforts on the part of the researcher to increase the number of respondents for the study it proved futile as many tourists were not interested to participate in the survey. Finally 226 questionnaires were used for the study. The sample constitutes 10 respondents from each of the 26 hotels selected for the study. The response rate was 86.92%. For the purpose of the study, the field survey took about 2 years (November 2015 - October 2017).

The data collected have been tabulated and processed through the statistical software, IBM SPSS version 16.0. The data collected have been analyzed using Descriptive Statistics, Kendall's Coefficient of Concordance (Kendall's W), Cronbach's Alpha Coefficients, Mann-Whitney U Test and Kruskal Wallis Test.

Limitations of the Study

Certain limitations were faced during the study which were as follows:

1. Geographical location of this study was limited to olkata, with sample size 226 tourists from twenty six hotels.
2. Sample suffers from gender (male and female composition) and tourist (Indian and foreign composition) inequality.
3. Some of the hotels refused to allow their guests to be questioned about service quality.
4. Some tourists were reluctant to share their views openly about the important service quality related factors due to personal or professional constraints.
5. The analysis suffers from several limitations which arise owing to the use of the "Likert scale".
6. This study was based on cross-sectional data and has not been conducted over an extended period of time.
7. Many questionnaires had to be rejected because of missing information leading to loss of data.

Analysis and Findings

Test of Reliability

In statistics, Cronbach's alpha is a co-efficient of internal consistency. Therefore, for the purpose of assessing the reliability of the data collected for empirical testing, at the beginning, Cronbach alpha has been worked out for the data relating to each of the three aspects mentioned above with the help of IBM SPSS version 16.0.

Table 1: Reliability Statistics

Cronbach's Alpha	No. of Items
.964	23

Source: Authors' Analysis

Internal consistency of data relating to perception of respondents vis-à-vis service quality factors (23 items) was very high with Cronbach's alpha being 0.964 (see Table 1).

Tests of Normality

Table 2: Tests of Normality

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Unique, Renowned Image and popularity	287	226	.000	852	226	000
State of the Art equipments	308	226	.000	852	226	000
Facilities easy to avail	357	226	.000	737	226	000
Hotel Staff Friendly towards guests	315	226	.000	755	226	000
Hotel Staff is trustworthy	312	226	.000	813	226	000
Hotel Staff understands the specifc needs of the customers	338	226	.000	756	226	000

Hotel Staff responds to the needs of the clients immediately	337	226	.000	783	226	000
Competent employees	308	226	.000	820	226	000
Hotel Employees are neat and tidy	326	226	.000	736	226	000
Additional facilities in hotel	235	226	.000	883	226	000
Hotel is clean and tidy	277	226	.000	714	226	000
Services are easily accessible	324	226	.000	.794	226	000
Information about the hotel services is clear, accurate and reliable	331	226	.000	.813	226	000
Hotel insists on error free records	301	226	.000	851	226	000
Hotel insists on error free records	343	226	.000	795	226	000
Prices are reasonable and fair	337	226	.000	796	226	000
Good and hygienic food	337	226	000	778	226	000
Hotel has convenient check-in and check-out timings	296	226	000	726	226	000
Hotel has car parking facilities	193	226	000	894	226	000
Hotel has internet/ wi facilities	350	226	000	711	226	000
Hotel provides adequate room service	342	226	000	770	226	000
Hotel has proper restaurant facilities	287	226	000	849	226	000
Hotel is worth recommending to others	.375	226	000	.699	226	000

Source: Authors' Analysis

Here H0 is that variables follow a normal distribution. If P < 0.05, we reject H0 to claim that the variables does not follow normal distribution. We checked normality of service quality related factors as shown in table: 8 using both "Kolmogorov- Smirnov Test" and "Shapiro- Wilk Test". Using the test, we found that none of the factor follows normal distribution and hence the non-parametric tests like "Mann- Whitney" and "Kruskal-Wallis" Tests have been used to compare the difference in ranking on these factors across different demographic parameters, namely gender, Indian and Foreign Tourist, age and income level.

Descriptive Statistics

Table 3: Demographic Profile

Hotel Category	2 Stars		3 Stars	
	Frequency	Percent	Frequency	Percent
Respondents	97	42.92	129	57.08
Tourists:				
Indian	83	85.6	97	75.19
Foreign	14	14.4	32	24.81
Gender:				
Male	57	58.76	81	62.79
Female	40	41.24	48	37.21
Age(years):				
15-20			4	3.1
21-30	38	39.2	28	21.7
31-40	28	28.9	44	34.1
41-50	15	15.5	32	24.8
51-60	8	8.2	13	10.1
60 and above	8	8.2	8	6.2
Marital Status:				
Married	54	55.67	86	66.67
Single	43	44.33	43	33.33

Educational Qualification:				
Secondary	6	6.19	5	3.88
Undergraduate	35	36.08	55	42.64
Post Graduate	47	48.45	68	52.71
Others	9	9.28	1	0.77
Employment Status:				
Employed	40	41.2	71	55.0
Self-employed	27	27.8	41	31.8
Unemployed	8	8.2	4	3.1
Retired	12	12.4	8	6.2
Student	10	10.3	5	3.9
Income Level:				
upto 500000	51	52.58	32	24.81
500001 to 1000000	25	25.77	45	34.88
1000001 to 1500000	15	15.46	32	24.81
1500001 and above	6	6.19	20	15.50
Purpose of the trip:				
Official	32	33.0	51	39.5
Unofficial	65	67.0	78	60.5
Duration of stay:				
1-3 days	60	61.86	74	57.36
4-7days	32	32.99	45	34.89
8-15 days	5	5.15	10	7.75

Source: Authors' Analysis

Table 3 gives a snap shot of the demographic profile of the study which shows that majority of the respondents are male and from three star hotels. In two star hotels the respondents belong to the age group 21-30 years, in three star hotels belong to the age group 31-40 years. Most of them are post graduate and travel for 1-3 days for unofficial purpose. The majority of the respondents of two star hotels belong to the income level upto Rs. 500000, in three star hotels belong to the income group of Rs. 500001 to 1000000.

Crosstab Analysis

Ho: *There is significant relationship between educational qualification and the relevant service quality related factors.*

Ha: *There is no significant relationship between educational qualification and the relevant service quality related factors.*

Table 4: Association of the selected variables with Educational Qualification

Variables	Pearson Chi-Square Value	Df	Asymp. Sig. (2-sided)	H_o (Null Hypothesis) Accepted/ Rejected at 5% level of significance
Unique, Renowned Image and popularity	14.236	12	0.286	Accepted
State of the Art equipments	27.570	12	0.006	Rejected
Facilities easy to avail	35.520	12	0.000	Rejected
Hotel Staff Friendly towards guests	28.196	12	0.005	Rejected
Hotel Staff is trustworthy	26.296	12	0.01	Rejected
Hotel Staff understands the specific needs of the customers	28.145	12	0.005	Rejected
Hotel Staff responds to the needs of the clients immediately	23.771	12	0.022	Rejected
Competent employees	33.879	12	0.001	Rejected
Hotel Employees are neat and tidy	25.657	12	0.012	Rejected
Additional facilities in hotel	33.400	12	0.001	Rejected
Hotel is clean and tidy	30.779	12	0.002	Rejected
Services are easily accessible	36.372	12	0.000	Rejected

Information about the hotel services is clear, accurate and reliable	24.957	12	0.015	Rejected
Hotel insists on error free records	19.345	12	0.081	Accepted
Hotel stay is worth its price	19.091	12	0.086	Accepted
Prices are reasonable and fair	63.832	12	0.081	Rejected
Good and hygienic food	40.774	12	0.000	Rejected
Hotel has convenient check-in and check-out timings	35.622	12	0.000	Rejected
Hotel has car parking facilities	16.919	12	0.153	Accepted
Hotel has internet/ wi facilities	33.701	12	0.001	Rejected
Hotel provides adequate room service	57.460	12	0.000	Rejected
Hotel has proper restaurant facilities	56.355	12	0.000	Rejected
Hotel is worth recommending to others	25.423	12	0.013	Rejected

Source: Authors' Analysis

H_1: *To assess if there is significant relationship between educational qualification and all the relevant service quality related factors.*

It is observed (see Table 4) that there is significant relationship between educational qualification and state of the art equipments, facilities easy to avail, staff friendly towards guests, hotel staff is trustworthy, staff understands the specific needs of the customers, staff responds to the needs of the clients immediately, competent employees, employees are neat and tidy, additional facilities in hotel, hotel is clean and tidy, services are easily accessible, information about the hotel is clear, accurate and reliable, prices are reasonable and fair, good and hygienic food, hotel has convenient check-in and check-out timings, hotel has internet/ wifi facilities, hotel provides adequate room service, hotel has proper restaurant facilities and hotel is worth recommending to others.

Ho: *There is significant relationship between hotel stay worth its price and the relevant service quality related factors.*

Ha: *There is no significant relationship between hotel stay worth its price and the relevant service quality related factors.*

Table 5: Association of the selected variables with Hotel stay (is worth its price?)

Variables	Pearson Chi-Square Value	Df	Asymp. Sig. (2-sided)	H_o (Null Hypothesis) Accepted/ Rejected at 5% level of significance
Unique, Renowned Image and popularity	139.8	16	0.000	Rejected
State of the Art equipments	99.722	16	.000	Rejected
Facilities easy to avail	145.2	16	0.000	Rejected
Hotel Staff Friendly towards guests	190.8	16	0.000	Rejected
Hotel Staff is trustworthy	175.6	16	0.000	Rejected
Hotel Staff understands the specific needs of the customers	204.2	16	0.000	Rejected
Hotel Staff responds to the needs of the clients immediately	286.5	16	0.000	Rejected
Competent employees	195.5	16	0.000	Rejected
Hotel Employees are neat and tidy	162.3	16	0.000	Rejected
Additional facilities in hotel	78.276	16	0.000	Rejected
Hotel is clean and tidy	225.7	16	0.000	Rejected
Services are easily accessible	203.8	16	0.000	Rejected

Information about the hotel services is clear, accurate and reliable	216.3	16	0.000	Rejected
Hotel insists on error free records	277.7	16	0.000	Accepted
Prices are reasonable and fair	442.5	16	0.000	Accepted
Good and hygienic food	175.7	16	0.000	Rejected
Hotel has convenient check-in and check-out timings	229.5	16	0.000	Rejected
Hotel has car parking facilities	104.6	16	0.000	Rejected
Hotel has internet/ wifi facilities	179.0	16	0.000	Rejected
Hotel provides adequate room service	276.8	16	0.000	Rejected
Hotel has proper restaurant facilities	117.8	16	0.000	Rejected
Hotel has car parking facilities	16.919	16	0.000	Accepted
Hotel is worth recommending to others	184.8	16	0.000	Accepted

Source: Authors' Analysis

H_2: *To assess if there is significant relationship between Hotel stay is worth its price and all the relevant service quality related factors.*

It is observed (see Table 5) that there is significant relationship between hotel stay is worth its price and unique, renowned image and popularity, state of the art equipments, facilities easy to avail, staff friendly towards guests, hotel staff is trustworthy, staff understands the specific needs of the customers, staff responds to the needs of the clients immediately, competent employees, employees are neat and tidy, additional facilities in hotel, hotel is clean and tidy, services are easily accessible, information about the hotel is clear, accurate and reliable, hotel insists on error free records, prices are reasonable and fair, good and hygienic food, hotel has convenient check-in and check-out timings, hotel has car parking facilities, hotel has internet/ wifi facilities, hotel provides adequate room service, hotel has proper restaurant facilities and hotel is worth recommending to others.

Ho: *There is significant relationship between hotel is worth recommending to others and the relevant service quality related factors.*

Ha: *There is no significant relationship between hotel is worth recommending to others and the relevant service quality related factors.*

Table 6: Association of the selected variables with Hotel is worth recommending to others

Variables	Pearson Chi-Square Value	Df	Asymp. Sig. (2-sided)	H_o (Null Hypothesis) Accepted/ Rejected at 5% level of signi□cance
Unique, Renowned Image and popularity	95.745	16	0.000	Rejected
State of the Art equipments	82.424	16	.000	Rejected
Facilities easy to avail	107.7	16	0.000	Rejected
Hotel Staff Friendly towards guests	98.658	16	0.000	Rejected
Hotel Staff is trustworthy	96.394	16	0.000	Rejected
Hotel Staff understands the speci□c needs of the customers	107.4	16	0.000	Rejected
Hotel Staff responds to the needs of the clients immediately	120.4	16	0.000	Rejected
Competent employees	104.5	16	0.000	Rejected
Hotel Employees are neat and tidy	124.6	16	0.000	Rejected
Additional facilities in hotel	70.074	16	0.000	Rejected
Hotel is clean and tidy	158.7	16	0.000	Rejected
Services are easily accessible	112.2	16	0.000	Rejected

Information about the hotel services is clear, accurate and reliable	88.192	16	0.000	Rejected
Hotel insists on error free records	93.120	16	0.000	Accepted
Hotel stay is worth its price	184.8	16	0.000	Accepted
Prices are reasonable and fair	144.9	16	0.000	Accepted
Good and hygienic food	161.7	16	0.000	Rejected
Hotel has convenient check-in and check-out timings	147.3	16	0.000	Rejected
Hotel has car parking facilities	56.823	16	0.000	Rejected
Hotel has internet/ wi facilities	152.1	16	0.000	Rejected
Hotel provides adequate room service	192.4	16	0.000	Rejected
Hotel has proper restaurant facilities	142.1	16	0.000	Rejected

Source: Authors' Analysis

H_3: *To assess if there is significant relationship between Hotel is worth recommending to others and all the relevant service quality related factors.*

It is observed (see Table 6) that there is significant relationship between hotel is worth recommending to others and unique, renowned image and popularity, state of the art equipments, facilities easy to avail, staff friendly towards guests, hotel staff is trustworthy, staff understands the specific needs of the customers, staff responds to the needs of the clients immediately, competent employees, employees are neat and tidy, additional facilities in hotel, hotel is clean and tidy, services are easily accessible, information about the hotel is clear, accurate and reliable, hotel insists on error free records, hotel stay is worth its price , prices are reasonable and fair, good and hygienic food, hotel has convenient check-in and check-out timings, hotel has car parking facilities, hotel has internet/ wifi facilities, hotel provides adequate room service and hotel has proper restaurant facilities.

Kendall's W Test

Kendall's Coefficient of Concordance:

Interpretation of "Kendall's W" calculated by using the responses, assessing the degree of agreement or not among the respondents, has been done. The test statistic W is 1, when all the respondents are unanimous, and each respondent has assigned the same order to the list of concerns. The test statistics W is 0, when there is no overall trend of agreement among the respondents and their responses may be regarded as essentially random. Intermediate values of W indicate a greater or lesser degree of unanimity among the responses.

Table 7(a): Ranking the Service Quality Factors (From best to the worst for 2 Star Hotels)

Sl. No.	Service Quality Factors (Highest to Lowest)	Mean
1.	Price	1.268
2.	Location of the Hotel	2
3.	Food Quality	2.7322
4.	Prompt service by the Employees	4.289
5.	Cleanliness and Tidiness of the Hotel	5
6.	Finding and Booking of the Hotel	5.825
7.	Availability of Modern Amenities	7.155
8.	Availability of Pick up and Drop off Service	7.732

Source: Authors' Analysis

H_4: *To assess the degree of divergence or convergence vis- a- vis the order of preference of the service quality related factors.*

Table 7(a) depicts the ranking of service quality factors ('1' being the highest and '8' being the lowest service quality factors for "2 Star Hotels") according to their order of preferences by the selected 97 respondents.

Table 7(b): Kendall's W Test

Test Statistics	
N	97
Kendall's W	0.922

Source: Authors' Analysis

Since Kendall W Test = 0.922, which is closer to 1, there is higher degree of unanimity among the respondents in terms of service quality related factors in 2 Star Hotels (see Table 7(b)).

Table 8(a): Ranking the Service Quality Factors (From best to the worst for 3 Star Hotels)

Sl. No.	Service Quality Related Factors (Highest to Lowest)	Mean
1.	Location of the Hotel	1.434
2.	Food Quality	2.054
3.	Price	2.512
4.	Availability of Modern Amenities	4.364
5.	Cleanliness and Tidiness of the Hotel	4.977
6.	Prompt Service by the Employees	5.729
7.	Finding and Booking of the Hotel	7.248
8.	Availability of Pick up and Drop off Service	7.682

Source: Authors' Analysis

Table: 8(a) depicts the ranking of service quality factors ('1' being the highest and '8' being the lowest service quality factors for "3 Star Hotels") according to their order of preferences by the selected 129 respondents.

Table 8(b): Kendall's W Test

Test Statistics	
N	129
Kendall's W	0.923

Source: Authors' Analysis

Since Kendall W Test = 0.923, which is closer to 1, there is higher degree of unanimity among the respondents in terms of service quality related factors in 3 Star Hotels (see Table 8(b)).

Mann-Whitney U and Kruskal Wallis Test'

Table 9(a): Results of Mann-Whitney U Test based on Gender

Variables	Mann-Whitney U	Asymp. Sig. (2-sided)	H_o (Null Hypothesis) Accepted/ Rejected at 5% level of signi□cance
Unique, Renowned Image and popularity	1090	0.701	Accepted
State of the Art equipments	1136.5	0.978	Accepted
Facilities easy to avail	946	0.127	Accepted
Hotel Staff Friendly towards guests	1096.5	0.730	Accepted
Hotel Staff is trustworthy	1034	0.410	Accepted
Hotel Staff understands the speci□c needs of the customers	1048	0.468	Accepted
Hotel Staff responds to the needs of the clients immediately	1032.5	0.404	Accepted
Competent employees	927.5	0.100	Accepted
Hotel Employees are neat and tidy	1125.5	0.908	Accepted
Additional facilities in hotel	1069	0.576	Accepted
Hotel is clean and tidy	1115.5	0.847	Accepted
Services are easily accessible	1038	0.433	Accepted
Information about the hotel services is clear, accurate and reliable	1017.5	0.347	Accepted

Source: Authors' Analysis

Hotel insists on error free records	1047.5	0.474	Accepted
Hotel stay is worth its price	1123.5	0.899	Accepted
Prices are reasonable and fair	1095.5	0.728	Accepted
Good and hygienic food	1112.5	0.821	Accepted
Hotel has convenient check-in and check-out timings	1010	0.300	Accepted
Hotel has car parking facilities	1084	0.671	Accepted
Hotel has internet/ wifi facilities	836	0.014	Rejected
Hotel provides adequate room service	929.5	0.102	Accepted
Hotel has proper restaurant facilities	995	0.271	Accepted
Hotel is worth recommending to others	1041	0.423	Accepted

Source: Authors' Analysis

Note:
1. Hotel Category: Two Star.
2. Grouping Variable: Gender.

Table 9(b): Results of Mann-Whitney U Test based on Gender

Variables	Mann-Whitney U	Asymp. Sig. (2-tailed) P-Value	H_o (Null Hypothesis) Accepted/ Rejected at 5% level of signi□cance
Unique, Renowned Image and popularity	1787.5	0.406	Accepted
State of the Art equipments	1905.5	0.837	Accepted
Facilities easy to avail	1847.5	0.595	Accepted
Hotel Staff Friendly towards guests	1664	0.133	Accepted
Hotel Staff is trustworthy	1749.5	0.282	Accepted
Hotel Staff understands the speci□c needs of the customers	1763	0.306	Accepted
Hotel Staff responds to the needs of the clients immediately	1903	0.819	Accepted
Competent employees	1823.5	0.505	Accepted
Hotel Employees are neat and tidy	1698.5	0.190	Accepted
Additional facilities in hotel	1916	0.887	Accepted
Hotel is clean and tidy	1496	0.013	Accepted
Services are easily accessible	1866.5	0.675	Accepted
Information about the hotel services is clear, accurate and reliable	1801.5	0.432	Accepted
Hotel insists on error free records	1672	0.153	Accepted

Hotel stay is worth its price	1636.5	0.093	Accepted
Prices are reasonable and fair	1613	0.078	Accepted
Good and hygienic food	1883	0.744	Accepted
Hotel has convenient check-in and check-out timings	1568.5	0.040	Rejected
Hotel has car parking facilities	1771	0.384	Accepted
Hotel has internet/ wi□ facilities	1906	0.835	Accepted
Hotel provides adequate room service	1882	0.734	Accepted
Hotel has proper restaurant facilities	1778.5	0.373	Accepted
Hotel is worth recommending to others	1688	0.144	Accepted

Source: Authors' Analysis

Note:
1. Hotel Category: Three Star.
2. Grouping Variable: Gender.

H_5: *To assess if there is significant difference in the perception of service quality related factors across gender.*

From Table 9(a), it is observed that p value is less than 0.05 ($p < 0.05$) for the factor like internet/wifi facilities among the gender in two star hotels indicating that there is significant difference among gender for these service quality related factors and for all other service quality related factors there is no significant difference among gender in two star hotels. The visitors are not keen to return to the two star hotels because of unavailability of some facilities in comparison to three star hotels.

In two star hotels, for the male respondents, internet/wifi facilities are the significant service quality related factors. Mann -Whitney Test relies on scores being ranked from lowest to highest. For the above factors, the male respondent has the highest mean rank so it denotes that it has a greater number of high scores within it. For these factors female respondent has the has the lowest mean rank with greater number of lower scores in it (see Table 9(a)).

From Table 9(b), it is observed that p value is less than 0.05 ($p < 0.05$) for the factors like Hotel is clean and tidy and Hotel has convenient check-in and check-out timings among the gender in three star hotels indicating that there is significant difference among gender for these service quality related factors and for all other service quality related factors there is no significant difference among gender in three star hotels. The reason may be that when the respondent is visiting with their family members for leisure their expectation from the hotel is high than when they are visiting for official purpose with their colleagues.

In three star hotels, for the female respondents, hotel is clean and tidy and hotel has convenient check-in and check-out timings are the significant service quality related factors. For male respondents there are no relevant significant service quality related factors (see Table 9(b)).

Table 10(a): Results of Mann-Whitney U Test based on Indian and Foreign Tourist

Variables	Mann-Whitney U	Asymp. Sig. (2-tailed) P-Value	H_o (Null Hypothesis) Accepted/ Rejected at 5% level of signi□cance
Unique, Renowned Image and popularity	397	0.048	Rejected
State of the Art equipments	314	0.003	Rejected
Facilities easy to avail	457.5	0.173	Accepted
Hotel Staff Friendly towards guests	468.5	0.211	Accepted
Hotel Staff is trustworthy	569	0.896	Accepted
Hotel Staff understands the speci□c needs of the customers	477	0.251	Accepted
Hotel Staff responds to the needs of the clients immediately	391.5	0.039	Rejected
Competent employees	439.5	0.125	Accepted
Hotel Employees are neat and tidy	494.5	0.334	Accepted
Additional facilities in hotel	327.5	0.005	Rejected
Hotel is clean and tidy	508	0.421	Accepted
Services are easily accessible	393	0.042	Rejected
Information about the hotel services is clear, accurate and reliable	435	0.117	Accepted
Hotel insists on error free records	414	0.070	Accepted

Hotel stay is worth its price	440	0.128	Accepted
Prices are reasonable and fair	418	0.074	Accepted
Good and hygienic food	445.5	0.120	Accepted
Hotel has convenient check-in and check-out timings	555	0.771	Accepted
Hotel has car parking facilities	513	0.470	Accepted
Hotel has internet/ wifi facilities	545.5	0.687	Accepted
Hotel provides adequate room service	430	0.100	Accepted
Hotel has proper restaurant facilities	458	0.191	Accepted
Hotel is worth recommending to others	450.5	0.139	Accepted

Source: Authors' Analysis

Note:
1. Hotel Category: Two Star.
2. Grouping Variable: Indian and Foreign tourist.

Table 10(b): Results of Mann-Whitney U Test based on Indian and Foreign Tourist

Variables	Mann-Whitney U	Asymp. Sig. (2-tailed) P-Value	H_o (Null Hypothesis) Accepted/ Rejected at 5% level of signi□cance
Unique, Renowned Image and popularity	1465	0.605	Accepted
State of the Art equipments	1309	0.147	Accepted
Facilities easy to avail	1308	0.133	Accepted
Hotel Staff Friendly towards guests	1368	0.270	Accepted
Hotel Staff is trustworthy	1198	0.028	Rejected
Hotel Staff understands the speci□c needs of the customers	1199	0.025	Rejected
Hotel Staff responds to the needs of the clients immediately	1195	0.025	Rejected
Competent employees	1146.5	0.012	Rejected
Hotel Employees are neat and tidy	1318	0.162	Accepted
Additional facilities in hotel	1269.5	0.109	Accepted
Hotel is clean and tidy	1263.5	0.076	Accepted
Services are easily accessible	1474.5	0.639	Accepted
Information about the hotel services is clear, accurate and reliable	1408	0.375	Accepted
Hotel insists on error free records	1549	0.985	Accepted

Hotel stay is worth its price	1426	0.441	Accepted
Prices are reasonable and fair	1369.5	0.277	Accepted
Good and hygienic food	1357.5	0.244	Accepted
Hotel has convenient check-in and check-out timings	1436.5	0.480	Accepted
Hotel has car parking facilities	1499.5	0.767	Accepted
Hotel has internet/ wifi facilities	1288	0.106	Accepted
Hotel provides adequate room service	1254	0.067	Accepted
Hotel has proper restaurant facilities	1548.5	0.983	Accepted
Hotel is worth recommending to others	1439	0.471	Accepted

Source: Authors' Analysis

a. Hotel Category = Three Star
b. Grouping Variable: Indian and Foreign tourist

H_6: *To assess if there is significant difference in the perception of service quality related factors across Indian and foreign tourists.*

From Table 10(a), it is observed that p value is less than 0.05 ($p < 0.05$) for the factors like unique, renowned image and popularity, state of art and equipments, staff responds to the needs of the clients immediately, additional facilities in hotel and services are easily accessible among Indian and Foreign tourist in two star hotels indicating that there is a significant difference among Indian and Foreign tourist for these service quality related factors and for all other service quality related factors there is no significant difference among Indian and Foreign tourist in two star hotels. It seems that tourists are not satisfied with the available booking method because in most of the two star hotels where the foreign tourist put up don't have online booking facilities which makes it difficult to book hotels from home countries and also they are not getting all the facilities as are available in three star hotels.

In two star hotels, for the Indian tourist, unique, renowned image and popularity, state of art and equipments, staff responds to the needs of the clients immediately, additional facilities in hotel and services are easily accessible are the significant service quality related factors and for the foreign tourist there are no relevant significant service quality related factors (see Table 10(a)).

From Table 10(b), it is observed that p value is less than 0.05 ($p < 0.05$) for the factors like hotel staff is trustworthy, staff understands the specific needs of the customers, staff responds to the needs of the clients immediately and competent employees among Indian and Foreign tourist in three star hotels indicating that there is a significant difference among Indian and Foreign tourist for these service quality related factors and for all other service quality related factors there is no significant difference among Indian and Foreign tourist in three star hotels. It seems that when tourists are travelling for a longer period, they expect a homely comfort which three star hotels are unable to extend.

In three star hotels, for the Indian tourist, hotel staff is trustworthy, staff understands the specific needs of the customers, staff responds to the needs of the clients immediately and competent employees are the significant service quality related factors and for foreign tourist there are no relevant significant service quality related (see Table 10(b)).

Table 11(a): Results of Kruskal Wallis Test based on Income Level

Variables	Pearson Chi-Square Value	Df	P-Value	H_o (Null Hypothesis) Accepted/ Rejected at 5% level of signi□cance
Unique, Renowned Image and popularity	1.137	3	0.768	Accepted
State of the Art equipments	1.843	3	0.605	Accepted
Facilities easy to avail	0.726	3	0.866	Rejected
Hotel Staff Friendly towards guests	0.050	3	0.997	Rejected
Hotel Staff is trustworthy	4.611	3	0.202	Rejected
Hotel Staff understands the speci□c needs of the customers	2.051	3	0.561	Rejected
Hotel Staff responds to the needs of the clients immediately	0.705	3	0.872	Rejected
Competent employees	3.580	3	0.310	Rejected
Hotel Employees are neat and tidy	1.887	3	0.596	Rejected
Additional facilities in hotel	2.700	3	0.440	Rejected
Hotel is clean and tidy	1.828	3	0.608	Rejected

Services are easily accessible	0.824	3	0.843	Rejected
Information about the hotel services is clear, accurate and reliable	2.132	3	0.545	Rejected
Hotel insists on error free records	0.587	3	0.899	Accepted
Hotel stay is worth its price	0.826	3	0.843	Accepted
Prices are reasonable and fair	0.282	3	0.963	Accepted
Good and hygienic food	1.653	3	0.647	Accepted
Hotel has convenient check-in and check-out timings	7.030	3	0.070	Accepted
Hotel has car parking facilities	3.508	3	0.319	Accepted
Hotel has internet/ wifi facilities	8.906	3	0.030	Rejected
Hotel provides adequate room service	0.266	3	0.966	Accepted
Hotel has proper restaurant facilities	3.521	3	0.318	Accepted
Hotel is worth recommending to others	0.564	3	0.905	Accepted

Source: Authors' Analysis

Note:
1. Hotel Category: Two Star.
2. Grouping Variable: Income Level.

Table 11(b): Results of Kruskal Wallis Test based on Income Level

Variables	Chi-Square	Df	P-Value	H_o (Null Hypothesis) Accepted/ Rejected at 5% level of signi cance
Unique, Renowned Image and popularity	11.998	3	0.007	Rejected
State of the Art equipments	7.560	3	0.056	Accepted
Facilities easy to avail	10.175	3	0.017	Rejected
Hotel Staff Friendly towards guests	5.213	3	0.156	Accepted
Hotel Staff is trustworthy	6.964	3	0.073	Accepted
Hotel Staff understands the specific needs of the customers	2.312	3	0.510	Accepted
Hotel Staff responds to the needs of the clients immediately	13.777	3	0.003	Rejected
Competent employees	12.640	3	0.005	Rejected
Hotel Employees are neat and tidy	0.979	3	0.806	Accepted
Additional facilities in hotel	4.563	3	0.206	Accepted
Hotel is clean and tidy	2.169	3	0.538	Accepted
Services are easily accessible	4.047	3	0.256	Accepted
Information about the hotel services is clear, accurate and reliable	13.119	3	0.004	Rejected
Hotel insists on error free records	16.756	3	0.000	Rejected
Hotel stay is worth its price	11.305	3	0.010	Rejected

Prices are reasonable and fair	6.466	3	0.091	Accepted
Good and hygienic food	2.881	3	0.410	Accepted
Hotel has convenient check-in and check-out timings	2.033	3	0.565	Accepted
Hotel has car parking facilities	4.154	3	0.245	Accepted
Hotel has internet/ wifi facilities	2.529	3	0.470	Accepted
Hotel provides adequate room service	1.754	3	0.625	Accepted
Hotel has proper restaurant facilities	4.894	3	0.179	Accepted
Hotel is worth recommending to others	8.693	3	0.034	Rejected

Source: Authors' Analysis

Note:
1. Hotel Category: Three Star.
2. Grouping Variable: Income Level.

H_7: *To assess if there is significant difference in the perception of service quality related factors between the income groups.*

From Table 11(a), it is observed that p value is less than 0.05 ($p < 0.05$) for the factors like hotel has internet/ wifi facilities with respect to income level in two star hotels indicating that there is a significant difference with respect to income level for these service quality related factors and0v for all other service quality related factors there is no significant difference with respect to income level in two star hotels. The tourists choose two star hotels for their lower budget but the comfort are not upto the mark though they are accepting that hotel worth its price.

In two star hotels, for the income group Rs. 1500001 and above, hotel has internet/ wifi facilities is the important service quality related factors. For other income groups there are no relevant significant service quality related factors. For the income group Rs. 1500001 and above: They are the higher income group of the study so their expectation is also high with respect to service quality related factors. When their frequency of travel is high, they choose two star hotels for their lower budget but the comfort that they are expecting are not fulfilled by these two star hotels (see Table 11(a)).

From Table 11(b), it is observed that p value is less than 0.05 ($p < 0.05$) for the factors like unique renowned image and popularity, facilities easy to avail, staff responds to the needs of the clients immediately, competent employees, information about the hotel is clear, accurate and reliable, hotel insists on error free records, hotel stay is worth its price and hotel is worth recommending to others with respect to income level in three star hotels indicating that there is a significant difference with respect to income level for these service quality related factors and for all other service quality related factors there is no significant difference with respect to income level in three star hotels. In three star hotels the tourists are spending more than the two star hotels so their expectation is also high regarding the facilities available. So, the hotel stay does not worth its price as per their feedback.

In three star hotels, for the income group upto Rs. 500000, unique renowned image and popularity, facilities easy to avail, staff responds to the needs of the clients immediately, competent employees, information about the hotel is clear, accurate and reliable, hotel insists on error free records, hotel stay is worth its price and hotel is worth recommending to others are the significant service quality related factors. For other income groups there are no relevant significant service quality related factors.

For the income group upto Rs. 500000: They are the lower income group of the study. So, when they are choosing three star hotels, they are spending more than the two star hotels. Their expectation is also high regarding the facilities available in these hotels.

For the income group Rs. 1000001 to Rs. 1500000: when the respondent of this category is staying for a longer period the comfort that they are expecting are not being fulfilled (see Table 11(b)).

Table 12(a): Results of Kruskal Wallis Test based on Age

Variables	Chi-Square	Df	P-Value	H_o (Null Hypothesis) Accepted/ Rejected at 5% level of significance
Unique, Renowned Image and popularity	7.080	4	0.131	Accepted
State of the Art equipments	4.703	4	0.319	Accepted
Facilities easy to avail	5.961	4	0.202	Accepted
Hotel Staff Friendly towards guests	1.627	4	0.803	Accepted
Hotel Staff is trustworthy	2.445	4	0.654	Accepted
Hotel Staff understands the specific needs of the customers	5.550	4	0.235	Accepted
Hotel Staff responds to the needs of the clients immediately	3.877	4	0.422	Accepted
Competent employees	4.740	4	0.315	Accepted
Hotel Employees are neat and tidy	3.844	4	0.427	Accepted
Additional facilities in hotel	1.583	4	0.811	Accepted
Hotel is clean and tidy	4.679	4	0.321	Accepted
Services are easily accessible	4.563	4	0.335	Accepted

Information about the hotel services is clear, accurate and reliable	6.187	4	0.185	Accepted
Hotel insists on error free records	9.432	4	0.051	Accepted
Hotel stay is worth its price	3.319	4	0.505	Accepted
Prices are reasonable and fair	4.432	4	0.350	Accepted
Good and hygienic food	2.498	4	0.644	Accepted
Hotel has convenient check-in and check-out timings	4.496	4	0.343	Accepted
Hotel has car parking facilities	4.586	4	0.332	Accepted
Hotel has internet/ wi facilities	5.584	4	0.232	Accepted
Hotel provides adequate room service	5.658	4	0.226	Accepted
Hotel has proper restaurant facilities	9.682	4	0.046	Rejected
Hotel is worth recommending to others	3.502	4	0.478	Accepted

Source: Authors' Analysis

Note:
1. Hotel Category: Two Star.
2. Grouping Variable: Age.

Table 12(b): Results of Kruskal Wallis U based on Age

Variables	Chi-Square	Df	P-Value	H_o (Null Hypothesis) Accepted/ Rejected at 5% level of signi□cance
Unique, Renowned Image and popularity	4.339	5	0.501	Accepted
State of the Art equipments	5.434	5	0.365	Accepted
Facilities easy to avail	3.633	5	0.603	Accepted
Hotel Staff Friendly towards guests	1.942	5	0.857	Accepted
Hotel Staff is trustworthy	0.996	5	0.962	Accepted
Hotel Staff understands the speci□c needs of the customers	2.515	5	0.774	Accepted
Hotel Staff responds to the needs of the clients immediately	1.876	5	0.865	Accepted
Competent employees	0.985	5	0.963	Accepted
Hotel Employees are neat and tidy	1.579	5	0.903	Accepted
Additional facilities in hotel	2.033	5	0.844	Accepted
Hotel is clean and tidy	2.088	5	0.836	Accepted
Services are easily accessible	1.846	5	0.869	Accepted
Information about the hotel services is clear, accurate and reliable	8.721	5	0.120	Accepted
Hotel insists on error free records	10.571	5	0.060	Accepted
Hotel stay is worth its price	3.163	5	0.674	Accepted

Prices are reasonable and fair	1.532	5	0.909	Accepted
Good and hygienic food	5.910	5	0.315	Accepted
Hotel has convenient check-in and check-out timings	2.763	5	0.736	Accepted
Hotel has car parking facilities	4.136	5	0.529	Accepted
Hotel has internet/ wi□ facilities	2.186	5	0.822	Accepted
Hotel provides adequate room service	4.274	5	0.510	Accepted
Hotel has proper restaurant facilities	5.911	5	0.315	Accepted
Hotel is worth recommending to others	7.614	5	0.179	Accepted

Source: Authors' Analysis

Note:
1. Hotel Category: Three Star.
2. Grouping Variable: Age.

H_8: *To assess if there is significant difference in the perception of service quality related factors between the age groups.*

From Table 12(a), it is observed that p value is less than 0.05 ($p < 0.05$) for the factors like hotel has proper restaurant facilities with respect to age criteria in two star hotels indicating that there is a significant difference with respect to age criteria for these service quality related factors and for all other service quality related factors there is no significant difference with respect age criteria in two star hotels. In two star hotels most of the tourists' ages are between 21 to 40 years. So, when they are travelling with their family and friends for unofficial trips, the comforts that they are looking is not up to the expectation and these hotels do not have proper restaurant facilities for which they are facing trouble.

For the age group 61 years and above: hotel has proper restaurant facilities is the significant service quality related factors. For, other age groups there are no relevant significant service quality related factors. They are the senior citizens and travelling with their families for unofficial trips. They find difficulties as some of the two star hotels do not have proper restaurant facilities (see Table 12(a)).

From Table 12(b), it is observed that there are no factors for which p value is less than 0.05 (p < 0.05l with respect to age criteria in three star hotels indicating that there is no significant difference with respect to age criteria for these service quality related factors in three star hotels (see Table 12(b)).

Recommendations

Perceptions of the tourists about the hotel service quality and the extent to which hotel guests find various hotel attributes are relevant in enhancing their satisfaction with the hotel stay. However, there are few suggestions which are as follows:

1. Measuring service quality is a continuous process. In order to improve customer satisfaction in the hotel industry the perception of the tourist plays a very important role. The paper has helped to identify the most important factors relating to service quality and its relationship across gender, educational qualification, inScome level, age etc. This is likely to help the target hotels to improve their areas of deficiency and find innovative measures to improve customer experience and remain competitive.
2. The government should incentivize hotel accreditation so that more hotels enroll for accreditation to standardize their services.
3. The study revealed that most of the two star hotels fails to provide Valet (parking) services. But this has become one of the important service attributes for the hotel service.
4. Perception of the service quality related factors across gender reveals that "Tangibles" and "Assurance" are the most important factors both for "two- and three-star hotels".
5. Perception of service quality related factors across Indian and Foreign tourists reveals that for three star hotels, "Reliability", "Responsiveness" and "Empathy" are the significant factors. But for two star hotels other than "empathy" all the factors are significant.
6. Perception of service quality related factors between Income group shows that for two star hotels "Assurance" factor is very significant but for three star hotels other than "Tangibility" factors all are important.
7. Perception of service quality related factors between age group shows that for two star hotels "Tangibility" is an important factor.

Conclusion

In most of the earlier studies conducted on measuring service quality in hotels, the "SERVQUAL" developed by (Parasuraman et al. 1988) have been used. In some studies, the performance-only measurement, "SERVPERF", has been used to measure the quality of service in the hotel industry. This paper has been developed on the five-dimensional structures of service quality (cited in the literature review above). These five dimensions have been recognised as sufficient and accurate predictor of service quality in the hospitality sector. Luk and Layton (2004) and Akbaba (2006) carried out their research in the hotel industry using the five-dimensional structure of service quality and adding few more dimensions which have previously been ignored. Different studies have supported that the number of dimensions of service quality vary according to the service being rendered and it should be changed and developed in different service perspective. (Carman 1990; Finn and Lamb 1991; Babakus and Boller 1992; Bouman and Wiele 1992).

In general, the findings revealed that hotel customers staying at the "two star" and three star hotels in Kolkata are expecting better services from the hotels. The dimension scores are the important signals about the service areas which needs improvements. The research findings will assist the hoteliers to frame strategies for good customer relationships and concentrate on customer satisfaction. The hotel managers by delivering quality services in all dimensions can meet the perception of customer which will enable them to maintain a balance between customer retention and profitability. This will further lead to better utilization of limited resources and greater profitability.

References

Akbaba, A. (2006). Measuring Service Quality in the Hotel Industry: A Study in a Business Hotel in Turkey. *International Journal of Hospitality Management, 25*(2), 170-192.

Al-Ababneh, M. M. (2017). Service Quality in the Hospitality Industry. *Journal of Tourism & Hospitality, 6*(1), 133.

Aldehayyat, J. S. (2011). Perceptions of Service Quality in Jordanian Hotels. *International Journal of Business and Management, 6*(7), 226-233.

Babakus, E., & Mangold, W. G. (1992). Adapting the SERVQUAL Scale to Hospital Services: An Empirical Investigation. *Health Services Research, 26*(6), 767-786.

Bouman, M., & Wiele, T. V. D. (1992). Measuring Service Quality in the Car Service Industry: Building and Testing an Instrument. *International Journal of Service Industry Management, 3*(4), 4-16.

Carman, J. M. (1990). Consumer Perceptions of Service Quality: An Assessment of the SERVQUAL Dimensions. *Journal of Retailing, 66*(1), 33-55.

Cronin, J. J., & Taylor, S. A. (1992). Measuring service quality: A reexamination and extension. *Journal of Marketing, 56*(3), 55–68.

Finn, D. W., & Lamb, C. W. Jr. (1991). An Evaluation of the SERVQUAL Scale in a Retailing Setting. *Advances in Consumer Research, 18*(4), 483-490.

Forozia, A., Zadeh, M. S., & Gilani, M. H. N (2013). Customer Satisfaction in Hospitality Industry: Middle East Tourists at 3star Hotels in Malaysia. *Research Journal of Applied Sciences, Engineering and Technology, 5*(17), 4329-4335.

Gronroos, C. (1984). A Service Quality Model and Its Marketing Implications. *European Journal of Marketing, 18*(4), 36-44.

Guzzo, R. (2010). Customer Satisfaction in the Hotel Industry: A Case Study from Sicily. *International Journal of Marketing Studies, 2*(2), 1-12.

12. Hossain, M. J. (2012). Impact of Service Quality on Customer Satisfaction: A Case of Tourism Industry in Bangladesh. *International Journal of Research in Finance & Marketing, 2*(2), 1-25.S

13. Kolkata scores high on hotel occupancy. (2014, September 3). *Business Standard.* Retrieved April 22, 2019, from http://www.business-standard.com/article/companies/kolkata-scores-high-on-hotel-occupancy-says-survey-114090300008_1.html

Make My Trip (2015a). *2 Star Hotels in Kolkata*. Retrieved September 9, 2015, from https://www.makemytrip.com/hotels/two_star-hotels-kolkata.html

Make My Trip (2015b). *3 Star Hotels in Kolkata*. Retrieved September 9, 2015, from https://www.makemytrip.com/hotels/three_star-hotels-kolkata.html

Lam, T., & Zhang, H., (1999). Service quality of travel agents: the case of travel agents in Hong Kong. *Tourism Management, 20*, 341–349.

Luk, S. T.-K., & Layton, R. (2004). Managing both Outcome and Process Quality is Critical to Quality of Hotel Services. *Total Quality Management, 15*(3), 259-278.

MacKay, K. J., & Crompton, J. L. (1988). A conceptual model of consumer evaluation of recreation service quality. *Leisure Studies, 7*(1), 41-49.

MacKay, K. J., & Crompton, J. L. (1990). Measuring the quality of recreation services. *Journal of Park and Recreation Administration, 8*(3), 47-56.

Maghableh, K. (2003). The reality of the health tourism in Jordan: Poll views of tourists patients not Jordanians. *DIRASAT, Management Science, University of Jordan, 30*(2), 358-373.

Malaa, N., & Al-Tai, H. (2002). Assessment of Arab tourists to the quality of hotel services in Jordan. *Journal of Management Science, 30.*

Markovi´c, S., & Raspor, S. (2010). Measuring Perceived Service Quality Using servqual: A Case Study of the Croatian Hotel Industry, *Tourism and Hospitality Management,/Naše gospodarstvo, 5*(3),195-209.

Movafegh, A., & Movafegh, A. (2013). The Impact of Service Quality on Tourist Loyalty in Malaysian Tourism Industry. *International Journal of Innovative Ideas, 13*(1), 1-19.

Muthe, P. R. (2010). Global Recession: Challenges and Opportunities for Indian Tourism and Hotel Industry. *International Referred Research Journal, 8,* 22-25.

Parasuraman, A., Berry, L. L. & Zeithaml, V. A. (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing, 49*(4), 41–50.

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). Servqual: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing, 64*(1), 12–40.

Parasuraman, A., Zeithaml, V. A. & Malhotra, A. (2005). E-s-qual: A multiple-item scale for assessing electronic service quality. *Journal of Service Research, 7*(3), 213-233.

PhocusWire. (2011, April 21). *Top travel websites in India - April 16 2011*. Retrieved from https://www.phocuswire.com/Top-travel-websites-in-India-April-16-2011

Sharma, S., Medury, Y., & Gupta, A. (2011). Satisfaction from Service Recovery in the Context of Indian Hotel Industry. *VSRD-international Journal of Business and Management Research, 1*(10), 632-647.

Su, A. Y. L. (2004). Customer satisfaction measurement practice in Taiwan hotels. *International Journal of Hospitality Management, 23,* 397–408.

Yilmaz, I. (2009). Measurement of Service Quality in the Hotel Industry. *Anatolia: An International Journal of Tourism and Hospitality Research, 20*(2), 375-386.

Enhancing the Marketing Efficiency of Honey Products in Cooperatives in Ethiopia

R Dayanandan*

Abstract

The honey marketing cooperatives were established to provide nutritional, economic and ecological security to the rural community in Ethiopia. However, all the producers in the study area are not selling their products to the cooperatives. Therefore, improving the marketing efficiency of the cooperatives is essential to attract the members and non members. Hence the main focus of this paper is to assess the marketing efficiency of honey cooperative in the study area. To collect the primary data, 124 members from one honey marketing cooperative were selected randomly. The collected data were analyzed statistically to arrive the meaningful results. Ratio analysis was carried out to assess the performance of cooperative. In addition, Binary Logistic Regression model was used to trace out the influential factors that determine the marketing efficiency. The outcome of this study showed that the efficiency of the cooperative in terms of performance was poor and the financial ratio result showed that the value of the Birr outcome was below the average to the bench mark (0.15). Participation of members in the cooperative affairs was also poor and they lacked managerial and technical skills to run the cooperative business which leads to inefficiency. Regression analysis results indicated that out of 32 exploratory variables, 11 variables were found to be significant either 1% or 5% level. Also due to the negative attitude of members towards the society, most of the honey products were sold to the retailers and brokers. To improve the efficiency, the management has to minimize the operating expense save accumulated profit for capital growth. Periodical training to the members and management body is a vital to increase the efficiency of marketing.

Keywords: *People's Organization, Marketing Efficiency, Honey Products, Profitability.*

Introduction

Ethiopia's economy is dependent heavily on agriculture (just like many other countries in Sub-Saharan Africa) which accounts for 40.2% of its total Gross Domestic Product (GDP) and 80% of total employment. Over 80% of its population are farmers with a significant number of smallholder farmers, the expansion of the agricultural and service sectors is the main fuel for the country's recent economic growth (Olingo, 2015).

Honey is one of the agricultural products which is being produced and marketed in Ethiopia. It is the largest producer of honey in Africa and is one of the top 10 producers of honey in the world and is the largest one in Africa (USAID, 2012). The country accounts for 23.6% of the continent's total honey production with 1.8 million smallholder beekeepers, managing more than 7.5 million bee colonies in hives, the potential for production is roughly 500,000 tons per year (CSA, 2011). In addition, honey production is an integral part of Ethiopian culture, as beeswax and honey are prominent in the religious and cultural life of Ethiopian people (Gidey and Mekonen, 2010). It is either consumed as a food supplement or is fermented to make the traditional alcoholic drink (tej). Globalization has changed the trade by opening market opportunity and increasing competitive pressure for producers in many countries. The domestic market in Ethiopia is illegal and not regulated. While beekeepers complain about the lack of product markets, consumers complain about the increasing price of honey (Gemechisa, 2015).

In the study area (Loka Abaya District), due to the high honey production potential, the smallholder beekeepers need a market to sell their crude honey produce to town/village collectors nearby. But, they are not satisfied from village markets and farm gate

*Professor, Hawassa University, Awassa, SNNPR 005, Ethiopia. E-mail: afianand@gmail.com

prices from the merchants who enter door to door in farmers home. A rather lengthy chain of the actors involved leads to a large gap for producer access to larger markets with better pay. Smuggling is another issue that drives legal actors away from the market.

According to the live stock and fish office annual report (2016), in study area there is high honey production potential but the producers are selling their products to the local markets and getting lower price. To overcome these problems, honey marketing cooperatives (peoples' organizations) were established in the district. But in many cases the honey marketing cooperatives lack proper collection, storage and transportation facilities and hence the quality of honey is compromised (Gemechisa, 2015). They also have low awareness of business concepts: information gathering and analysis, pricing and promotion. Different aspects need to be considered for performance evaluation and for assessing the economic efficiencies and inefficiencies. Cooperatives must plan and control their operation to achieve economic efficiency

(Knapp, 2000). In this background, the central focus of this paper to assess the efficiency of honey marketing cooperative and its determinant factors in the study area.

Objectives of the Study

1. To examine the proportion of honey sold through the cooperative by the member producers in study area.
2. To understand the channels of honey marketing by the cooperative in the study area.
3. To assess the efficiency of honey marketing cooperative in the study area.
4. To identify the factors that influences the marketing efficiency of honey cooperative in the study area.

Review of Literature

Agutya (2011) conducted a study on performance of multipurpose cooperatives in the province of oriental mindro, Philippines, and found that multipurpose cooperatives under the study area were properly managed. He arrived at the conclusion from financial records and reports, which were up to date and available to members.

According to Alema (2008), the cooperatives' liquidity ratios were fluctuating during the consecutive years due to a difference in loan amount from year to year with regards to interest payable. As borrowing decreased the liquidity ratio, it was suggested that cooperatives increase their capital to minimize their loans.

Suri and Singhal (2013) made an extensive study on comparative analysis of financial performance of Indian farmers' fertilizer cooperatives. Profitability and financial soundness was compared using the Profit and Loss Statement and examining solvency, liquidity and profitability ratios. The results revealed that, operating profit, turnover ratio, debt to equity ratio and current ratio were at a desirable position.

Muthyalu (2013) examined the performance of 4 multi-purpose primary cooperatives and their members' participation in marketing of the agricultural input and output by taking a total of 163 sample respondents in Adwa district. Logit econometrics model was employed to identify the determinant of members' participation. Out of total respondents, about 63.8% and 36.2% were active participants and passive participants respectively. 12 explanatory variables were considered in the econometric model out of these, age of the household, education status, shares holding of members, land owned, distance from cooperatives to home of respondents were found to significantly influence the level of participation on marketing of agricultural input and output.

Ratio analysis was used by Daniel (2006) for performance evaluation of the cooperatives, and the liquidity ratio showed below the satisfactory rate. Financial leverage was majorly used and the profitability ratio was also weak for cooperatives in two districts (i.e. an average 89.35% of the assets was financed with creditors fund). Returns earned by the cooperatives were on their assets and were below their interest rate at which the credit was provided from the financial institutions. Debt therefore becomes an increasing percentage of the funding source of the cooperatives. The result of studies carried out by Gebremeskel et al. (2015) indicates that profit margin and marketing efficiency of marketing actors varied with the location and marketing channel size. Agricultural commodities have also been studied using marketing costs, profit analysis and market concentration ratio.

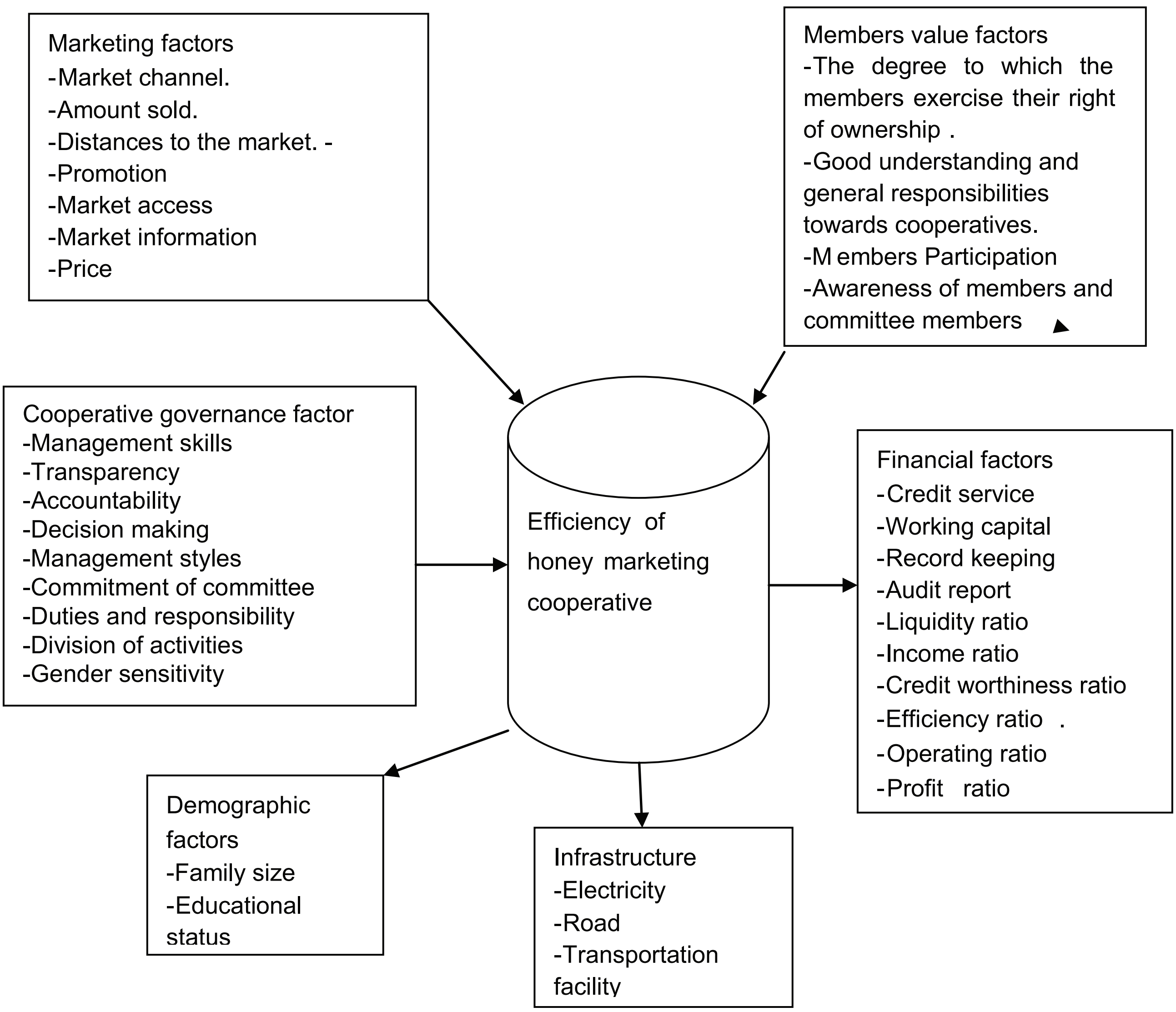
Modified Policy Analysis Matrix (PAM) approach was used by Mohanty et.al. (2002) to examine the efficiency of cotton production in five major producing states of India. The study results indicated that, cotton was not efficiently produced and marketed in the second largest cotton producing state of the country.

To summarize, several studies have been conducted in Ethiopia, on many aspects of cooperative societies, but very few studies are available in assessing the efficiency of honey marketing cooperative. Among the studies reviewed, some of them have carried out on the performances of cooperatives. Other studies included were not conducted directly on the efficiency of honey marketing cooperative. But they have shown the factors influencing the marketing efficiency of cooperative. Thus reviewing them is believed to be necessary as it enables, to guess the level of efficiency of the honey marketing cooperative. Moreover, no studies have been made so far in assessing the efficiency of the cooperative, in Ethiopia in general and honey marketing cooperative in particular. In such away, the present work is an attempt to fill the research gap.

Conceptual Framework

The conceptualized interrelations in the study are defined by the conceptual framework, including the key independent variables were involved and they were interrelated with the dependent variables. The dependent variables determined by different independent variables and this variables further classified into, demographic and institutional, market factor, members value factors and cooperative governance factor as exploratory variables were used. Based on the above theoretical back grounds following conceptual frame work has been framed and presented in Figure 1.

Figure 1: Conceptual Framework of Honey Marketing Cooperative



Source: Author's Analysis

Methodology Used

This paper is based on descriptive design concentrated on both qualitative and quantitative research approach. To select the district, sample cooperative and the members, multistage sampling procedure was used. In the 1st stage, Loka Abaya district was purposively selected due to its high production potential of honey due to the natural forests. In the 2nd stage, one honey marketing cooperative was selected purposively since only one cooperative is available in the district. There are 184 producer members registered in the cooperative including 170 members and 14 committee members. To select the sample size of 119, Yamane (1967) formula was used with 95% confidence level. In addition, from the 14 committee members, 5 sample committee members were selected randomly as sample. Thus a total of sample respondents were selected for this study. The primary data were collected from the sample producer members, management committee and the key informants through the semi-structured interview schedule. Secondary data was obtained from the reports of cooperative promotion offices, journals, and documents of the cooperative.

IBM SPSS version 21 was used for data analysis and output. Frequencies and percentages were used as v descriptive statistics. To assess the efficiency of the honey marketing cooperative, ratio analysis was carried out and to identify the factors influencing the marketing efficiency, binary logistic regression model was applied.

Model Specification

Binary logistic regression model was used to predict a categorical dichotomous variable from a set of predicator variables which are a mix of continuous and categorical variables. Moreover, some of the models pose difficulties when the dependent has two outcomes and the independent variables are a mixture of categorical and continuous variables. Thus, binary logistic regression was appropriate and recommended to predict the binary dependent variables. (Hosmer and Lemeshow, 1989 cited in Muhabie, 2012)

The most popular technique available for modeling dichotomous dependent variables is Binary Logistic Regression. The logistic regression equation takes the form $Y = \beta0 + \beta1X1 + \beta2X2 + \beta3X3 + \beta4X4 + \beta5X5 \ldots\ldots\ldots \beta t\, Xt + Ut$, that explained the marketing efficiency of honey cooperative under the indicators of the exploratory variables through the correlation and regression techniques. Where:

Y: Dependent variable is marketing efficiencies of honey marketing cooperative

β0: Intercept

β1. ……… βt : Vectors of estimated coefficient of the explanatory variables

X1. …………Xn: Vectors of explanatory variables independent variables

There were 32 variables extracted based on the literature and included as explanatory variables in the model.

Results and Discussion

Profile of the Respondents

It is important to understand the profile of the respondents and it gives the basic information about them and their activities. Under this section sex, age, education level and family size of cooperative members are analyzed and discussed.

Cooperatives tend to be a road way of the members and community. Knowing the sex of the respondents enables to know which sex category is dominant in the cooperative or has the greater aspiration for the membership of the cooperative in the study area. As can be seen from the Table 1, majority (73.3%) of the members are male and the remaining (26.7%) females. From this, it is clear to understand that, beekeeping and honey marketing is an activity which is dominated by male. The reasons could be the nature of activities itself due to fact that, the participation of females in beekeeping is greatly hampered by lack of confidence. Female workers are fearful of the bees especially during harvesting and climbing trees. Most females do not have ability to construct their own hives, the activity that involve labor of cutting big log and make hives from it.

Regarding the respondents' age, the majority (57.1%) of the respondents are under the age category of 31-45 years. The rest (25.2%) under the age category of year 46-60, 10.1% is between the age category of 18-30 years and 7.6% between 61-75 years. Majority of the respondents are within the productive age group and can supply honey to the cooperative.

Education provides encouragement for members to participate actively in the cooperatives. Literate members are aware of their rights and obligations. They also have a positive relationship with the marketing and supplying of honey to the cooperative because return from the cooperative is high. The survey results indicate that a large number (44.5%) of respondents are under the category of read and write. 22.7% has completed diploma and 4.2% attained degree and the remaining (28.6%) not attended any formal education.

The size of the family members has an impact on the supply of the honey. Because if there is large family size in one household, they use more honey for the consumption purpose and they may not have excess product to supply to the cooperative. Majority (65.5%) of the respondents has between 6-8 members, 28.6% of the respondents have the family size that ranges from 4-6 and while 5.9% has the family size that ranges from 1-3. Regarding to the religion as shown in the Table 1, out of the total respondents, majority (72.3%) of the respondents are protestants, and the remaining are catholic (13.4%),, Muslim (8.4%),, orthodox(3.4%), and others constitutes 3%

Table 1: Distribution of the Respondents on the basis of their Sex, Age, Educational Level, Family Size and Religion

Characteristics	Items	Frequency	Percentage
Sex of the respondents	Male	87	73.3
	Female	32	26.7
	Total	***119***	***100***
Age in group of the respondents	18-30	12	10.1
	31-45	68	57.1
	46-60	30	25.2
	60-75	9	7.6
	Total	***119***	***100***
Educational level	Not attending formal education.	34	28.6
	Read and write	53	44.5
	Diploma	27	22.7
	Degree	5	4.2
	Total	***119***	***100***
Family size	Having 1-3	7	5.9
	4-6	34	28.6
	6-8	78	65.5
	Total	***119***	***100***
Religion	Orthodox	4	3.4
	Protestant	86	72.3
	Muslim	10	8.4
	Catholic	16	13.4
	Others	3	0
	Total	***119***	***100***

Source: Author's Analysis

Proportion of Honey Sold

It is the amount of honey the members supplied to the cooperative and it quantifies that, how much members produced and supplied to the cooperative market, how much was used for the consumption purpose and it helps to identify the reason why they not selling the whole produce to the cooperative. Based on the responses obtained, the analysis and interpretation of data are presented according to the information in STable 1. Regarding to the amount of honey sold to the cooperative, the survey results show that, majority (47.9%) of the respondents sold the honey to the cooperative between 3-15 Kg, 33.6% sold between 25-32 Kg and the remaining (18.5%) sold between 16-25 Kg. This shows that, members supplied below half of production and most of the members not sold their honey to the cooperative. Due to the less amount of honey bought from the members, cooperative could not have maximum earning. Due to that, cooperative profit was small and inadequate to provide services to the members therefore cooperative was not efficient.

Regarding to the distance the members needs to reach the cooperative to the sold honey, majority (52.1%) of the members traveled between 1-2 hours, 21% traveled 4 hours from their home to the cooperative site, 18.5% traveled 3-4 hours and the remaining (8.4%) was near to the cooperative location and travels less than an hour. This indicates that, majority of the members living scattered and far from the cooperative site and small amounts of honey were sold to the cooperative. Due to most of the honey were sold to the local collectors on farm gate, those who were retailers and brokers, cooperative was inefficient. Regarding to the selling way, majority (60.5%) of them sold by the market prices and 27.7% sold by negotiation, and 11.7% sold below the market price. Finally, regarding to the term of sale of the honey, as indicated in Table 2, 47.9% sold honey by both cash and credit, 33.6% sold by cash on hand and the remaining (18.5%) sold by credit.

Table 2: Proportion of Honey sold to the Cooperative by the Members

Variables	Parameters	Frequency	Percentage
Amount of Honey sold	3- 15 Kg	57	47.9
	16-25 Kg	22	18.5
	25-32 Kg	40	33.6
	Total	***119***	***100.0***
Distance	less than 1 hr	10	8.4
	1-2 hr	62	52.1
	3-4 hr	22	18.5
	4-6 hr	25	21.0
	Total	***119***	***100.0***
Honey price	Negotiation	33	27.7
	The market price	72	60.5
	Below the market price	18	11.7
	Total	***119***	***100.0***
Terms of sale	Cash	40	33.6
	Credit	22	18.5
	Both	57	47.9
	Total	***119***	***100.0***

Source: Author's Analysis

Marketing Channel of Honey Products

Marketing channel is defined according to Cough et al, (2002) as "a set of interdependent organizations involved in the process of making available a product or service for use or consumption". The path one's goods follow from their source of original production to final destination (Ayelech, 2011; Muhammed, 2011). According to Sudan Integrated Security Information for Action (FAO, 2011), market channels involve a group of people or organizations that direct the flow of agricultural commodities from producers to consumers vertically (FAO, 2011). It was observed that there were three types prominent honey marketing channels in the district. In order to understand how honey moves through various market channels, it is necessary to identify the roles of various market participants involved in the study area.

Producers: The primary link in the marketing chain. They decide what to produce, how much to produce, when to produce and how much to sell. After that, they harvest the produce and supply to the second agent.

Cooperative: A peoples' organization that is responsible for collection and sale of a wide range of products required by all members of the community accounting for the availability of different brands.

Agents and Brokers: They are the middlemen who sell products of different brands to wholesalers, institutional markets, and food chains. They deal with major products and brands and also operate under contracts and franchise agreements and earn through commissions and fees.

Retailers: They break the bulk goods received from the wholesalers into manageable portions and sell those to consumers in small units. They include sales persons with super market establishments and other large scale retailers who form the chain between wholesalers and consumers.

Consumers: They form the final link in the marketing chain. Their functions often overlap with those of other participants. A consumer is also a seller for a further downward consumer. Consumers in the chain include wholesalers, trader-wholesalers and wholesaler-retailers.

The survey result showed that there are three marketing channels in the area. As depicted in Table 3, direct channel producers carry only 21.8% of honey supply to the cooperative market. The longest channel includes producers- brokers- retailers-consumers. Through this channel, 73.3% of the respondents sold their honey products. Therefore, the marketing of the honey was concentrated on the retailers and brokers rather than the cooperative. This shows that, most of the honey was sold to the local collectors and middle men rather than cooperative which reduce the efficiency of the cooperative.

Table 3: Distribution of the Marketing Channel of the Honey Products

Variables	Responses	Frequency	Percent
Channel I Producers - Cooperative	No	93	78.2
	Yes	26	21.8
	Total	***119***	***100.0***
Channel II Producers - Consumers	No	97	81.5
	Yes	22	18.5
	Total	***119***	***100.0***
Channel III Producers - Brokers – Retailers - Consumers	No	32	26.7
	Yes	87	73.3
	Total	***119***	***100.0***

Source: Author's Analysis

Assessing the Efficiency of Honey Marketing Cooperative

To assess the efficiency of the honey marketing cooperative, ratio analysis was carried out using five years financial data. Ratio analysis refers to assess a firm's performance and it measures the firm's efficiency by calculating profit ratio, income ratio, operating ratio, efficiency ratio, and liquidity ratio (see Table 4).

Table 4: Efficiency of Cooperative through Ratio Analysis

Variables/Year	2014	2015	2016	2017	2018
Profitability Ratio	-	0.1	0.14	0.11	0.15
Liquidity Ratio	0.001	0.0018	0.009	-	0.002
Operating Ratio	-	1	1	1	1.11
EfFiciency Ratio	0.17	0.1	0.08	0.13	0.15
Income Ratio	-	0.1	0.14	0.11	0.15

Source: Author's Analysis

Profitability Ratio: It is the ratio derived by comparison of income with sales. It gives an idea of what makes up a honey marketing cooperative income and usually expressed as apportion of each Birr (National Currency) of sales. According to Teweldemedhin (2010), profitability ratios measure the success of the cooperative in earning net returns on operations. Cooperative must operate profitably but its definition of profitability might differ from an investor owned business. From the net profit, 30% is used for the expansion and social services and the remaining 70% is used to distribute the dividend to the members according to their patrons and shares. Profitability ratio is calculated by dividing the net income/ sales.

The profitability ratio within the five years was, -, 0.1, 0.14, 0.11 and 0.15 and the average profit ratio was 10%. However, in most of business organization the pricing objective might be 5-8% of return on sale or Net profit margin ratio (FAO, 2006). It implies that, cooperative has 10% from the each unit of sale and this shows that the cooperative has been increasing its fixed assets from the year to year except the year 2017. This shows that it is above the average of benchmark from the 5-8%. Due to this the cooperative operated efficiently in its financial operation.

Liquidity Ratio: Liquidity ratios measure the cooperative's ability to pay the credit. It establishes the relationship between total current assets and current liabilities during a particular period. Liquidity ratio measures the ability to fulfill short term commitment with liquid assets. The current assets are those assets which are easily converted into cash. The liquidity ratio for the five years period was, 0.001, 0.0018, 0.009 and 0.002. This shows that, the cooperative could pay the current obligation and the minimum amount of the loan the cooperative have. Due to that the efficiency of the cooperative was poor. The ratio measures the extent to which the member patrons own all of their assets. The higher the ratio, the better position the cooperative in overlooking the debt financing so the very high ratio indicates that, the cooperative is not taking advantage of its debt financing capacity. But the average liquidity ratio of the cooperative was 0.00276. This result implies the liquidity ratio of the cooperative is very low. It is not beyond the cooperative capacity to pay the amount credited. The bench mark of the liquidity ratio is 2:1.

Operating Ratio: It is the amount of the working capital the cooperative used for the day to day activities of the business. It is calculated by dividing the gross profit margin/ Net income margin and helps to know the amount the cooperative uses to run the business within the specified years.

Operating ratio is calculated by using operating expense margin. It is the deference between gross profit margin and net income margin. This margin was determined by deducting the honey marketing cooperative net income margin from its gross profit margin for each five financial years. The operating expense of the cooperative in the years 2014, 2015, 2016, 2017 and 2018 was 0, 1, 1, 1 and 1.11 Birr of the total sales respectively. On an average for the last five years the cooperative incurs 0.822 or 82.2% of total sales as operating costs to achieve its objectives. This result shows that, cooperative incurs large amount of the money for the working capital and administrative expenses. Since the average was above 50%, the efficiency of the cooperative reduced. According to Druy, (2006), if the average of the working capital is above average 50% the performance of the cooperative is decreases, due to it believes the large amounts of the expense and decreased the earning or the net income of the cooperative.

Income Ratios: These ratios compare income components with sales. For a honey marketing cooperative, income is usually expressed as an apportion of each Birr of sales and it is used to judge profitability or net income (return on assets, return on equity, and return on sales). The homecoming on sales shows how large an operating margin the enterprise has on its sales. As indicated in Table 3, the net profit margin ratio of the cooperative in the year 2014, 2015, 2016, 2017 and 2018 was -, 0.1, 0.14, 0.11 and 0.15 respectively. It shows that in the last five years, the cooperative could earn -, 10%, 14% 11% and 15% respectively of the total sales as a net profit. The average net profit margin ratio of the five year was 10%. However, in most of business organization the pricing objective might be 5-8% of return on sale or Net profit margin ratio (FAO, 2006). Although the cooperative accomplished efficiently in its financial operation, in principle, unlike other business firms, cooperatives are responsible to provide services at reasonable price than maximizing profit.

Efficiency Ratio: If the efficiency ratio was below the average, it indicates low performance and cooperative efficiency was poor. To calculate the efficiency ratio, operating expense was divided by the revenue and compared to the ratio result. The efficiency ratio of the five respective years was 0.17, 0.1, 0.08, 0.13 and 0.15, 0.11. This implies that the efficiency position of the cooperative was satisfactory to fulfill the objectives. The value of the amount sold was decreased and working capital was high, the reasons were due to, lack of proper management and awareness of the members to provide honey to the cooperative. In addition, the working capital of the cooperatives was greater than revenue.

Factors influencing the Marketing Efficiency

Efficiency is a commonly used measure to achieve the goal of consumers, marketing organizations, and society. Higher efficiency means better performance. Active involvement of the members in the business causes generation of surplus in the cooperative. To identify the factors that influence the marketing efficiency of the cooperative, binary logistic regression model was used. Under this model, member's value factors and cooperative governance factors were used as independent variables and the efficiency of the honey marketing cooperative as dependent variable. The member's value factors are, member's participation, members' awareness, members' satisfaction and members exercise their rights of ownership. The concept of members' participation implies participation in the general assembly, election of the management body and participation in the business. Member absenteeism could cause a loss of democratic character and may encourage vested interests.

The member's view of participation was assessed based on the participation in the formulation and implementation of their cooperative policies and regulations. The survey results show that 65.5% strongly disagreed and 21.8% were neutral. Members are owners, users, decision makers and highest authority of the cooperative. Regarding the members satisfaction, the results show that, most (62.2%) of them was not satisfied. The services needed by the cooperative were dividend, price information, provision of credit, transportation facility, awareness creation and market service. Because of lack of members' satisfaction, the cooperative was not efficient. In line with member's participation for the board members election, and approving annual audit reports, 24.4% strongly disagreed, 44.5% disagreed, 20.2% neutral and only 10.9% agreed. This indicates that, the participation of members the decision-making activities of their cooperatives was considerably poor. To conclude, cooperative was not granting loan to the members, due to the lack of credit from the cooperative, members were not interested to participate on the affairs of cooperative and to supply honey. Due to this, cooperative was not efficient (see Table 5).

Table 5: Members' Value Factors for the Efficiency of Honey Marketing Cooperative

Statements/Scale	Strongly disagree	Disagree	Neutral	Agree	Strongly disagree	Total
Participation in the formulation and implementation of the cooperative policies and regulations	-	78 (65.5)	26 (21.8)	15 (12.6)	-	119 (100)
Members' loyalty	-	87 (73.1)	06 (5)	26 (21.8)	-	119 (100)
Members' satisfaction	-	74 (62.2)	36 (30.3)	9 (7.6)	-	119 (100)
Participation in the annual general assembly meeting	29 (24.4)	53 (44.5)	24 (20.2)	06 (5.0)	07 (5.9)	119 (100)

Source: Author's Analysis

Note: Figures within parenthesis denotes percentages.

The general assembly of the cooperative cannot control or manage the day to day operations of the cooperative. For such reason, they should elect management committees to control and follow up the cooperative on behalf of them.

Managing financial and human resources successfully means that the management committee requires adequate management knowledge. Cooperatives require highly skilled management people who can manage it like a private enterprise by making informed business decisions (Keeling, 2004). Another critical aspect is education, as a low level of education among the cooperative's members allows leaders to misuse the cooperative for their own priorities (Chirwa et al. 2005). Capacity of the management body and management styles are the leading role of the efficiency of the cooperative business.

Lack of Awareness: Information to the people about the cooperatives is imperative in emphasizing the objectives of the movement and its rules and regulations. However, cooperatives are also seen as platforms that can be used to obtain governmental concessions, as long as they can continue functioning.

Table 6: Governance factors for the efficiency of honey marketing cooperative

Statements/Scale	Strongly disagree	Disagree	Neutral	Agree	Strongly disagree	Total
The committee members have awareness, knowledge and skill	33 (27.7)	80 (67.2)	-	06 (5.0)	-	119 (100)
Accountability	31 (26.1)	40 (33.6)	27 (22.7)	06 (5.0)	12 (10.1)	119 (100)
Gives quick decision and fulfils the responsibilities according to the by-laws of the cooperative	54 (45.4)	40 (33.6)	16 (13.4)	01 (0.8)	8 (6.7)	119 (100)
Gender sensitivity	20 (16.8)	60 (50.4)	26 (21.8)	13 (10.9)	-	119 (100)
Management styles	-	23 (19.3)	95 (79.8)	-	01 (0.8)	119 (100)

Source: Author's Analysis

Note: Figures on the parenthesis denotes percentages.

Weak Governance: Management committees are often staffed by people of low caliber and the due diligence is left to members with limited financial knowledge. Committee members elected for specific tenures do not have any priority for good governance and for skill up gradation. Thus, the governance of the cooperatives suffer.

Inadequate Support, Weak Regulation and Supervision: The capacity of Federal Cooperative Agency and Regional Cooperative Promotion Agency has to effectively promote, regulate and supervise cooperatives has its limitations as there are no specialized units at federal, regional and district levels to regulate the cooperatives. Mobility is also limited due to shortage of vehicles and required staff, and the high levels of costs associated with them.

Table 6 presents that most (67.2%) of the respondents disagreed and 27.7% respondents strongly disagreed which show that most of the leaders have little knowledge, skills and awareness to handle the cooperative efficiently. This may limit the management to handle the cooperative property properly and reduces the efficiency. For the question whether the cooperative governance body was accountable or responsible for their duty, 12% agreed and the majority (82%) disagreed on the statement. Regarding their decisions based on the cooperative by-laws, around 80% of the sample members disagreed. For taking quick decision, majority (80%) shown their disagreement. Regarding the management body's planning and leading the cooperative based on the principles, 19.3% disagreed and majority (79.8%) was neutral stand. From this, it is inferred that in terms of governance, the cooperative is inefficient in its functioning.

Binary Logistic Regression Analysis Results

As stated in the methodology, to identify the factors influencing the marketing efficiency of cooperative, binary logistic regression analysis was carried out. For this purpose, 32 exploratory variables were included. Among these variables as shown in Table 9, 11 variables namely Family Size, Members' loyalty, Members' satisfaction, Working capital, Accountability, Knowledge of the management body, Gender sensitivity, Members' participation on decision making, Buyers, Terms of sale, Market information, Linkages with other cooperatives, Division of activities, Cooperatives providing services and Market channel were found to be significantly affecting the efficiency of honey marketing cooperative.

While using Chi-square test, the p-value from the likelihood ratio test is equal to 0.000<0.05 implying that predictor variables used in logistic regression model were jointly efficient in explaining the efficiencies of the honey marketing cooperatives. Before fitting the logit model, it is essential to check, whether there is any degree of association between the exploratory variables. To check the model fitness, variance inflation factor and chi-square test were carried out. As a result, all the 32 variables were retained and entered in to logistic analysis. Similarly the result of Chi-square Test is significant at 1% level with w/c confirms the model fitness (see Table 7).

Table 7: Omnibus Test of Model Coefficients

Chi-square	Df	Sig.
-1.997	1	158
67.544	18	000
67.544	18	000

Source: Author's Analysis

Pseudo R-square comprises of the Cox & Snell and Nagelkerke R-squared values, which are to be interpreted in a manner similar to that of R-squared in Linear Regression. Nagelkerke's R-squared improves over Cox and Snell's R-squared to attain a value of 1 and predict data perfectly. SPSS output for these two statistics are given in Table 8. The Cox & Snell R square is 0.433 and Nagelkerke R square is 0.586. This demonstrates that the final binary logistic regression model with in the eleven explanatory variables has explained 58.6% of the variability in the dependent variable.

Table 8: Model Summary

-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
92.134	0.433	0.586

Source: Author's Analysis

Classification Table

The classification table provides a way of assessing the degree of model fit for the observed data and prediction of the outcome variable. It can be observed from the Table 9 that with eleven predictors correctly predicted and 87.5% of honey marketing cooperative is inefficient and 74.5% shows the honey marketing cooperative is efficient. The overall percentage of the correct prediction of the model is 82.4%.

Table 9: Classification Table

Observed		Predicted		
		Efficiency of Management Committees		Percentage Correct
		Inefficient	Efficient	
Efficiency of Management Committees	Inefficient	63	9	87.5
	Efficient	12	35	74.5
Overall Percentage				82.4

Source: Author's Analysis

The standardized value of Beta Coefficient in the Table 10 indicates the contribution of each predictor on dependent variable. The test will be significant, if the p-value is less than 5%. The Beta Coefficient is used to determine which independent variable has the most influence on the dependent variable. The variables employed in binary logistic regression were marketing factor, member's value factors and cooperative governance factors as independent variables and efficiency of honey marketing cooperative as dependent variables. As seen in the Table 10, out of 32 variables as stated in the methodology, 11 exploratory variables are found to be significantly affecting the efficiency of honey marketing cooperative.

Family size was found to be significant at 5% level (p<0.002) and beta value was also positive. This indicates that members having larger family size are more likely to supply more and more, the odds of the cooperative efficiency will be increased about 7.872 times if the family size of the members increases by one (B= 2.063 OR=7.872, p=0.002). In addition, most of the farmers produced honey and supply to the market rather than consumption purpose. The total volume of honey production in the country during 2011 was estimated to be 39.89 million Kgs. Of this, 10% of honey produced was consumed by the beekeeping households and the remaining 90% was sold for income generation (Miklyaev et al., 2014).

Market Channel: has significant contribution of the efficiency of the honey marketing cooperative. It is significant at (p<0.037) level and the beta value positive. Due to selling the large amount of honey to

Table 10: Results of Binary Logistic Regression Model

Variables	B	Sd	W ald	Def	Sig	Exp(b)
Working capital	1.166	.638	3.336	1	.068	312
Accountability	1.255	474	7.017	1	.008**	3.509
Knowledge of the management body	1.182	410	8.288	1	.004**	307
Gender sensitivity	1.376	554	6.179	1	.013**	253
Members loyalty	1.140	496	5.291	1	.021**	320
Members satisfaction	1.114	431	6.673	1	.010**	328
Members participation on decision making	1.228	455	7.286	1	.007**	293
Family size	2.063	665	9.631	1	.002**	7.872
Buyers	863	464	3.455	1	.063	422
Term of sale	1.621	782	4.295	1	.038**	5.057
Market information	427	247	2.982	1	.084	652
Linkages with other cooperatives	2.388	1.138	4.403	1	.036**	10.890
Division of activities	2.067	1.083	3.644	1	.056	127
Cooperative providing service.	0.608	255	5.680	1	.017**	544
Market channel	3.412	1.637	4.344	1	.037**	033
Constant	9.480	3.181	8.881	1	.003**	13100.42

Source: Author's Analysis

Note: **significant at p<0.05; SE: Standard error; B: Regression coefficient

the retailer and brokers, the odds ratio for the efficiency of the cooperative was decreased by 0.977. (b=3.142, p=0.037 and exp B=0.033).

Member's Loyalty: has the positive relationship with the dependent variable and it is significant at (p<.021) and beta value also positive. If the members are loyal to the cooperative, they participate in all the activities of the cooperative.

Awareness of the Management Body: influences the cooperative efficiency positively and is significant at (p < 0.004), with positive beta value. This implies that if the awareness of the committee members regarding the principles and values of the cooperative, there is a probability of increasing the efficiency of the honey marketing cooperative.

Member's Participation in Decision-making: The members are the owners, users and the highest organ of the cooperative, the cooperative by-law guides members to participate and take part in decision making. It influences the efficiency of honey marketing cooperative positively with significant at (p<0.007) and the beta value is positive. However, it has been argued that usefulness of participation has shown conflicting outcomes with regard to attitudes and performance (Drury, 2008).

Accountability: Management body must be the conscientious and ready to respond the members' questions and also it must be answerable, open to discussion and legally responsible for the cooperative activities. It must fulfill its duties and responsibilities according to the by-laws of the cooperative. The analysis results indicate that, it influences the efficiency of honey marketing cooperative positively and is significant at (p<.008).

Members Satisfaction: This concept measures the efficiency by considering the extent to which the members of the cooperative have benefitted and whether their aspirations have been met. It was found to be significant (p<0.010) and members satisfaction influences the efficiency of the honey marketing cooperative positively.

Cooperative Service: It is significant (p<0.017) and beta value is positive. The services provided by the cooperative to the members are dividend, market facility, credit service and transportation facility. If the members get these services from the cooperative, they participate more and cooperative increased the efficiency.

Gender Sensitivity: It influences the efficiency of the honey marketing cooperative positively and is significant (p<0.013). This means, if both sex are participated without gender bias, the volume of supply increase and gender sensitivity influences the efficiency of the cooperative positively.

Linkages with Other Cooperatives: It influences the efficiency of the honey marketing cooperative positively and is significant (p<0.036). Cooperation among cooperative is the leading force to build the cooperative financial capacity.

Conclusion and Recommendations

People's organizations are meant to provide efficient services to its members especially to increase the efficiency of honey marketing. However the study findings show that financial performance of the cooperative with respect to activity ratio, income ratio, operating ratio and efficiency ratio are not the satisfactory which is an essential yardstick to determine the efficiency. However, during the study period it is found that the cooperative was able to generate profit. The management committee was undemocratic and lack of management skills to manage the cooperative business. All the honey producers do not participate in the market fully in cooperative due to this marketing efficiency of cooperative may be affected. Marketing efficiency requires effective participation of members in decision-making which is lacking. The main aim of organizing a cooperative is to enhance access to information for farmers, credit services, market access, improve their negotiation capacity, and help them in attaining economies of scale. These services were not found to be satisfactory found to be not satisfactory and needs serious attention to enhance the efficiency of honey marketing. To overcome such problems and to enhance the efficiency of marketing cooperative, following recommendations are made:

1. Most of the members of the honey marketing cooperative studied were not selling their produce to their own cooperative regularly. This could be either due to a lack of awareness or ownership among themselves.

2. This may be due to the lack of sense of ownership among the members and proper awareness should be created.

3. Continuous training and education should be given for the cooperative leaders especially for committee members to enhance their conceptual, technical and managerial skills.

4. By increasing the equity capital of a cooperative and designing a mechanism to promote member's buying and selling of shares, the poor financial capacity issue of the cooperative can be solved. Greater active participation of members, directors, and government bodies are required to make the cooperative become more competent and efficient.

5. To improve financial performance of the cooperative, the cooperative should work hand in hand with the accountants and control daily basis. Generally, the cooperative's financial and physical data management system should be improved.

References

Central Statistical Authority (CSA) (2011). *Report on livestock in West Shoa Zone proceeding of the Livestock characteristics (prevent peasant holdings).* Addis Ababa, Ethiopia: Ethiopian Beekeeper Association.

Chirwa, E., Dorward, A., Kachule. R., Kumwenda, I., Kydd, J., Poole, N., Poulton, C. & Stockbridge, M. (2005). Walking tightropes: Supporting farmer organizations for market access. *ODI Natural Resource Perspectives, 99*(5), 42-57.

Food and Agriculture Organization (FAO). (2011). *Sudan Integrated Food Security Information for Action - Price and market structure analysis for some selected agricultural commodities in Sudan: Marketing costs and margins.* Geneva, Switzerland: Author.

Gebremeskel, Y., Tamir, B. & Begna, D. (2015). Honeybee production trend, potential and constraints in eastern zone of Tigray, Ethiopia. *Agriculture and Biology Journal of North America, 7*(5), 212-223.

Gemechisa, L. (2015). *Honey production and marketing in Ethiopia. American Journal of Life Sciences, 12*(2), 35-39.

Kifile, T. (2015). Cooperative movement in Ethiopia: Development, challenges and proposed intervention. *Journal of Economics and Sustainable Development, 6*(5), 22-34.

Keeling, J. (2004). Lessons from a failed cooperative – The rice growers association experience, *Agricultural and Resource Economics, 7*(3), 1-4.

Miklyaev, M., Jenkins, G.P. & Barichello, R.R. (2014). *Honey production in Ethiopia: A cost benefit analysis of modern versus traditional beekeeping technologies.* Cambridge, MA: Cambridge Resources International Inc.

Olingo A. (2015, November 28). Ethiopia's fve-year plan to grow the economy. *The East African*. Retrieved from https://www.theeastafrican.co.ke/news/Ethiopia-s-five-year-plan-to-grow-the-economy/2558-2976316-otsng2/index.html

Teweldemedhin, Y. (2010). *Performance and challenges of cooperatives in Ethiopia: The case of Werie Multipurpose Cooperative Union in central zone of Tigrai, Addis Ababa, Ethiopia.* Addis Ababa, Ethiopia: Addis Ababa University (AAU). Retrieved from http://etd.aau.edu.et/handle/123456789/12000

USAID (2012). *Cost-benefit analysis of the honey value chain in Ethiopia: Graduation with resilience to achieve sustainable development.* Addis Ababa, Ethiopia: Author.

Yamane, T. (1967). *Statistics: An introductory analysis* (2nd ed.). New York, NY: Harper and Row.

Additional References and Recommended Readings

Guyo, S., & Solomon, L. (2015). Review on beekeeping activities, opportunities, challenges and marketing in Ethiopia. *Journal of Harmonized Research in Applied Sciences, 3*(4), 201-214.

Okwoche,V.A., Oogura, B.C. & Chuwudi, P.O. (2012). Evaluation of agricultural credit utilization by cooperative farmers in Beneu state of Nigeria. *European Journal of Economics, Finance and Administrative Sciences, 13*(47), 32-43.

An Examination of the Role of Emotional Barriers in Operative Communication in a Diverse Organizational Setting†

Nalina Ganapathi*

Abstract

Communication is key to the constant growth of organizations. The success is measured by its output and for the stability efficient organizational communication is extremely crucial. Ineffective communication not only affects employee engagement but also organizational productivity to a greater extent. In order to achieve internal communication effectiveness and accelerate employee engagement, the communication barriers are to be foreseen and identified. The objective of the study is to identify the communication barriers, in particular, emotional barriers. The sample organization that has been taken for the study is the multinational organization based in Europe and its branches spread across continents. The target population has been the employees of the organization totaling to 1880 from 150 nations. This particular multicultural organization was chosen for this study because of its diversity. The survey questionnaire with close-ended questions on demographics, employee profile and using Likert type scales, questions on communication and barriers was developed to fit the needs of the target group and distributed. The primary data totaling 681 valid responses was collected from respondents by using convenience or opportunity sampling method. Data have been analyzed using appropriate statistical techniques. The findings highlighted a clear lack of transparent communication due to the existence of barriers, more specifically, emotional barriers. In a competitive society, this research study would help the multi-cultural corporates to plan a strategy to identify and eradicate barriers to achieve organizational optimization, in terms of using resources to achieve established goals.

Keywords: *Emotional Barriers, Employee Engagement, Internal Communication, Knowledge Sharing, Organizations.*

Introduction

Communication is the principal dynamic factor for humans to comprehend each other and sets a podium for the organization. In a constantly changing world, businesses are being driven by the need for an efficient system to meet the goals. When the communication process in organizations pass-through hierarchical channels, many internal problems befall either because of vague understanding of the information. For sustainable organizational growth, a stable communication process is highly significant. For effective internal process and to obtain a positive approach with the external clients, clear communication is important. Positive internal communication is reciprocal, which allows for the smooth flow and the exchange of information. It also influences the performance and job satisfaction of the employees (Rosenfeld et al. 2004; Zucker, 2002; Bartoo and Sias, 2004; Gray and Laidlaw, 2002). A clear communication strategy is necessary for a stable business and also for respectable human relations. Although the rules of effective communication seem very simple, the existence of interferences is unavoidable. The organizational communication commonly has two goals – one to share information and the other to build and work as a team (De Ridder, 2003). Unclear internal communication is the first to be blamed when organizations face hardships to deal with external changes (Grace, 2013).

*Senior Administrative Officer
International Labor Organization (ILO), #4 Route des Morillons, CH-1211, Canton de Genève 22, Geneva, Switzerland.
E-mail: ganapathi@ilo.org

† This paper was written in the author's private capacity. The opinions expressed therein are those of the author and in no way reflect any endorsement either by the International Labor Organization (ILO) or by any of its offices world-wide.

Figure 1: Skills of the Communication Process

Source: Imprint Training Center (2010)

Clear communication is the force that binds the employees among themselves and with that of the organization. It is a bond between information and knowledge. Obtaining knowledge alone is of not sufficient unless it turns into information with a clear transfer through communication (Ganapathi, 2012). Many organizational problems evolve due to miscommunication or unclear communication. In order to avoid, it is important to execute change in organizational communication settings (DiFonzo and Bordia, 1998). In the teamwork, coordination and cooperation are intertwined for sharing information. Every performance of communication controls the workplace in one-way or the other. It is a string that holds various supported parts of an organization together. When it ends, the activity ends. But when it is effective, it manages to motivate employees for their good performance as it develops a better understanding of the job and increases involvement. It helps human beings continue to interact to keep up mental and emotional health. As well as contributing to the effective functionality and the overall development of the workplace. For the effective function of organizations, peace and harmony are an absolute requisite, which depends on the employer-employee relationship. With good business communication, both the internal and external structure of a business can be stable. The organization will have difficulties to flourish without having loyal employees who are important gears to meet the goal of the organization, as people are the greatest asset of the organization. Time management is an important skill required to get the work done by the employees. Communication skills help to manage time well and focus deadlines. Thoughtful communication process opens many ways to meet expected production. A successful skilled communication process in the organizations is critical. However, the level differs in writing, reading, editing, speaking, and listening (see Figure 1).

Literature Review

Organizations and their Structure

In multi-cultural organizations, with their businesses situated across the globe, a clear organizational structure and the patterns of communication are essential for their successful stability. Depending on the size and functions, it adapts and modifies the structure that suits their aims and thus emerges types of organizational structures. A major challenge faced by the international workforce is to achieve a combination of an employee from distinctive ethics (Joshi et al., 2002; Shenkar and Zeira, 1987). As and when employees are from diverse backgrounds, mainly cultural, having their own ethics, attitudes, and expectations about dissimilar matters, the possibility of confusion and or disagreement could simply happen during contact (Earley and Mosakowski, 2000). Nevertheless, troubles linking to poor intercultural understanding create broken working effectiveness (Lindsley, 1999). However, on the positive side, operative multicultural communication adds to a good working ambiance and a creative trust among varied employees (Tokarek, 2006). For multicultural organizations, the complex rule and systems are predominantly significant. It consists of diverse subunits when organizations in a varied environment (Bartlett and Ghoshal, 1991). In organizations, both verbal and non-verbal communication are considered highly important for the workplace.

The structure is closely linked to the type of business of the organization. It is necessary for the organization to choose a structure that facilitates to act efficiently, to meet the goals for the best use of human resources. In present days, the business environment has become increasingly complex and products have become more knowledge-based. Transparent and straightforward communication channels are necessary (Ivancevich et al. 2011) to run a successful business. Depending on the complexities, the structure of the organization helps or delays the progress of achieving the goals. A chart of the organization is a well-defined sketch and it is a clear depiction of the official desigof communication movement in an organization. Organizational structure profoundly influences communication patterns. While effective internal communication is important in developing resilient and optimistic relationships with employees, working efficiently in a multicultural setting is the major challenge. Diversity can bring difficulties in communication as the dispatcher and the receiver of the message are diverse. As a consequence, misinterpretation can happen and that makes workplace interactions complicated (Adler, 1991).

A unique feature of an organization is its structure, which has a deep impact on the procedure of internal communication (Greenberg and Baron, 2003). The organizational structure means a formally planned design of relationships exists between diverse departments within the organization (Ivancevich et al. 2011). The structure is distinct by a plan, acknowledged as an organizational diagram, which brings a graphic description of the design of communication. The three dominant perspectives are canals, observed networks, and noticeable networks (Papa et al. 2008). A clear established channel of communication within an organization gets messages as tangible objects passed along (Koehler et al. 1981). The channels focus on the transfer of messages of communication and not on the association between a dispatcher and the recipient. As such, the recipient considered as an inactive individual in the process of communication (Wrench and Punyanunt-Carter, 2012). Depending on the size, the organization uses various structures for the lines of internal communication to ease instant messaging, responses to take timely action and delivery of work. Bigger the size of the organization, more ways of communication methods structured. In this, outlines of communication comprise a chain-of-command that entails employees to have a dialogue with their immediate supervisor rather than conveying concerns straight to top-level management higher on the organizational chart (Ashe-Edmunds, 2016). The communication workflow is a division of stages to be implemented to complete a communicative collaboration (De Moor and Weigand, 2005). Formal communication is more structured and practical. Based on rules, conventions, regulations, and principles, the messages are communicated. The corporate meetings, presentations, conferences are the examples of formal communication which inevitably tracks a pattern: upward, downward, vertical or horizontal. It can go vertically that is from bottom to the top level for consideration and decision-making. Also, formal communication flows horizontally across the organization. In disparity, the horizontal communication flows between two directions of the organization at a similar time. Because of its uniformity in style, it allows zero bias. Informal communication does not necessarily need to follow rules, regulations, conventions or principles set, but the discussion can be very informal and or casual. In other words, 'Grapevine' communication is considered useful. In general, the organizational communication flows from top to bottom levels and the top level makes the decisions, which go down to the lower levels in the organization through its middle managers (Riggs, 2010). The communication system that exists in organizations must facilitate the transmission of information quickly to resolve problems, timely decision-making and to improve productivity through a concrete relationship within and outside the organization.

Organizational Communication

Organizational communication is an important tool to focus to aim, bind, cheer employee morale, encourage transparency and eliminate slow unseen destructions (Ganapathi, 2012). It is a formal exchange, of information among employees of different level. A clear internal communication entails open and mutual exchange and understanding the audience with an accessible medium. A statement published by the International Labor Organization (ILO), endorses the importance of internal communication in a multinational organization as "Internal communication should be taken in a broad sense, involving information sharing, interaction and cooperation among colleagues, working both through formal and informal channels in a complementary way. It is by definition a two-way street, encouraging dialogue, listening, networking and an exchange of ideas; it implies finding common ground for diverse approaches, negotiation, the resolution of conflicts and the search for fair and agreed solutions. It is, in the final analysis, internal communication, which constitutes the key for sound and firmly grounded decision-making at every level. It is a management tool but also a means of expression, reflecting interpersonal and human relations in a multicultural and multilingual context". (ILO, 1999).

Internal communication in organizations is complex to define. It is a method by which people can understand the minds of other people either by speaking and or non-verbal messages in the setting of a formal organization (Richmond and McCroskey, 2009). It involves the clarification and presentation of messages through communication components that form part of the same organization (Wayne and Faules, 1994). Further, it is an analysis of human interaction within complex organizations, and organizational behavior (Ganapathi, 2018). In the organizations, internal communication links marketing, production, finance, personnel, and various other divisions and simplifies organizational success. It is mandatory to escalate efficiency, promote customer satisfaction, advance better quality, and generate innovative products in the organizations. The accomplishment of organizations measured by its yield and internal communication is a building block. The formal and informal communication drift passes the information in all directions, such as vertical, horizontal, upward and downward. These flows circulate and share information between employee and employee, employer and employ ee and or vice versa to advance customer relations, donor relations and satisfaction that in turn influence productivity (Ganapathi, 2016).

The process of communication brings upon barriers due to interruptions which would seriously affect the organizational functions. Thus, in structured organizations, the meaningful flow of communication is controlled through communication patterns (Heise and Miller, 1951). A barrier is anything that obstructs the process of transferring messages clearly and concisely as it is received. The message articulated considered as external whereas feelings and ideas are considered internal. Internal communication challenges often lead the internal process complicated and bring in employee frustration and hard decision-making, thereby affecting the fundamental line of business. Due to the distance in cultures, time zones, languages and geographical locations internal communication becomes complicated at the multicultural organizations (Portnaya, 2015). Effective communication competence becomes a required skill for success, while coordination is key for competitive advantage in the global market. Further, it becomes highly evident when the physical and cultural distance is active (Spinks and Wells, 1997). By way of the clear internal communication process, most of the problems can be resolved. However, it demands transparent and focused on coherent language, bilateral and understanding the spectators with a reachable channel (Berger, 2008). Internal communication in the organizations should travel in all directions of a defined structure. If low-level communication does not flow as freely as from the higher level, then possible barriers could be developed (Cheney et al., 2011). Also, diversity makes the way the message is seen and communicated by people differently, (Kandampully et al. 2001) which obviously develop communication barriers. In general, there are seven kinds of main barriers that influence communication, such as physical, perceptual, emotional, cultural, organizational and interpersonal barriers. This paper focuses particularly, on the emotional barriers.

Research Methodology

While there is an avalanche of academic literature on communication and its barriers' in general, research on this vital topic relating to emotional barriers focusing one single multicultural organization is sparse. In the organizations, the employees play an important role. For the wellbeing, success and smooth function of organizations, the lack of clear communication could lead to low-esteem and thus low productivity. And so it is important to understand the potential factors influencing internal organizational communication structures.

Data Analysis

The survey questionnaire with close-ended questions on demographics, employee profile and using Likert type scales, questions on communication and barriers were developed to fit the needs of the target group and distributed. The primary data totaling 681 valid responses collected from respondents using convenience or opportunity sampling method. The data have been analyzed using IBM SPSS 22.0 software. Frequency distribution was calculated with a mean and standard deviation values where applicable as either a nominal or an ordinal scale was used for measurement. This allows an initial overview and also provides simple reviews about the sample and the measures together with graphics analysis.

To explain the fundamental structure of the data collected and the opinions of the respondents of various factors, descriptive statistics on demographics, employee profile and emotional barriers are displayed. They provide modest reviews about the sample and the measures with mean and standard deviation values. As well they develop the foundation and help to understand the findings.

Descriptive Analysis of Demographics and Employee Profile

Table 1: Gender-wise Responses

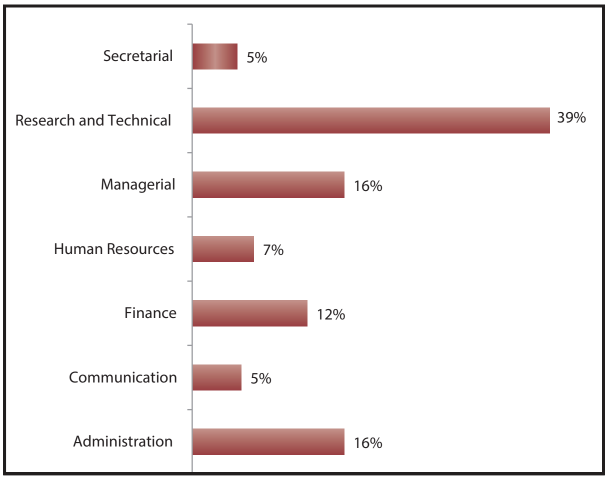
Nos.	Gender	Freq.	Per cent
1	Male	234	34
2	Female	447	66
	Total	681	100

N	Mean	Std. deviation
681	1.66	.475

Source: Author's Analysis

As stated (see Table 1) the majority of the employees taking part in this study were female 447 (66%) and 234 (34%) were male (mean value M = 1.66 and SD is .475). In support of this result, various studies on the gender influence on online survey participation revealed that women are more likely to participate in the online survey study than men. (Curtin et al. 2000; Moore and Tarnai, 2002; and Singer et al. 2000). It can be said that female respondents are more open in sharing issues than male respondents. By nature, female is more concerned about the communication problems that exist and they take them along until the problems are resolved either positively or negatively.

Figure 2: Functional-wise Responses From



Source: Author's Analysis

the chart (see Figure 2) it is clear that 39 percent of respondents are from the field of research and technical, 16 percent respondents are from the administration, 16 per cent from managerial, 12 percent from finance, 7 percent from human resources, 5 percent secretarial and communication fields respectively.

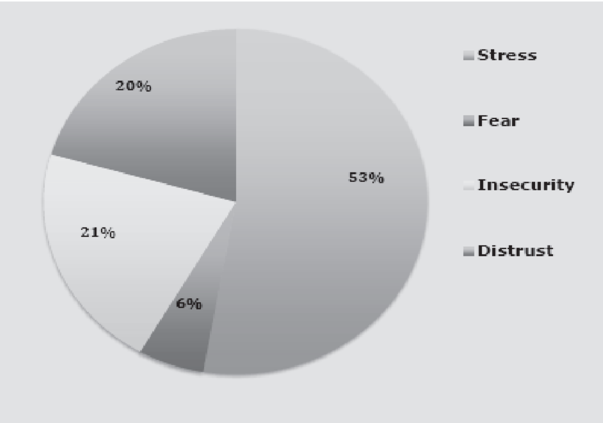
As such the responses are more from research and technical functional level (39%) it might be because of the high-level employees are more interested in eradicating communication barriers that exist. It can be assumed that higher the grade, higher the loyalty and thus higher the interest of eradicating issues.

Emotional Barriers

Emotional barriers are considered to be the toughest disruption to employee engagement. Feelings and emotions have powerful effects on decision-making, as emotion is a strong trait. Due to fear of rejection or lack of trust, the flow of communication can get interrupted and not expressed in the desired way. The emotional barrier is a kind of concealed mental fence that could delay the open communication of feelings and thoughts. It is extremely vital to regulating the flow to make sure of accurate information flow on time. The bottom to top communication flow sometimes have difficulties and that would lead to nurture barriers (Cheney et al., 2011). The feeling of insecurity is a type of emotional barrier that stops from achieving the desired goal (Pfeiffer, 1998). They are nevertheless the psychological walls that obstruct communicating thoughts and approaches that could have a negative impact on the relationship with one another, which could prevent from achieving goals. Strong adverse emotions can lead to miscommunication and it is one of the common obstructions to communication. Fear of being mistreated and mutual trust form the roots of emotional barriers that interfere with transparent communication among colleagues. This creates a stressful setting and stress is one of the major emotional barriers that can have an intense impact on employees and on production.

The descriptive analysis of the research explored the study of the possible existence of barriers that influence internal communication flow in the multicultural organization taken for the study. The applied cross tabulation and a chart and indicated the level of emotional barriers existence. The analysis presented in the figure (Fig. 3) gives an overview of the responses received. 53% of employees expressed that stress interrupts their day-to-day work communication, followed by distrust (20%) and insecurity (21%). As well the given extracts reveal that emotional barriers exist due to inconsistent policy and lack of knowledge sharing. Other than that, 6 percent of responses were 'fear' related. Trust is a mutual feature where both the transmitter and the receiver should respect mutually. If there is a lack of mutual trust, the receiver understand the meaning differently and that would make the communication useless. Lesser the mutual trust greater the destructive impact on productivity (see Figure 3).

Figure 3: Emotional Barriers



Source: Author's Analysis

The lack of transparency and knowledge sharing could increase the level of stress at the workplace (Ganapathi, 2012). The emotional and physical ailments get increased when job insecurity endures. The feeling of insecurity arises when one feels ignored or disrespected at work due to miscommunication or non- communication. Communication is a basic trait of human beings, ignoring and focusing solely on the jobs leaves people unhappy, sequestered and miserable (Ganapathi, 2014).

The level of stress can be minimized if organizations focus more on implementing clear and concise communication structure. A transparent communication strategy between all levels in the workplace from top to bottom level management is an effective way of combatting stress. Another fact is that the influence of technology changes the way organizations structure. The technology could be seen as a tool for nurturing clear communication at various levels and facilitates people to build a network to a certain extent, however, the same can led distant interpersonal contacts by devoting more time (Husain, 2013). When stress factors coupled with ineffective management, it can become further a problem. In the fast developing world, among many barriers, identifying signs of organizational stress is the principal phase in scheming a plan to adopt issues (Leviticus, 2016). Stress is part of every work and it stimulates everyone to act well and in the organization stress keeps both employees and employers determined. However, when it is beyond control, it can lead to various consequences – if an individual, it leads to irrelevant performance and if employers, it is a damage for the organization. Similarly, the feeling of insecurity on job contract extensions, and the fear of speaking out of their rights and doubting mutual honesty can be dealt by one-to-one open discussion apart from defining clear responsibilities and providing detailed instructions.

Limitations of the Study

This study, apart from being a unique contribution in the field of communication, it is subject to some limitations like in the other fields of survey research. The research was conducted focusing on employees of only one multinational organization. Thus the result may not be applied to other multinational organizations, due to variation in size, demographic characteristics, employee profile, and organizational culture.

Findings and Recommendations

From the analysis, the existence of emotional barriers is obvious. This could cause massive destruction in the workplace, if unattended. For the successful stability of the organization, unquestionably, effective communication can act as a fundamental tool to understand the work culture and to identify the possible barrier existence. As well, it is recommended to implement barrier-breaking activities that include appropriate conduction of an audit of rules and practices to find the blocks of communication workflow. Without doubt, eradication of identified barriers through operative ways such as uplifting bilateral transparent communication system, motivating knowledge sharing, encouraging staff training would advance an effective internal communication process and eventually that would lead to success.

In an increasingly competitive global market, when the level of communication and identification of possible existence of barriers are periodically gauged, it would help the multinational organizations to advance the success and to be stabilized. An efficient communication system has a noticeable importance in developing permanent employee engagement. One of the many optimistic profits gained from well-established organizational communication is enhanced employee-employee and employee and employer relationship. Without efficient employees, the desired goals could be difficult to meet. Therefore, when organizations implement an action plan to identify barriers and, to establish a concise internal communication strategy, the organizations will grow steadily and successfully.

Conclusion

The key components of the ability to access freedom and peace are through effective communication and to have a harmonious ambiance of work life. In a constantly changing world, businesses are being driven by the need for an efficient system to meet the goals of the enterprise. The employees are the greatest source and their satisfaction and engagement are highly essential for the harmonious organization. Although by using high computer technology and related software systems, communication is well managed, yet, in a multinational setting where diversity is in place, communication difficulties are normal to exist. When the organization takes essential steps to deal with the disparities effectively upon understanding the complexities of the internal communication and by adapting to a much more transparent internal communication structure, it is obvious that the organization would be barrier-free organization.

References

Adler, N. J. (1991). *International dimensions of organizational behavior* (2nd ed.) (pp. 63-91). Boston, MA: PWS-KENT Publishing Company.

Ashe-Edmunds, S. (2016). *The structure & lines of communication in an organization*.

Bartlett, C. & Ghoshal, S. (1991). Global strategic management: Impact on the new frontiers of strategy research. *Strategic Management Journal, 12,* 5-16.

Bartoo, H. & Sias, P. M. (2004). When enough is too much: Communication apprehension and employee information experiences. *Communication Quarterly, 52*(1), 15-26. Berger, B. (2008). *Employee/organizational communications.* Retrieved from http://www.instituteforpr.org/employee-organizational-communications/

Cheney, G., Christensen, L. T., Zorn, T. E., & Ganesh, S. (2011). *Organizational communication in an age of globalization: Issues, reflections, practices.* Long Grove, IL: Waveland Press.

Curtin, R. Presser, S. & Singer, E. (2000). The effects of response rate changes on the index of consumer sentiment. *Public Opinion Quarterly, 64*, 413–428.

De Moor, A. & Weigand, H. (2005, June). *Communication pattern analysis in communities of practice.* Paper presented at the Language Action Perspective on Communication Modeling, Kiruna, Sweden.

De Ridder, J. (2003). Organizational communication and supportive employees. *Human Resource Management Journal, 14*(3), 20-30.

DiFonzo, N. & Bordia, P. (1998). A tale of two corporations: managing uncertainty during organizational change. *Human Resource Management, 37*(3-4), 295-303.

Earley, P. C. & Mosakowski, E. (2000). Creating hybrid team cultures: An empirical test of transnational team functioning. *Academy of Management Journal, 43*(1), 26-49.

Ganapathi, N. (2018). The relevance of internal communication in multicultural organizations. *Vels Management Journal.*

Ganapathi, N. & Panchanatham, N. (2016). Internal Communication and Technology – The Secrets of Success. *Indian Journal of Science and Technology.*

Ganapathi, N. & Panchanatham, N. (2014). The Role of Human Resource Management in Cross-Cultural Environment – The Way to Managerial Communication. *Journal of Exclusive Management Science, 3*(1).

Ganapathi, N. & Panchanatham, N. (2012), Communication: Its role in preventing and eliminating stress. *MTC Global*.

Grace, T. J. (2013). *The 7 deadly sins of ineffective communications.* Retrieved from https://jenntgrace.com/98-lgbt-marketingcommunications-failures-occur-1-7-reasons/

Gray, J. & Laidlaw, H. (2002). Insider perspectives on communication satisfaction, *Australian Journal of Communication, 29*(3), 111-124.

Greenberg, J. & Baron, R. A. (2003). *Behavior in organizations: Understanding and managing the human side of work.* New Jersey, NJ: Prentice-Hall

Heise, G. A. & Miller, G. A. (1951). Problem solving by small groups using various communication nets. *The Journal of Abnormal and Social Psychology, 46*, 327-335.

ILO. (1999, June). *Report of the director-general: Decent work.* Geneva, Switzerland: International Labor Organization (ILO). Retrieved from https://www.ilo.org/public/english/standards/relm/ilc/ilc87/rep-i.htm

Husain, Z. (2013). Effective communication brings successful organizational change. *The Business & Management Review, 3*(2), 43-50.

Imprint Training Center. (2010). *Basic communication skills*. Retrieved from https://www.slideshare.net/Imprintcenter/basic-communication-skills

Ivancevich, J. M. Konopaske, R. & Matteson, M.T. (2011). *Organizational behavior and management*. New York, NY: McGraw-Hill.

Joshi, A. Labianca, G. & Caligiuri, P. M. (2002). Getting along long distance: Understanding conflict in a multinational team through network analysis. *Journal of World Business, 37*, 277-284.

Kandampully, J. Mok, C. & Sparks, B. A. (2001). *Service quality management in hospitality, tourism, and leisure*. Psychology Press.

Koehler, J. W., Anatol, K. W. E. & Applbaum, R. L. (1981). *Organizational communication: Behavioral perspectives* (2nd ed.). New York, NY: Holt, Rinehart, and Winston.

Lindsley, S. L. (1999). A layered mode of problematic intercultural communication in US-owned maquiladoras in Mexico. *Communication Monographs, 66*. 145-167.

Lunenburg, C. F. (2010). *Communication: The process, barriers, and improving effectiveness, 1*(1).

Papa, M. J. Daniels, T. D. & Spiker, B. K. (2008). *Organizational communication: Perspectives and trends*. Thousand Oaks, CA: Sage.

Pfeiffer, W.J. (1998). *Conditions that hinder effective communication* (2nd ed). The Pfeiffer Library, Volume. 6.

Portnaya (2015). *Top 6 tops for multinationals to improve internal communication*. Retrieved from https://ohtenterprise.com/blog/international-business/top-6-tips-multinationals-improve-internal-communication

Richmond, V. P., & James, M. C. (2009). *Organizational communication for survival: making work, work* (4th ed.). Englewood Cliffs, NJ: Pearson Prentice Hall.

Riggs, N. (2010). *7 outcomes of organizational communication & social media: A framework*. Retrieved from https://www.nrmedia.biz/blog/7-outcomes-of-organizational-communication-social-media-a-draft-framework

Rosenfeld, L. B. Richman, J. M. & May, S. K. (2004). Information adequacy, job satisfaction and organizational culture in a dispersed-network organization. *Journal of Applied Communication Research, 32*(1), 28-54.

Shenkar, O. & Zeira, Y. (1987). Human resources management in international joint ventures: Directions for research. *Academy of Management Review, 12*(3), 546-557.

Spinks, N. & Wells, B. (1997). Intercultural Communication: A key element in global strategies. *Career Development International, 2*(6), 287-292.

Tokarek, M. (2006). How to manage intercultural communication? *People Management, 12*(21), 66-67.

Wayne, P. & Faules D. F. (1994). *Organizational communication* (3rd ed.). Englewood Cliffs, NJ: Prentice Hall.

Wrench, J. S. & Punyanunt-Carter, N. (2012). *An introduction to organizational communication*. Retrieved from https://www.academia.edu/23934649/An_Introduction_to_Organizational_Communication_v._0.0

Zucker, R. (2002), More than a name change – Internal branding at pearl. *Strategic Communication Management, 6*(4), 24-27.

Pareto Analysis of World-class Quality (WCQ) Level in an Automobile Manufacturing Plant

Veda D Malagatti*

Abstract

World-class Quality (WCQ) is an art to lead a way of life with positive attitude and a philosophy. Attainment of WCQ demands continuous efforts for delivering products and services that are free from defects and can cause enthusiasm for the customer. Adoption of modern lean thinking towards quality excellence at all levels lead to the concept of WCQ. The laxity in process which is legitimized and is virtually rampant everywhere should not be prejudiced, instead must be heeded to by incorporating Quality Values into daily practise of Short Lead time and Built-in Quality ultimately to achieve WCQ. In this study, the quality practices in Tata Marcopolo Motors Limited (TMML), Dharwad, India, has been analyzed by examining the core requirements and the actually possessed qualities towards assessment of its WCQ level. Established techniques of analysis such as the X-bar, P-Chart, Pareto Tool and Sandler's A-Test have been used. Control charts prove that changes in Simple Process Flow, Temporary Material Storage and Supply Chain Management (SCM) is requisite but Sandler's A-Test approves that the variables of Principles of Short Lead Time is not distant from achieving the Level 2 of World Class Quality. The Pareto Tool affirms that major non-conformance variable is Operation Control Verification among the principles of Built-In-Quality. Chi-Square analyzes that the probability of achieving is the Level 2 of World Class Quality is more than 50 per cent which is hypothetically true.

Keywords: *Pareto Tool, Performance, Supply Chain Management (SCM), World-class Quality (WCQ).*

Introduction

Quality is required for following purposes:

1. Becoming potentate in this competitive market.
2. Satisfying the increasing customer expectations.
3. Sustaining market leadership for longer period.
4. Attaining business excellence by thriving for quality practise daily.

Fifty of the world's most admired companies were listed by Fortune 2010 along with some explanations as to how they made it to the list. The top-10 in the list are: Amazon, Apple, Berkshire Hathway, Coca-Cola, Johnson and Johnson, Goldman Sachs, Google, Procter and Gamble, Toyota Motors and Wal-Mart. Effectively, those companies from diverse industry sectors often exemplify the performance standards and become the benchmarks for others to follow to seek customer enthusiasm. Everyone needs to get customer enthusiasm because it assures that performance excellence is attractive means to earn customer's loyalty. As it is customer-oriented organization one needs to produce attractive attributes with high quality products at competitive cost (Berman, 2014; Greenberg, 2015).

*Assistant Professor
Chetan Business School of Management & Research
#17-18, Sridevi Nagar, Shettar Colony, Vidyagiri, Dharwad – 580004, Karnataka, India.
E-mail: veedadmalagatti@gmail.com

Figure 1: World-class Quality (WCQ)

Table 1: WCQ Goals and Principles

GOALS	PRINCIPLES
Safety (Safe Work)	Standardization
People (Organizational Development)	People Involvement
Quality (Attractive Product)	Built -In –Quality
Delivery (Uptime/Volume)	Short Lead Time
Cost (Good Value)	Continuous Improvement for Competitive pricing

technologies and driving the culture among the different stakeholders to address the complex challenges which include expanding networks for Global Customer's preferences which indulges the need for Short and Effective Lead Time Cycles embedded with continuous improvement, visibility and the reliability of the value chain.

For this purpose, the approach should get rid of too rigidity, bureaucratic, variations, non-productive activities, hierarchic etc. to escalate to the level of a World-class Quality (WCQ) brand. The swivel mechanism for short lead time and Built-in Quality (BIQ) of WCQ has to be texturized (see Figure 1 and Tables 1 and 2) (Cliff Notes, n.d.; Insresearch.com, n.d.).

Background of the Company under Study

Tata Motors Limited is among the largest private corporations in India and is a leader in the field of automotive vehicle manufacturing in terms of assets and revenues. It has a Joint Venture (JV) with Marcopolo S. A., a Brazil-based leading company that has entered the Indian market. Marcopolo S. A. is an automobile company founded in 1949 in the city of Caxias do Sul, manufacturing a whole range of coaches with manufacturing facilities in Argentina, Colombia, Mexico and Portugal in addition to Brazil and a technology transfer arrangement with China. Marcopolo manufactures microbuses, inter-city buses and touring coaches, and produces more than half of the bus bodies in the country and exports its products to over 60 countries.

Table 2: Principles of WCQ at Levels 1 and 2

WORLD CLASS QUALITY								
			Level 1			Level 2		
Sr	Principles (5)	Name	Absolutes	Core Requirements	Actions	Absolutes	Core Requirements	Actions
1	People Involvement	PI	8	40	219	8	4	30
2	Standardization	STD	4	31	109	4	4	28
3	Built In Quality	BIQ	5	41	153	5	14	76
4	Short Lead Time	SLT	9	125	156	9	2	11
5	Continuous Improvement	CI	7	58	129	7	4	24
	Total		33	295	766	33	28	169
WCQ Migration Strategy Level 1 acheivement criteria				Minimum 85 % Core Requirements are Green & No Red				

Rob Harrison demands the Best-fit Quality Management organization structure to foster a quality focused culture where the prime challenge is positioning the entire spectrum by proactively harmonize the processes by embracing appropriate

Tata Motors Limited in India is one of the largest private sector company and one of the leading business groups of companies where automotive vehicle manufacturing company too is leading in India in terms of revenues and assets. Tata Marcopolo

Motors Ltd. (TMML) is a JV between Tata Motors (which holds 51%) and Marcopolo S. A. (which holds 49%) to manufacture full-bodied buses and coaches, including varieties of 16-54 seater buses. The joint venture will also explore emerging opportunities in Bus Rapid Transit System (BRTS).

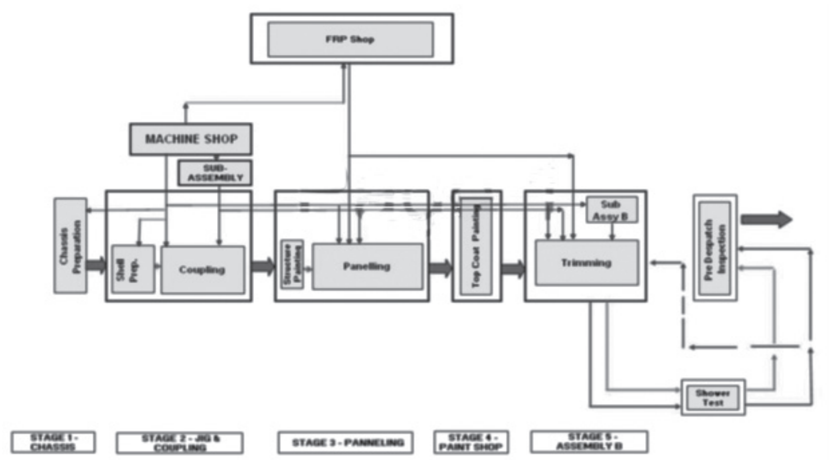
First manufacturing operation of TMML was set up in Lucknow in October 2007 and the second unit in Dharwad in May 2008 in Belur industrial area. The production tentatively started from May 2008 onwards with the investment of 450 Crores. This plant produce fully built buses on chassis. The plant assembles buses for domestic as well as foreign markets as per the specification of customers. At present the major customers of bus manufacturing unit are K.S.R.T.C, Bangalore, Delhi transport, Orissa state transport etc. Buses are also exported to Australia, Europe, South Africa, and Morocco.

The company TMML was manufacturing only Commercial Bus like school bus, passenger bus with different model with a capacity of 16-57 seaters with varied price till 2014. The company is set to manufacture luxurious buses to use for commercial purpose (passenger bus only) with semi-sleeper & sleeper bus with a/c & non a/c types with range of price, named star bus G2, starbus G7 luxury bus and articulated bus (road train). In Next 5 years the Production will be raised from 100 to 120 Buses per day by following Six-Sigma Process to reduce the Defects & Rejections and also increase the Company profit & sales. This Year the company is set to implement updated technologies in each and every field in the organization to reduce the mistakes and drive the company to make growth, to smoothen the each and every work.

Bus Manufacturing Process Flow

The First Stage consists of chassis, followed by coupling, paneling, paint shop and finally the assembly section. The flow of materials starts from the chassis stage and ends in the trimming stage where sub-assembly exists only for coupling and trimming sections. After assembling is over, the bus has go through shower test and finally from pre-dispatch inspection. Short lead from chassis preparation till the stage of assembly needs to inculcate the matrix of Six-Sigma with Total Quality Management (TQM) and Total Productive Maintenance for adherence of World-Class Quality.

Figure 2: Bus Manufacturing Process Flow at TMML Dharwad



Short Lead Time

Tata Marcopolo which started operations in 2008 is in the business of body building for more than seven years and has achieved great heights in its business. However, till date Tata Marcopolo has been operating on "PROJECT BASIS and the focus is on the complete operations on day-to-day basis. To achieve this objective of the company the people in the organization should learn to plan relevantly and know what part one needs to contribute.

Movement of materials or products of the right quantity with the right equipment to the right location at the right time, using the shortest route at the lowest cost for both the customer and the supplier is defined as short lead time. There is a desired reduction in time from the time anorderisplaced by a final customer and the delivery of the product to the customer's destination and receipt of payment. The core objective for the same involves managing flow of Inventory for compiling the Pull System and Kanban system, Implementation of Strategy of Kaizen for improving material storage and Total Quality Management to control the handling of inventory of materials in the right way at all the time for efficiency and quick execution to reduce the non-value added activity as it too incurs cost, for continuous flow of productivity to hail customer loyalty. Customers usually can wait for few days only but if frequency of delay to deliver increases, customer changes mind to switch to the other product when the switching cost of substitute is competitive enough (see Figure 2).

In a nutshell Short Lead Time strategies are:

1. First In First Out (FIFO)
2. Pull System
3. Simple Flow
4. Lean Materials Management
5. Kaizen with Total Quality Management
6. Total Productive Maintenance
7. Six Sigma
8. 5 S namely SEIRI (Organization), SEITON (Neatness), SEISO (Cleaning), SEIKETSU (Standardization) and SHITSUKE (Discipline) need to be inculcated during process.

Absolutes of Principles of Short Lead Time as per WCQ Guidelines

There are nine absolutes for which core requirement actions are performed:

1) Simple Process Flow

A process incorporates a mechanism of 5's namely Sort, Set in Order, Shine, Standardize, and Sustain for constant drive to attain a simple sequential process flow of material sketched out to be easily visible for Continuous improvement process and Effective Lean Management, Prevention costs of spoilage, spillages, omission etc. of crucial parts, and study of ergonomics in action for empty containers and inventories too for optimizing cost.

2) Small Lot Packaging

Determining, assigning or designing the appropriate standard quantity and flexible load configuration Containers (e.g. container/ trollies) for carrying more parts per load and Standard containers of various types and sizes for multiple delivery in least time per shift is requisite. Design accurate and user-friendly packaging and labeling for proper alignment of inventory for occupying less space and less time in material handling. Precautionary packing to be provided by supplier, wherever possible brought parts in sets, kitting or sequencing system. Audit system to monitor with cautions against any possible violations.

3) Fixed period ordering system and Level vehicle order schedule

Order scheduling process meets the customers demand by incorporating Material Requirement Planning (MRP) for accurate scheduling and Economic Quantity Cost (EQC) as per the Supplier wise and Part wise schedule quantity as per Share of Business (SOB) criteria limits which allows pre-determined, fixed period for ordering of Parts, to eliminate the wastes of overproduction, over-processing, inventory, and waiting while managing the flow of material through the pipeline. Kanban system and Just-In-Time (JIT) is crucial to avoid unnecessary cost of carrying and Management system for documentation of obsolete parts for tracking and monitoring the shipment failures to tailor off the stoppage of production.

4) Controlled External Transportation

Established pipeline for logistics with established controls that are managed by a lead logistics provider to provide a minimal freight handling and Just-in-Time (JIT) delivery for less movement within limited space. 5 Rs, namely, Refuse, Reduce, Reuse, Recycle, Recover etc., aids in accurate planning.

5) Scheduled Shipping / Receiving

Receiving and shipping dock activities support reduction of overall lead time to level and standardize shipping/receiving activities and resource requirements as per customer's conformance. Leveling of deliveries to minimize Congestion for Efficiency Improvement, Safety Improvements, and facilitate Continuous Improvement & Cost Savings.

6) Temporary Material Storage

A single point of database, Plan For Every Part (PFEP), organized with wide varieties of classification which can be assessed by different users where Parts is approved by the Quality Department along with primary and secondary storage areas with well-defined norms. Safety (safe stacking heights) and inventory control (min/max, overflow) are ensured on the shop floor for managing exceptions (min and max violations, out of stock conditions, overflow, etc.).

7) Internal Pull Delivery

Replenishment system is timely, in the right quantity and to the right location free of damage and in the best possible type of presentation to team members trained in the Pull system. PERT analysis is used to reduce Redo activity and CPT analysis is used to minimize the in-process bottlenecks, repetitions, replications, etc. during production to eliminate the discrepancies.

8) Level Vehicle Order Schedule

Level Vehicle Order Schedule is important because it is base for calculation of material requirement (Direct and Indirect), engine requirement, manpower requirement, and logistic arrangement for MASOP operations as per sub-assembly requirements.

9) Supply Chain Management

An open line of communication between plant and supplier base, would promote timely feedback visibility that allows effective problem solving and continuous improvement system. Responsible persons and timing are defined for each Plan For Every Part (PFEP) element to ensure compliances. Elements include line side presentation, part packaging, internal delivery, storage, transportation method, receiving, logistics and sourcing etc. System of measuring key performance criteria (e.g. on-time delivery, cost reduction, cube utilization etc.) and monitoring all suppliers delivery performance is vital. Training and awareness to new and poor performing suppliers is vital.

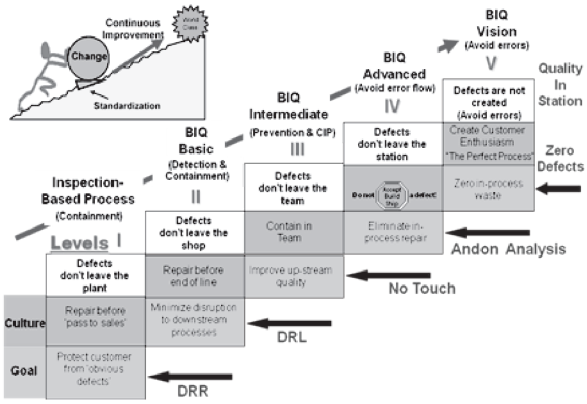
Literature Review

Built-in Quality (BIQ) as per World-class Quality (WCQ)

There are 5 levels in the World-class Quality (WCQ) and currently Tata Marcopolo is still working for Level 1. Tata Motors is working for Level 3, and Toyota had already reached Level 3. None of any company in the business sector had reached 5th level of WCQ in India (see Figure 3).

1. This is the method by which quality is built into the manufacturing process itself with the intension of not building or accepting the defects during the process.
2. Defects are prevented to provide defect-free product to the customers.
3. Counter-measurements by implementing the improvement in Quality Indicators to prevent the reoccurrences.
4. Minimal Process Variations through robust control with improved communication throughout till the supply chain.

Figure 3: Levels of BIQ as per WCQ



Absolutes of Principles of BIQ

1. Product Quality Standard
2. Manufacturing Process Validation
3. In-process Control and Verification
4. Quality Feedback /Feed forward
5. Quality Management System

1) Product Quality Standards

Appraisal cost like inputs of engineering requirements, design requirements, process requirements etc. and outputs should be in standard format of user-friendly and any changes should be developed to be maintained in QMS for customers enthusiasm.

2) Manufacturing Process Validation

Prevention-focused process, i. e. the manufacturing process to exceed the customer's expectations by application of error proofing after product is evaluated starting with design reviews and also during pre-production builds. Risk analysis (e.g. PFMEA) during operations and its planning indulges standardized work development and develops problem solving during process control are validated for pruning of defectives in the system.

3) In-Process Control & Verification

Building standardized work for containment of abnormalities likely to emerge within the system and prevention system to control process variations for cyclic and non-cyclic jobs are supported through a TPM plan. QCOS system for close monitoring of List of equipment, parameters effecting quality, process capability and key process equipment control for its conformity towards quality. Error proofing system like Poka-Yoke, Andon, FPS system and Systematic problem solving – for Effective Quality checks and its implementation should not be heuristic but escalate the production of zero-defects.

4) Quality Feedback/Feed Forward

The standardized communication and pathway endeavors the conformance between customers and suppliers through standardized communication pathways to ensure that quality product reaches to those who need it.

5) Quality System/Control Management

Quality standards and its practices like Just-in-Time (JIT), Just-in-Sequence, procedures, and organizational structure to manage the quality system define and regulate the intended operations of the quality activities. Following are the actions recommended as per WCQ:

Strategic Quality plan – WCQ roadmap, 5 principles, 54 QP's, 33 absolutes, 295 core requirements, 750+ action points integration of WCQ requirements with current system & practices.

Dr. Dawei Lu specifies that Quality Management System (QMS) should be effective and continuous improvement process which compromises of building internal system and external system to meet the quality standards. Simple process should be standardized to neutralize the chances of defect. The Managing Director of MC Fire Protection, Mike Chilman, explains that compliance with ISO 9001 brings in professionalism intrinsically and extrinsically to maintain the elite standards. Ron Branning focused on resolution of significant quality issues that are to be controlled through a robust quality risk program which serve as a proactive method for managing risk throughout the product lifecycle. A properly designed and executed quality system would boast to commercialization of product more quickly. This means rigid processing system at zero defect would reduce the work during inspection or trial run tests. Richard J. Schonberger follow-up the nine Japanese techniques for trade-offs of four competitive priorities namely: cost, quality, service and transparency (Sokovic et al., 2006). His emphasis on World-class Manufacturing (WCM) may be chronicled as the third major event that follows standards methods and time espoused by Guru of Scientific Management and Modern theory of Management. Peter Stonebreaker and Keong Leong presented a hierarchy of 5-levels that initiated from visionary Business and Operations strategy and later structure the organization Design/Human resources, Technology & Performance. For this, we need orientation of information system, effective operational management towards the quality to be prospected towards the customers delight for achieving the World-Class Quality. R.Anthony Inman stressed that the focus is on implying the transformational leadership strategy to work beyond the conventional methodology to broom into World Class Quality which is the committed action plan from the Top executives. The Siemens policy for World Class Quality is "Implementations of the mandatory elements of Quality Management and continuous improvement through integrated components of Business Process. Elevating Strategic relevance Charles McKinney informs to implementation of Matured Process Excellence Organizations enjoy or achieve credibility and success by executing a flexible performance improvement methodology for executing top priorities which are proactive, employing the best tools, selecting the best projects and leveraging organizational momentum above critical factors for success (Midor, 2012). Ultimately leverage in proactiveness with zero defect is vital.

Objectives of the Study

1. To identify the variables hampering the efficiency of Short Lead Time.
2. To identify the causes for non-conformance of performance of Short Lead Time.
3. To recommend the strategy for Built-In-Quality on the basis of analysis of control chart.

Research Methodology

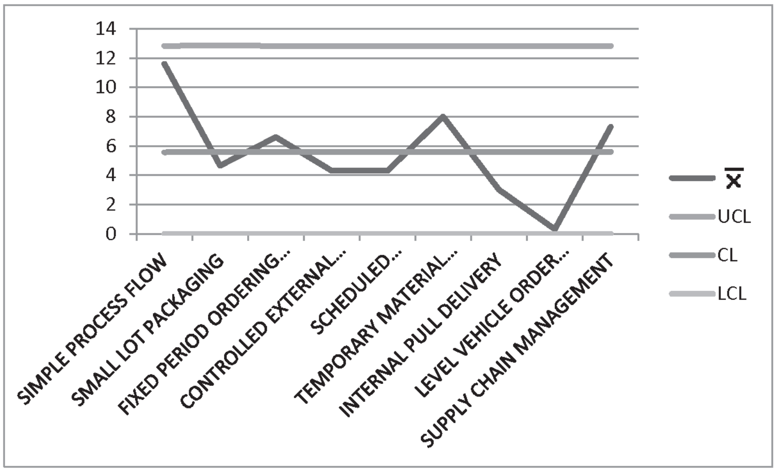
Benchmarking exercise has been used between these 5 principles of World-class Quality (WCQ) and actual preached in organization. The absolute core requirements are the well-defined variables under each principle of Short Lead Time and Built-In-Quality and these core requirements are the standards with rules and guidelines of actions which are recorded and compared with the benchmark. These core requirements are practised than counted as actual action performed. This study involves the analysis of two principles of World Class Quality namely Short Lead Time and Built-In-Quality. The study is about analysis of impact of variables of Short Lead Time by using X-control Chart and P-Value to attain World Class Quality and also analysis of causes of Non-Conformance for Built-In-Quality by using Pareto tool. The objective of research has been hypothetically tested by using Sandler's A-Test method where Upper Central Line is considered as central line. Similarly Chi-Square test is between the UCL value and deviation from Mean value of X is treated as Expected and Observed values respectively (see Table 3).

Table 3: Analysis of Variables of Short Lead Time by using Control Charts

VARIABLES	$\bar{X}$	UCL	CL	LCL	$\bar{R}$	PUCL	PCL	PLCL
SIMPLE PROCESS FLOW	35	42.34	16.8	0	10	37.04	0.168	0
SMALL LOT PACKAGING	14	42.34	16.8	0	9	37.04	0.168	0
FIXED PERIOD ORDERING SYSTEM	20	42.34	16.8	0	9	37.04	0.168	0
CONTROLLED EXTERNAL TRANSPORTATION	13	42.34	16.8	0	6	37.04	0.168	0
SCHEDULED SHIPPING/RECEIVING	13	42.34	16.8	0	7	37.04	0.168	0
TEMPORARY MATERIAL STORAGE	24	42.34	16.8	0	11	37.04	0.168	0
INTERNAL PULL DELIVERY	9	42.34	16.8	0	2	37.04	0.168	0
LEVEL VEHICLE ORDER SCHEDULING	1	42.34	16.8	0	1	37.04	0.168	0
SUPPLY CHAIN MANAGEMENT	22	42.34	16.8	0	10	37.04	0.168	0
TOTAL	151							
	16.78				7.2			
P-BAR	0.168							
Q-BAR	0.832	A	1.02					
PQ/n	12.29	R	7.2					

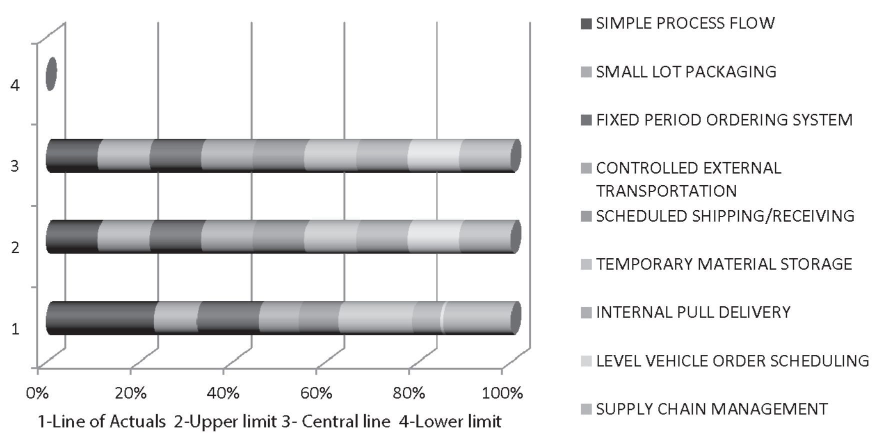
Source: Author's Analysis

Figure 4: Illustration of Variables of Short Lead Time by using the X-bar Control Chart



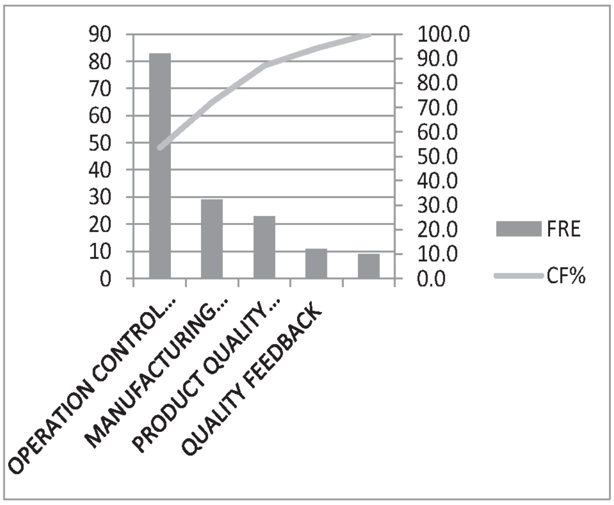
Source: Author's Analysis

Figure 5: Illustration of Variables of Short Lead Time by using P-Value



Source: Author's Analysis

Table 4: Analysis of Variables of Causes of Non-conformance of WCQ



Source: Author's Analysis

Figure 6: Pareto Tool Analysis of Causes of Non-conformance of WCQ

Quality procedures–CAUSES	FRE	CF%
OPERATION CONTROL VERIFICATIONt	83	53.5
MANUFACTURING RELATED VALIDATION	29	72.3
PRODUCT QUALITY STANDARDS	23	87.1
QUALITY FEEDBACK	11	94.2
QUALITY CONTROL SYSTEM	9	100.0

Source: Author's Analysis

Table 5: Calculation of Student's T Distribution as per X-Control Chart

VARIABLES	$\bar{X}$	$R = \bar{X} - X$	R^2	Central Line
SIMPLE PROCESS FLOW	35	18.2	332	16.8
SMALL LOT PACKAGING	14	-2.8	7.72	16.8
FIXED PERIOD ORDERING SYSTEM	20	1.2	1.42	16.8
CONTROLLED EXTERNAL TRANSPORTATION	13	-3.8	14.3	16.8
SCHEDULED SHIPPING/RECEIVING	13	13.0	169	16.8
TEMPORARY MATERIAL STORAGE	24	-7.8	60.5	16.8
INTERNAL PULL DELIVERY	9	-7.8	60.5	16.8
LEVEL VEHICLE ORDER SCHEDULING	1	-15.8	249	16.8
SUPPLY CHAIN MANAGEMENT	22	22.0	484	16.8
Total	151			
X	16.78			
TTEST	0.5			

Source: Author's Analysis

Analysis and Interpretation

From the above Figures 4 and 5, one can analyze that Simple Process Flow, Fixed-period Ordering Flow, Temporary Material storage and Supply Chain Management activities are hyper-active than practically required. This is impacting on the other activities namely Level Vehicle order Scheduling to greater extent, and even on Scheduled Shipping, Small Lot Packaging. Pareto Tool gives us the clear picture that Quality Control System is effective rather than the Operation system which indulges the Scheduling, Layout, Standards and its Validations. The causes according to the Pareto Tool as per Table 4 and Figure 6, indicates the maximum fault in the Operation Control verification and In-Process manufacturing related validation. The defectiveness in the system has to be chalked out for improving the efficiency by utilizing the Appraisal and Prevention Systems at the Setup time itself rather controlling at the end point of manufacturing in the form of inspections, obligation of quality standards, acting as per feedback etc.

Hypothesis Testing

H_o: *There is no much gap/deficit between the built-in quality and world-class quality if authentically managed.*

H_a: *There is much gap/deficit between the built-in quality and world-class quality if authentically managed.*

T-Test value = 0.5

Critical value at 5% and degree of freedom of 8 =1.860.

Hence we accept the Null Hypothesis clarifying that if they work on operations and its scheduling for enhancing efficiency would definitely create wonders (see Table 5).

H_o: *There is not much difficulty in achieving the Level 2 of Built-in Quality of World-class Quality if authentically managed.*

H_a: *There is much difficulty in achieving the Level 2 of Built-in Quality of World-class Quality if authentically managed.*

Table 6: Sandler's A-Test Results

VARIABLES	$\bar{X}$	UCL	F= X-UCL	F²
SIMPLE PROCESS FLOW	35	42.34	-7.34	53.93
SMALL LOT PACKAGING	14	42.34	-28.34	803.4
FIXED PERIOD ORDERING SYSTEM	20	42.34	-22.34	499.3
CONTROLLED EXTERNAL TRANSPORTATION	13	42.34	-29.34	861.1
SCHEDULED SHIPPING/RECEIVING	13	42.34	-29.34	861.1
TEMPORARY MATERIAL STORAGE	24	42.34	-18.34	336.5
INTERNAL PULL DELIVERY	9	42.34	-33.34	1112
LEVEL VEHICLE ORDER SCHEDULING	1	42.34	-41.34	1709
SUPPLY CHAIN MANAGEMENT	22	42.34	-20.34	413.9
TOTAL	151		-230.10	6650

Source: Author's Analysis

A-Test value = 0.125609

Critical value @5% and degree of freedom of 8 = 0.278

Hence we accept the Null Hypothesis clarifying that if they work on Total Quality Management, Kanban, Just-In-Time, Operations Control System etc. would definitely aid to improve to promote to Level 2 of World-class Quality (see Table 6).

H_o: *They do not have to concentrate more than 50% for variables of Short Lead Time to achieve the Built-in Quality for World-class Quality.*

H_a: *They have to concentrate more than 50% for variables of Short Lead Time to achieve the Built-in Quality for World-class Quality.*

Table 7: Chi-square (X^2)Test Results

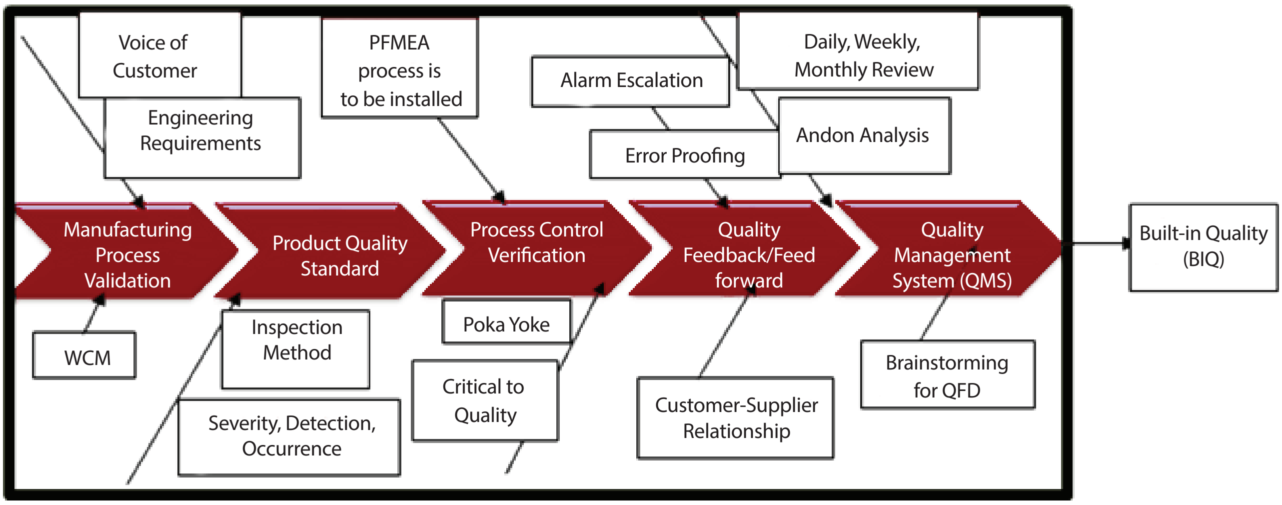
VARIABLES	$\bar{X}$ -X	UCL
SIMPLE PROCESS FLOW	35	42.34
SMALL LOT PACKAGING	14	42.34
FIXED PERIOD ORDERING SYSTEM	20	42.34
CONTROLLED EXTERNAL TRANSPORTATION	13	42.34
SCHEDULED SHIPPING/RECEIVING	13	42.34
TEMPORARY MATERIAL STORAGE	24	42.34
INTERNAL PULL DELIVERY	9	42.34
LEVEL VEHICLE ORDER SCHEDULING	1	42.34
SUPPLY CHAIN MANAGEMENT	22	42.34
Chi-square value	6.60726	

Source: Author's Analysis

Chi-square (X^2)Test value = 6.60726 at degrees of freedom (df) of 8.

As per the table Critical Value of Chi-square, the probability under H_o at dof of 8, the calculated value is greater than 50% of critical value of 7.344. Hence we accept the Null Hypothesis indicating that achievement is more than half-way and they have to target the next half by using relevant and reliable strategies as mentioned in the suggestions (see Table 7).

Figure 7: Fishbone Diagram inculcating Short Lead Time for BIQ for acquiring WCQ



Source: Author's Analysis

Conclusion

The company has to follow all the nine absolutes, principles along with its sub-requirements of packaging standards, internal delivery of materials, storage, logistics, transportation methods etc., so that they can conform towards the quality of the product which should be delivered to the customer with zero defects. For the same cause Inventory levels to be defined part-wise in each shop and to be displayed at each locations and these levels need to be monitored periodically for smooth and efficient handling of inventory and its delivery in time. Optimum storage location to enhance the lead time while performing and Material Requirements Planning (MRP) for accurate scheduling, documenting inventories, scrap disposal process needs accountability and rigidity its management to meet the objective. Responsible persons and timing are to be defined for each Plan for Every Part (PFEP) element is crucial. In a nutshell, there are barriers in implementation of WCQ practices which are inhibited like poor planning, no proper accountability, ledearship, poor utilization of resources etc., need to be tackled. The implementation of WCQ practices in an organization leads to better competitive advantage as it basically includes various tool. Techniques and methodologies such as TQM, total productive maintenance, JIT, supply chain management and six sigma along with the 5 main principles of WCQ (see Figure 7).

References and Readings

Berman, J. (2014, July 30). Wall street analysts predict the slow demise of Walmart and Target. *Huffington Post India*. Retrieved fromhttps://www.huffingtonpost.in/2014/07/30/big-box-store-dying_n_5630572.html

Business-improvement.eu. (n.d.). *World-class Quality at Unilever*. Retrieved from www.business-improvement.eu/worldclass/unilever

Businesscasestudies.co.uk. (n.d.). *BSI: Creating World Class Standards*. Retrieved from http://ww.businesscasesstudies.co.uk

Cliff Notes. (n.d.). *World Class Quality: ISO 9000 Certification*. Retrieved from www.cliffnotes.com -world-classquality:ISO9000certification

Defense Technical Information Center (DTIC). (n.d.). *Defense technical information center*. Retrieved from https://discover.dtic.mil

Greenberg, P. (2015, December 15). The downfall of Wal-Mart. *Town Hall*. Retrieved from https://townhall.com/columnists/paulgreenberg/2015/12/15/untitled-n2093671

Insresearch.com. (n.d.). *World-class Quality*. Retrieved from http://blog.Insresearch.com/world-class-quality

ISixSigma. (n.d.). *ISixSigma.com*. Retrieved from www.isixsigma.com

MESTEC. (n.d.). *MESTEC*. Retrieved from www.mestec.net/2015/06/6

Midor, K. (2012). World Class Manufacturing – characteristics and implementation in an automotive enterprise. *Scientific Journals, 32(104)*, 42-47. Szczecin, Poland: Maritime University of Szczecin.

Quality Magazine. (n.d.). *Quality Magazine*. Retrieved from https://www.qualitymag.com/

Sokovic, M, Kopac, J., & Smolej, A. (2006). Model of quality management in development of new free-cutting Al-alloys. *Journal of Achievements in Materials and Manufacturing Engineering, 19*(2), 92-98.

Warehousing Education and Research Council (WERC). *Metrics*. Retrieved from www.werc.org/assets/1/events/metrics

Wisconsin Manufacturing Extension Partnership (WMEP). *Uploads*. Retrieved from www.wmep.orgwp-content/uploads/2015/02

An Assessment of the Socio-economic Status of Entrepreneurs from Backward Communities in Marathwada and Vidharbha Regions of Maharashtra State, India

D M Khandare*
Sarika R Lohana**

Abstract

In this study we have considered entrepreneurs from Scheduled Caste (SC) and Scheduled Tribe (ST) communities who are facing social and economic problems from long time, due to the lack of education, poor social status and political reasons. But in the course of the past decades it is observed that, education, different professions, industry and commerce are dominated by some specific communities. Socio-economically forward communities are dominating in all the major activities in the society. But on the contrary, latest studies have shown that the education, different professions, trade and commerce can no longer be innate or held in reserve for want of higher socio-economic orders. In this study, it has been attempted to analyze the socio-economic status of entrepreneurs from the SC and ST communities of Marathwada and Vidharbha regions of Maharashtra state, India. The study found that entrepreneurs from the SC and ST communities within the regions were facing problems in concern with employment, self-employment and lack of awareness about development programs and Government schemes.

Keywords: *Employment, Scheduled Caste, Scheduled Tribe, Self- employment, Socio- economic Status.*

Introduction

It is necessary that for the backward communities' development, their members should participate in each and every sector of the society i.e. business, government, industry, politics and private sector. Current research reveals that participation in these sectors has been widespread among people across diverse castes, religion, cultural backgrounds, and countries in the world.

The employment seekers predominantly through reservation dogmas either in government or in public sector undertakings are under a hefty pressure to recognize that they are more reliant on Governments. This has lead into escalation in the number of employment seekers in India. The effect is that business, government, industry, politics and private sector are open for everybody irrespective of caste, color, creed, and religion and so on. Business, government, industry, politics and private sector provide not only economic expansion but also upward social movement in the society. Further it safeguards dignity of life at equality with others.

Therefore, there should be a mental revolution among socio-economically backward communities to change their mind set from traditional occupations and also understand that they are no further restrictions for them to shift from their traditional occupations to socially and economically sustainable industrial and trading businesses via entrepreneurship.

Maharashtra state in India has 9.40% (1.05 crores) Scheduled Tribe (ST) and 11.8% (1.33 crores) Scheduled Caste (SC) population (Census 2011, 2011). The problem is that backward communities specially SC & ST community don't have the heritage of Private Jobs, Professions, Business and Politics, most of the people are attached with their traditional works, So it is necessary to change their mind setup and on the other side they don't have sufficient funds to start any said activity. So, with the help of this study we are trying to find out that what is the actual position of backward community as a participant in business, government, industry, politics and private sector, because these fields shows a vibrant role in the socio-economic development of an individual, family, community and the country.

*Professor
School of Commerce and Management Sciences
Swami Ramanand Teerth Marathwada University, Vishnupuri, Nanded – 431606. Maharashtra, India. E-mail : dmkhandare65@gmail.com
**Associate Professor
Indira Institute of Management Sciences (IIMS), Vishnupuri, Nanded – 431606. Maharashtra, India. E-mail : drslohana@gmail.com

Review of Literature

Bhanushali (1987) analyzed that the Hindus from the sub-communities of Jingar, Kasar, Kumbhar, Otari, Saraswat, Shimpi, Sonar and Sutar proved to be the puniest in production area. But in other areas they are trying to balance themselves such as entrepreneur promotion, manpower management, and organizational changes, financial and marketing. Further, he added that except the Christians, minority communities exhibited superior entrepreneurial setting than the majority communities. The largest community, viz. Marathas remained almost at the bottom. Singh (1988) concluded that the changes in the socio-economic conditions of the scheduled tribes in the field of overall growth of the communities were noticeable. Wankhede (1999) found that Scheduled Castes and Tribes due lack of education have low occupational and social mobility. Reddy (2003) revealed that the SC/ST entrepreneurs are unable to provide safety for and they had been the victims of the disregard and mistreatment. It was studied that education is crucial for positive change and overall development of SC/ST entrepreneurs. Lokhande (2006) found that SC/ST entrepreneurs have to depend more on borrowed funds. They have to take help of government schemes and bank loans for funding. Srivastava (2007) studied in India highly rigid caste based hierarchal structure; with ascending order of privileges and descending order of disabilities. It was observed that entrenched backwardness contain presently in Scheduled Caste (SC), Scheduled Tribes (ST) and Other Backward Classes (OBC). National Knowledge Commission (2008) pointed that inter-caste networks enhance entrepreneurship. Gupta and Srinivasan (2013) analyzed that the caste system in India controlled to inflexible traditions, customs and economic activities due to the caste system. Thus, a few tribal communities engaged in trade and industry. Paramasivan and Selvan (2013) found that the SC/ST entrepreneurs have emerged due to change in their attitude and also because of government policies motivating entrepreneurship. Barman (2014) observed that the socio-economic status of SC people due to financial problems was low. Kumar (2014) discussed that entrepreneurs face financial problems mismanagement of funds in fruitless options. Makwana and Prajapati (2015) pointed that the socio-economic inequalities been even after 66 years of independence between dissimilar social groups particularly in urban areas. Azam (2015) studied that the Scheduled Castes/Tribes men's born during 1965–1984 practiced a higher mobility related with the entire 1965–1984 birth group or higher castes born. Lokhande (2016) pointed that the relegated group of entrepreneurs belonging to various castes, has a significant association was observed between caste categories and entrepreneurial skill development. The study concluded that educational level of the entrepreneurial skill development had good association.

Research Methodology

Nature of the Study

This study is empirical in nature, as it is constructed based on the primary data collection. This study has a task of analyzing & describing the characteristics of a group, community or section or classes of people. The sample has been taken from the population of backward communities i.e. scheduled caste and scheduled tribes.

Objectives of the Study

1. To study in detail the socio-economic status of backward communities with reference to Marathwada and Vidharbha regions of Maharashtra state.
2. To study the awareness about different development program and schemes for backward communities in Marathwada and Vidharbha regions of Maharashtra state.
3. To analyze the different problems & difficulties in education, employment, self-employment faced by the backward communities in Marathwada and Vidharbha regions in Maharashtra state.
4. To suggest the appropriate actions and remedies for the Socio-economic progress of backward communities in Marathwada and Vidharbha regions of Maharashtra state.

Hypothesis Testing

The hypotheses of this study are as follows:

H_1: *Backward communities in Marathwada and Vidharbha regions are facing difficulties in employment & self-employment.*

H_2: *There is good awareness about different development programs and schemes among the backward communities in Marathwada and Vidharbha regions.*

Data Collection

The required primary data for this study has been collected from the selected backward communities from various backgrounds from Marathwada and Vidharbha region as per sampling, secondary data has collected from Government publications, official records, books, Annual Reports on the backward communities, books and journals, dissertations, and theses and from different websites.

Primary Data

The collection of data through primary source is collected from the selected samples from different districts of Marathwada and Vidharbha regions of Maharashtra state with the help of pre-tested schedules. While preparing the schedule an attempt is made to have systematic and scientific sampling techniques suitable to the research as per the established research methodology standards.

Secondary Data

The data collection though secondary sources are from special backward class corporations established by Government of Maharashtra & government of India, MIDC, DIC, MSSIDC, DICCI, Government publications, official record books, Annual Reports of backward communities, books and journals, and different websites.

Sample Selection

In Marathwada Region there are eight districts i.e. Nanded, Aurangabad, Latur, Beed, Jalna, Parbhani, Osmanabad, Hingoli and In Vidharbha region there are 11 (Eleven) Districts i.e. Nagpur, Chandrapur, Gondia, Amravati, Bhandara, Wardha, washim, Buldana, Akola, Yavatmal & Gadhchiroli out of these ten districts i.e. Nagpur, Amravati, Chandrapur, Akola Washim, Yavatmal, Aurangabad, Jalna, Nanded, Latur & Parbhani have been selected for the present study from Marathwada and Vidharbha Region and out of those districts 500 (Five hundred) backward community respondents has been selected as per the Purposive Quota Sampling Method for the present study (see Table 1). Because the population is infinite, Researcher has selected talukas which has the majority of population from SC & ST Community.. The Total sample size of the study is 500 backward community respondents; Selection of sample has done on the basis of the population of backward community in each Districts of Marathwada and Vidharbha region.

Actual Sample Size Decided	500
Rejected Response	30
Selected Response	470
Rejection Rate	6%
Response Rate	94%

Source: Authors' Analysis

Table 1: C ompilation of Sample for the Present Study

Sl. No.	District Name	SC	ST	Total
01	Aurangabad	35	09	44
02	Jalna	18	03	21
03	Nanded	42	18	60
04	Parbhani	16	03	19
05	Latur	32	04	36
06	Nagpur	57	29	86
07	Akola	24	06	30
08	Amravati	33	27	60
09	Buldana	31	08	39
10	Chandrapur	23	26	49
11	Yavatmal	22	34	56
		333	167	500

Source: Authors' Analysis

Area of and Scope of the Study

The research area is the Marathwada and Vidharbha regions in Maharashtra state in India.

Scope and Limitations of the Study

1. The present study is useful for the Backward Class community. They may know their contributions as an entrepreneur.
2. The present study is useful for the Special Backward Class Corporations.
3. The present study is limited to Vidharbha and Marathwada regions only due to shortage of time and money.
4. The present study is only for SC & ST communities.
5. The present study is limited to Empowerment of Backward Communities through entrepreneurship only.

Data Analysis

Table 2 shows gender-wise distribution of backward communities' respondents, so it is shows that 220 (72.85%) respondents of Vidharbha and 110 (64.71%) respondents of Marathwada are male & remaining 82 (27.15%) respondents of Vidharbha and 60 (35.29%) respondents of Marathwada are female. The

Table 2: Gender-wise Distribution of Respondents

Sl. No.	Gender	Vidharbha		Marathwada	
		Respondents	%	Respondents	%
01	Male	220	72.85	110	64.71
02	Female	82	27.15	60	35.29
03	Other	Nil	Nil	Nil	Nil
	Total	**302**	**100%**	**170**	**100%**

Source: Authors' Analysis

contribution of Backward class women for this study is 30% of the total sample size i.e. 472.

Table 3 shows the educational status of the Backward Communities, Here it is found that Out of 472 respondent, 70 (23.18%) respondents of Vidharbha and 43 (25.29%) respondents of Marathwada are educated up to SSC, 63 (20.86 %) respondents of Vidharbha and 37 (21.77%) respondents of Marathwada respondents are HSC, 61 (20.20%)

Table 3: Education-wise Distribution of Respondents

Sl. No.	Education	Vidharbha		Marathwada	
		Respondents	%	Respondents	%
01	Up to SSC	70	23.18	43	25.29
02	HSC	63	20.86	37	21.77
03	Graduate	61	20.20	32	18.82
04	Post Graduate	54	17.88	30	17.65
05	Up to Ph.D.	27	8.90	14	8.23
06	Technical/ Professional	27	9.11	14	8.23
	Total	**302**	**100%**	**170**	**100**

Source: Authors' Analysis

respondents of Vidharbha and 32 (18.82%) respondents of Marathwada have completed Graduation, 54 (17.88 %) respondents of Vidharbha and 30 (17.65%) respondents of Marathwada are Post Graduates, 27 (8.90%) respondents of Vidharbha and 14 (8.23%) respondents of Marathwada are up to Ph.D & only 27 (9.11%) respondents of Vidharbha and 14 (8.23%) respondents of Marathwada have Technical education. It was found that Majority of respondents

Table 4: Marital Status of Respondents

Sl. No.	Marital Status	Vidharbha		Marathwada	
		Respondents	%	Respondents	%
01	Married	220	72.85	110	64.71
02	Unmarried	82	27.15	60	35.29
	Total	**302**	**100%**	**170**	**100%**

Source: Authors' Analysis

i.e. 109 (23.09 %) have taken education up to SSC only and second largest respondents i.e. 99 (20.98 %) are HSC & only 42 (8.90%) respondents have completed Ph.D education aggregately.

Table 4 asked about the marital status of the Backward Communities, here it is found that 236 (78.15%) respondents of Vidharbha and 117 (68.82%)

Table 5: Age-wise Distribution of Respondents

Sl. No.	Age group	Vidharbha		Marathwada	
		Respondents	%	Respondents	%
01	Up to 25	25	8.28	17	10.00
02	26-35	54	17.88	35	20.59
03	36-45	90	29.80	47	27.65
04	46-55	88	29.14	54	31.76
05	56-65	27	8.94	11	6.47
06	Above 65	18	5.96	6	3.53
	Total	**302**	**100%**	**170**	**100**

Source: Authors' Analysis

respondents of Marathwada are married & 66 (21.85%) respondents of Vidharbha and 53 (31.18%) respondents of Marathwada are unmarried. It is found that the majority of respondents i.e. 373 (79.03%) are married of the total served respondents.

From the Table 5 it is shown that the age wise distribution of the respondent of the backward communities. It was found that up to 25 age group of the respondents are 25 (8.28 %) respondents of Vidharbha and 17 (10.00 %) respondents of Marathwada, 26-35 age group respondents are 54 (17.88 %) of Vidharbha and 35 (20.59 %) respondents of Marathwada, 36-45 age group respondents are 90 (29.80 %) respondents of Vidharbha and 47 (27.65 %) respondents of Marathwada this is the largest age group of Entrepreneurs, 46-55 age group respondents are 88 (29.14 %) of Vidharbha and 54 (31.76%) respondents of Marathwada is the second largest group of respondents, 56-65 age group respondents are 27 (8.94 %) of Vidharbha and 11 (6.47 %)

Table 6: Religion-wise Distribution of Respondents

Sl. No.	Age group	Vidharbha		Marathwada	
		Total	%	Total	%
01	Buddhist	181	59.93	99	58.24
02	Hindu	114	37.75	63	37.05
03	Muslim	04	1.33	6	3.53
04	Christian	03	0.99	2	1.18
	Total	**302**	**100%**	**170**	**100**

Source: Authors' Analysis

respondents of Marathwada & Above 65 age group respondents are 18 (5.96 %) of Vidharbha and 6 (3.53 %) respondents of Marathwada are the smallest group of Entrepreneurs. This survey shows that age-wise distribution of respondents, the respondents from age group of 46-55 is the largest groups among the others age groups which are 142 (30.08 %) respondents.

Table 6 asked about the religion of backward class entrepreneurs, the responses are as follows.

Majority of respondents i.e. 181 (59.93%) respondents of Vidharbha and 99 (58.24%) respondents of Marathwada belongs to the Buddhist religion, 114 (37.75%) respondents of Vidharbha and 63 (37.05 %) respondents of Marathwada belongs to the Hindu religion, 04 (1.33 %) respondents of Vidharbha and 6

Table 7: Category-wise Distribution of Respondents

Sl. No.	Category	Vidharbha		Marathwada	
		Respondents	%	Respondents	%
01	Scheduled Caste	210	69.54	107	62.94
02	Scheduled Tribe	92	30.46	63	37.06
	Total	**302**	**100%**	**170**	**100%**

Source: Authors' Analysis

(3.53%) respondents of Marathwada belongs to the Muslim & remaining only 03 (0.99 %) respondents of Vidharbha and 2 (1, 18%) respondents of Marathwada belongs to the Christian religion.

It is concluded that the majority of the respondent during the study from Vidharbha and Marathwada belongs to Buddhist community.

Table 7 shows the category wise distribution of

Table 8: Ownership of the House of Respondents

Sl. No.	Particulars	Vidharbha		Marathwada	
		Respondents	%	Respondents	%
01	Owned	105	34.77	63	37.06
02	Rented	197	65.23	107	62.94
	Total	**302**	**100%**	**170**	**100%**

Source: Authors' Analysis

backward Communities, researcher found that only 210 (69.54%) respondents of Vidharbha and 107 (62.94%) respondents of Marathwada belongs to Scheduled Caste (SC) & only 92 (30.46%) respondents of Vidharbha and 63 (37.06%) respondents of Marathwada schedule tribe respondents out of the total sample size i.e. 472.

Table 9: Condition of the House Respondents

Sl. No.	Particulars	Vidharbha		Marathwada	
		Respondents	%	Respondents	%
01	RCC	136	45.03	61	35.88
02	Non-RCC	166	54.97	109	64.12
	Total	**302**	**100%**	**170**	**100%**

Source: Authors' Analysis

Table 8 reflects to backward community about the ownership of house, so the responses are 105 (34.77 %) respondents of Vidharbha and 63 (37.06%) respondents of Marathwada own house & 197 (65.23%) respondents of Vidharbha and 107 (62.94%) respondents of Marathwada living in rented house.

It is concluded that only 168 (35.59%) has own house & Majority 304 (64.41%) respondents living on rental basis in both Vidharbha and Marathwada Region.

Table 9 shows the conditions of house were the sample population live. So it was observed that 197 (41.74%) respondents said they owned Reinforced Cement Concrete (RCC) house out of which 136 (45.03%) respondents of Vidharbha and 61 (35.88%)

Table 10: Household Equipment owned by Vidharbha Respondents

Sl. No.	Particulars	No. of Respondents			%		
		Yes	No	Total	Yes	No	Total
01	Cooking Gas	226	76	**302**	74.83	25.17	**100**
02	Air Conditioner (A/C)	25	277	**302**	8.28	91.72	**100**
03	Solar Water Heater	20	282	**302**	6.62	93.38	**100**
04	Refrigerator	150	152	**302**	49.67	50.33	**100**
05	Washing Machine	138	164	**302**	45.70	54.30	**100**
06	Microwave Oven	19	283	**302**	6.29	93.71	**100**

Source: Authors' Analysis

respondents of Marathwada & remaining 275 (58.26%) of total respondents were 166 (54.97%) respondents of Vidharbha and 109 (64.12%) respondents of Marathwada said they are living in Non-RCC house.

It is found that majority of backward class entrepreneurs i.e. 197 (41.74%) respondents said they owned RCC house & remaining 275 (58.26%) respondents said they are living in Non RCC house out of the total sample 472 respondents.

Table 10 analyzes about the house hold equipment owned by the backward communities, the responses are as follows.

Serial No. 1 talks about cooking gas owned by the respondents, Majority of respondents said yes i.e. 226 (74.83%) & remaining respondents i.e. 76 (25.17%) respondents don't have gas connection out of 302 respondents which belong to Vidharbha region.

Serial No. 2 asked about air conditioner owned by the respondents, it is found that 25 (8.28%) respondents have A/C & remaining 86 majority of respondents i.e. 277(91.72%) don't have A/C out of 302 respondents.

Serial No. 3 asked about the solar water heater owned by the backward communities, it is found that 282 (93.38%) respondents don't have it & remaining majority i.e. 20 (6.62%) respondents have solar water heater out of 302 respondents.

Serial No. 4 asked about refrigerator owned by the backward communities, here it is found that only 150 (49.67%) respondents owned refrigerator & remaining majority i.e. 152 (50.33%) respondents don't have refrigerator out of 302 respondents.

Table 11: Household Equipment owned by Marathwada Respondents

Sl. No.	Particulars	No. of Respondents			%		
		Yes	No	Total	Yes	No	Total
01	Cooking Gas	128	42	170	75.29	24.71	100
02	Air Conditioner (A/C)	19	151	170	11.18	88.82	100
03	Solar Water Heater	13	157	170	7.65	92.35	100
04	Refrigeratorst	73	97	170	42.94	57.06	100
05	Washing Machine	76	94	170	44.70	55.30	100
06	Microwave Oven	19	155	170	8.82	91.18	100

Source: Authors' Analysis

Serial No. 5 asked about the washing machine owned by the backward communities, it is found that only 138 (45.70%) respondents have washing machine & remaining majority i.e. 164 (54.30%) respondents don't have washing machine out of 302 respondents.

Serial No. 6 asked about the Microwave Oven owned by the backward communities, it is found that only 19 (6.29%) respondents owned the Macro Oven & remaining majority i.e. 283 (93.71%) respondents don't have Microwave Oven out of 302 respondents.

Table 11 analysis about the house hold equipment owned by the backward communities, the responses are as follows.

Serial No. 1 talks about cooking gas owned by the respondents, Majority of respondents said yes i.e. 128 (75.29%) & remaining respondents i.e. 42 (24.71%) respondents don't have gas connection out of 170 respondents which belong to Marathwada region.

Serial No. 2 asked about air conditioner owned by the respondents, it is found that 19 (11.18%) respondents have A/C& remaining 86 majority of respondents i.e. 151 (88.82%) don't have A/C.

Serial No. 3 asked about the solar water heater owned by the backward communities, it is found that 157 (92.35%) respondents don't have it & remaining majority i.e. 13 (7.65%) respondents have solar water heater.

Serial No .4 asked about refrigerator owned by the backward communities, here it is found that only 73 (42.94%) respondents owned refrigerator & remaining majority i.e. 97 (57.06%) respondents don't have refrigerator.

Table 12: Type of Economic Activity

Sl. No.	Gender	Vidharbha		Marathwada	
		Respondents	%	Respondents	%
01	Manufacturing	41	13.58	26	15.29
02	Services	129	42.71	69	40.59
03	Trading (Wholesale/Retail)	95	31.46	55	32.36
04	Professional	37	12.25	20	11.76
	Total	302	100%	170	100%

Source: Authors' Analysis

Serial No. 5 asked about the washing machine owned by the backward communities, it is found that only 76 (44.70%) respondents have washing machine & remaining majority i.e. 94 (55.30%) respondents don't have washing machine.

Serial No. 6 asked about the Microwave Oven owned by the backward communities, it is found that only 15 (8.88%) respondents owned the Macro Oven & remaining majority i.e. 155 (91.18%) respondents don't have Microwave Oven.

Table 13: Distribution as per Income

Sl. No.	Income Slab	Vidharbha		Marathwada	
		Respondents	%	Respondents	%
01	Less than 50,000	85	28.15	58	34.12
02	50,000 to 1 lakh	67	22.19	41	24.12
03	1 lac to 2 lakh	62	20.53	36	21.18
04	2 to 3 lakh	40	13.24	16	9.41
05	3 to 4 lakh	29	9.60	10	5.88
06	More than 4 lakh	19	6.29	09	5.29
	Total	302	100%	170	100

Source: Authors' Analysis

Table 12 asked about the business activities of backward community respondents, So it is observed that out of 472 respondents are in manufacturing activity, 41 (13.58%) respondents of Vidharbha and 26 (15.29%) respondents of Marathwada, 129 (42.71%) respondents of Vidharbha and 69 (40.59%) respondents of Marathwada, are in service activity, 95 (31.46%) respondents of Vidharbha and 55 (32.6%) respondents of Marathwada, are in trading activity & remaining 37 (12.25%) respondents of Vidharbha and 20 (11.76%) respondents of Marathwada are in professional activity.

We concluded that the majority of the economic activities of the respondents are in to Services and Trading (Wholesale/ Retail) activities. It is recommended that for overall development there should be more activities in to manufacturing sectors.

Table 13 reveals that the number of respondents in to earning less than 50,000 rupees are 85 (28.15%) respondents of Vidharbha and 58 (34.12%)

Table 14: Various Govt. Agencies and their Support

Sl. No.	Particulars	Vidharbha		Marathwada	
		Respondents	%	Respondents	%
01	DIC	46	15.23	23	13.53
02	MSSIDC	33	10.93	15	8.82
03	LIDCOM	18	5.96	10	5.88
04	Others	59	19.54	25	14.71
05	None	146	48.34	97	57.06
	Total	**302**	**100%**	**170**	**100**

Source: Authors' Analysis

respondents of Marathwada. Income slab from 50,000 to 1 lakh, 67 (22.19%) respondents of Vidharbha and 41 (24.12%) respondents of Marathwada.

As well as there are 62 (20.53%) respondents of Vidharbha and 36 (21.18%) respondents of Marathwada, earning more 1 lakh to 2 lakh rupees in a year from entrepreneurial activities. Income slab from 2 to 3 lakh. 40 (13.24%) respondents of Vidharbha and 16 (9.41%) respondents of Marathwada, Income slab from 3 to 4 lac 29 (9.60%) respondents of Vidharbha and 10 (5.88%) respondents of Marathwada, and finally Income slab more than 4 lac 19 (6.29%) respondents of Vidharbha and 09 (5.29%) respondents of Marathwada.

From this it can be concluded that majority of the backward community entrepreneurs are earning very small income. This may be one of the facts that why the backward community people are not attracted towards entrepreneurship and they are searching jobs instead of starting their own business.

Table 14 asked about the government agencies assistance in marketing of the backward class

Table 15: Awareness about SFC

Sl. No.	Particulars	Vidharbha		Marathwada	
		Respondents	%	Respondents	%
01	Yes	149	49.34	83	48.82
02	No	153	50.66	87	51.18
	Total	**302**	**100%**	**170**	**100%**

Source: Authors' Analysis

entrepreneur's product, it is found here that 46 (15.23%) respondents of Vidharbha and 23 (13.53%) respondents of Marathwada. assisted by the District Industries Centre (DIC), 33 (10.93%) respondents of Vidharbha and 15 (8.82%) respondents of Marathwada. assisted by the Maharashtra Small Scale Industries Development Corporation (MSSIDC), 18(5.96%) respondents of Vidharbha and 10 (5.88%) respondents of Marathwada. assisted by the Leather Industries Development Corporation of Maharashtra (LIDCOM), 59(19.54%) respondents of Vidharbha and 25 (14.71%)

Table 16: Distribution as per Loan Taken From SFC

Sl. No.	Particulars	Vidharbha		Marathwada	
		Respondents	%	Respondents	%
01	Yes	95	31.46	52	30.59
02	No	207	68.54	118	69.41
	Total	**302**	**100%**	**170**	**100%**

Source: Authors' Analysis

respondents of Marathwada. assisted by the other agencies & no one assisted to the 146(48.34%) respondents of Vidharbha and 97 (57.06%) respondents of Marathwada.in the marketing activities.

It can be concluded that majority of respondents i.e. 218 (58.60%) entrepreneurs not assisted by any agency

Table 17: Major Challenges to the Vidharbha Respondents

Sl. No.	Particulars	No. of Respondents			%		
		Yes	No	Total	Yes	No	Total
01	Competition	214	88	**302**	70.86	29.14	**100%**
02	Lack of Money	255	47	**302**	84.44	15.56	**100%**
03	Lack of Education	191	111	**302**	63.25	36.75	**100%**
04	Lack of Employment / Self Employment Opportunity	167	135	**302**	55.30	44.70	**100%**
05	Family	72	230	**302**	23.84	76.16	**100%**

Source: Authors' Analysis

& the largest respondents i.e. 63 (16.94%) are assisted by the DIC.

Table 15 asked about the awareness about special finance corporation for development of entrepreneurship among backward class, so 149 (49.34%) respondents of Vidharbha and 83 (48.82%) respondents of Marathwada said Yes & remaining 153 (50.66%) respondents of Vidharbha and 87 (51.18%) respondents of Marathwada said no.

It is found that majority i.e. 193 (51.89%) entrepreneurs don't have the awareness about special finance corporation.

Table 16 asked have you taken loan taken from the special finance corporation, 95 (31.46%) respondents of Vidharbha and 52 (30.59%) respondents of Marathwada said Yes & remaining 207 (68.54%) respondents of Vidharbha and 118 (69.41%) respondents of Marathwada. respondents said no.

It is found that 142 (38.18%) entrepreneurs have taken loan from special finance corporation & remaining 230 (61.82%) entrepreneurs don't have taken any loan.

Table 17 asked about major challenges faced by the backward class entrepreneurs in Vidharbha region, out of 302 respondents of the entrepreneurs are as follows.

Serial No. 1 asked about Competition in business so, 214 (70.86%) said Yes & remaining respondents i.e. 88 (29.14%) don't have think competition is challenge for them.

Table 18: Major Challenges to the Marathwada Respondents

Sl. No.	Particulars	No. of Respondents			%		
		Yes	No	Total	Yes	No	Total
01	Competition	117	53	**170**	68.82	31.18	**100%**
02	Lack of Money	151	19	**170**	88.82	11.18	**100%**
03	Lack of Education	99	71	**170**	58.24	41.76	**100%**
04	Lack of Employment / Self Employment Opportunity	98	72	**170**	57.65	42.35	**100%**
05	Family	72	230	**170**	21.18	78.82	**100%**

Source: Authors' Analysis

Serial No. 2 asked about Lack of capital to their business so, it is found that 255 (84.44%) respondents said yes they are facing problem of lack of capital & remaining i.e. 47 (15.56%) don't have the problem of lack of capital.

Serial No. 3 asked about the Lack of education is it a challenge for backward class entrepreneurs, it is found that 191 (63.25%) respondents facing the lack of education problem as a big challenge to them & remaining majority i.e. 111 (36.75%) respondents don't think lack of education is a challenge to them.

Serial No. 4 asked Lack of technology is a challenge to the backward class entrepreneurs, here it is found that majority i.e. 167 (55.30%) respondents are facing lack of technology as a challenge to their business & remaining i.e. 135 (44.70%) respondents don't feel the lack of technology in their business.

Serial No. 5 asked about the Lack of demand to their product, it is found that only 72 (23.84%) respondents have challenge of lack of demand & remaining majority i.e. 230 (76.16%) respondents don't have the challenge of lack of demand to their product.

Table 18 asked about major challenges faced by the backward class entrepreneurs in Marathwada region, out of 170 respondents of the entrepreneurs are as follows.

Serial No. 1 asked about Competition in business so, 117 (68.82%) said Yes & remaining respondents i.e. 53 (31.18%) don't have think competition is challenge for them.

Table 19: Remedies adopted by Government to solve the Problems of Vidharbha Respondents

Sl. No.	Particulars	No. of Respondents			%		
		Yes	No	Total	Yes	No	Total
01	Proper training & Motivation	186	116	**302**	61.59	38.41	**100%**
02	Sufficient Loan on time	117	185	**302**	38.74	61.26	**100%**
03	Proper time to time guidance by Special corporations & Institutions	161	141	**302**	53.31	46.69	**100%**
04	Improve technical skills	168	134	**302**	55.63	44.37	**100%**
05	Marketing assistance	146	156	**302**	48.34	51.66	**100%**
06	Coaching & Training	194	108	**302**	64.24	35.76	**100%**

Source: Authors' Analysis

Serial No. 2 asked about Lack of capital to their business so, it is found that 151 (88.82%) respondents said yes they are facing problem of lack of capital & remaining i.e. 19 (11.18%) don't have the problem of lack of capital.

Serial No. 3 asked about the Lack of education is it a challenge for backward class entrepreneurs, it is found that 99 (58.24%) respondents facing the lack of education problem as a big challenge to them & remaining majority i.e. 71 (41.76%) respondents don't think lack of education is a challenge to them.

Serial No. 4 asked Lack of technology is a challenge to the backward class entrepreneurs, here it is found that majority i.e. 98 (57.65%) respondents are facing lack of technology as a challenge to their business & remaining i.e. 72 (42.35%) respondents don't feel the lack of technology in their business.

Serial No. 5 asked about the Lack of demand to their product, it is found that only 36 (21.18%) respondents have challenge of lack of demand & remaining majority i.e. 134 (78.82%) respondents don't have the challenge of lack of demand to their product.

Table 19 asked what remedies should be adopted by government to solve the problems faced by the backward class entrepreneurs of 302 respondents in Vidharbha Region, the responses of the entrepreneurs are as follows.

Serial No. 1 asked about Proper training & Motivation so, 186 (61.597 %) respondents said yes & remaining respondents i.e. 116 (38.41%) said no.

Serial No. 2 asked sufficient loan on time to their business so, it is found that 117(8.74%) respondents said Yes sufficient loan on time may solve the problems of lack of capital & remaining i.e. 185(61.26%) said No.

Table 20: Remedies adopted by Government to solve the Problems of Marathwada Respondents

Sl. No.	Particulars	No. of Respondents			%		
		Yes	No	Total	Yes	No	Total
01	Proper training & Motivation	103	67	**170**	60.59	39.41	**100%**
02	Sufficient Loan on time	61	109	**170**	35.88	64.12	**100%**
03	Proper time to time guidance by Special corporations & Institutions	85	85	**170**	50.00	50.00	**100%**
04	Improve technical skills	92	78	**170**	54.12	45.88	**100%**
05	Marketing assistance	84	86	**170**	49.41	50.59	**100%**
06	Coaching & Training	104	66	**170**	61.18	38.82	**100%**

Source: Authors' Analysis

Serial No. 3 asked about Proper time to time guidance by special corporations & institutions to backward class entrepreneurs. It was found that 161 (53.31%) respondents said "Yes". Proper time to time guidance by Special corporations & Institutions may help to solve the business problems & remaining i.e. 141 (46.69%) respondents said "No".

Serial No. 4 asked technical skills improvement among backward class entrepreneurs, here it is found that only 168 (55.63%) respondents said yes this may help in facing the new business challenges & remaining i.e. 134 (44.37%) respondents said No.

Serial No. 5 asked about marketing assistance to the backward class entrepreneurs, it is found that only 146 (48.34%) said yes marketing assistance may help to face business challenge & remaining majority i.e. 156 (51.66%) said No.

Serial No.6 asked about marketing assistance to the backward class entrepreneurs, it is found that only 194 (64.24%) said yes marketing assistance may help to face business challenge & remaining majority i.e. 108 (5.76%) said No.

Table 20 asked what remedies should be adopted by government to solve the problems faced by the backward class entrepreneurs of 170 respondents in Marathwada Region, the responses of the entrepreneurs are as follows.

Serial No. 1 asked about Proper training & Motivation so, 103 (60.59%) respondents said "Yes" and remaining respondents i.e. 67 (39.41%) said "No".

Table 21: Satisfaction about Governments Efforts

Sl. No.	Particulars	Vidharbha		Marathwada	
		Respondents	%	Respondents	%
01	Fully Satisfied	13	4.30	06	3.53
02	Satisfied	35	11.59	16	9.41
03	Less satisfied	169	55.96	90	52.94
04	Not satisfied	85	28.15	58	34.12
	Total	**302**	**100%**	**170**	**100**

Source: Authors' Analysis

Serial No. 2 asked sufficient loan on time to their business so, it is found that 61 (35.88%) respondents said "Yes" sufficient loan on time may solve the problems of lack of capital & remaining i.e. 109 (64.12%) said "No".

Serial No. 3 asked about Proper time to time guidance by Special corporations & Institutions to backward class entrepreneurs, it is found that 85 (50.00%) respondents said "Yes", Proper time to time guidance by Special corporations & Institutions may help to solve the business problems & remaining i.e. 85 (50.00%) respondents said "No".

Serial No. 4 asked technical skills improvement among backward class entrepreneurs, here it is found that only 92(54.12%) respondents said "Yes". this may help in facing the new business challenges & remaining i.e. 78 (45.88%) respondents said "No".

Serial No. 5 asked about marketing assistance to the backward class entrepreneurs, it is found that only 84 (49.41%) said "Yes", marketing assistance may help to face business challenge & remaining majority i.e. 86 (50.59%) said "No".

Table 22: Size of the Family

Sl. No.	No. of family members	Vidharbha		Marathwada	
		Respondents	%	Respondents	%
01	2-4 members	115	38.08	60	35.29
02	5-7 members	126	41.72	73	42.94
03	More than 7 members	61	20.20	37	21.77
	Total	**302**	**100%**	**170**	**100**

Source: Authors' Analysis

Serial No. 6 asked about marketing assistance to the backward class entrepreneurs, it is found that only 104 (61.18%) said "Yes", marketing assistance may help to face business challenge & remaining majority i.e. 66 (38.82%) said "No".

Table 21 shows entrepreneurs are satisfied with the government efforts, it is found that 13 (4.30%) respondents of Vidharbha and 06 (3.53%) respondents of Marathwada. said they are fully satisfied with the government efforts, 35 (11.59%) respondents of Vidharbha and 16 (9.41%) respondents of Marathwada are satisfied with the government efforts.

169 (55.96%) respondents of Vidharbha and 90 (52.94%) respondents of Marathwada. said they are less satisfied with the government efforts & remaining

Table 23: No. of Earning Members in the Family

Sl. No.	Particulars	Vidharbha		Marathwada	
		Respondents	%	Respondents	%
01	One	171	56.62	93	54.71
02	Two	88	29.14	48	28.23
03	Three	31	10.26	21	12.35
04	Four	8	2.65	6	3.53
05	Five	4	1.33	2	1.18
	Total	**302**	**100%**	**170**	**100**

Source: Authors' Analysis

85 (28.15%) respondents of Vidharbha and 58 (34.12%) respondents of Marathwada. said they are not satisfied with the government efforts.

So, it is found that only 19 (5.10%) backward class entrepreneurs are satisfied with the government efforts & remaining majority i.e. 228 (61.29%) backward class entrepreneurs are less with the government efforts.

Table 22 size of the family members of entrepreneurs, it was found that 115 (38.08%) respondents of Vidharbha and 60 (35.29%) respondents of Marathwada. two to four numbers of family members, 126 (41.72%) respondents of Vidharbha and 73 (42.94%) respondents of Marathwada having five to seven members.

Table 24: No. of Dependent Members in the Family

Sr. No.	Particulars	Vidharbha		Marathwada	
		Respondents	%	Respondents	%
01	1-3 members	119	39.40	65	38.23
02	4-6 members	130	43.05	70	41.18
03	More Then 6 Members	53	17.55	35	20.59
	Total	**302**	**100%**	**170**	**100**

Source: Authors' Analysis

It was observed in the study that 61 (20.20%) respondents of Vidharbha and 37 (21.77%) respondents of Marathwada having more than 7 family members.

So, it is found that majority respondents in Vidharbha and Marathwada have in between five to seven of the family members.

Table 23 shows the number of earning members in the family of respondent entrepreneurs. It is found that 171 (56.62%) respondents of Vidharbha and 93 (54.71%) respondents of Marathwada. Single member, 88 (29.14%) respondents of Vidharbha and 48 (28.23%) respondents of Marathwada having two.

31 (10.26%) respondents of Vidharbha and 21 (12.35%) respondents of Marathwada have three, 8 (2.65%) respondents of Vidharbha and 6 (3.53%) respondents of Marathwada having four and 4 (1.33%) respondents of Vidharbha and 2 (1.18%) respondents of Marathwada having five.

Table 25: Facing Difficulties in Employment and Self-employment

Sl. No.	Particulars	Yes (Facing Difculties)	No (Not Facing Difculties)	Total
	Vidharbha	189 (62.58%)	113 (37.42%)	302 (100%)
	Marathwada	88 (51.76%)	82 (48.24%)	170 (100%)
	Total	277 (58.69%)	195 (41.31%)	472 (100%)

Source: Authors' Analysis

So, it is found that majority respondents in Vidharbha and Marathwada have single earning member among of the family. Hence the earning of the backward entrepreneurs family should be increase and dependency should be reduce.

Table 24 shows number of depending members in the family, It is found that 119 (39.40%) respondents of Vidharbha and 65 (38.23%) respondents of Marathwada. Having one to three numbers of family members, 130 (43.05%) respondents of Vidharbha and 70 (41.18%) respondents of Marathwada are having four to six member. 53 (17.55%) respondents of Vidharbha and 35 (20.59%) respondents of Marathwada having more than six members.

Table 26: Calculation of Chi-square Values

d.f.	at 5% level of significance the table value	X^2
1	3.841	5.2502

Source: Authors' Analysis

So, it is found that majority respondents in Vidharbha and Marathwada have in between four to six dependent members in the family.

Hypothesis Testing

H_1: *Backward communities in Marathwada and Vidharbha regions are facing difficulties in employment and self-employment.*

Table 25 indicates the status of backward communities in Marathwada and Vidharbha region in respect of facing difficulties in employment & self-employment or not. Here, Chi-square test is used to test the hypothesis.

Table 27: Awareness regarding different Development Programs and Schemes

Sl. No.	Region	Awareness	Unawareness	Total
1	Vidharbha	134 (44.37%)	168 (55.63%)	302 (100%)
2	Marathwada	71 (41.76%)	99 (58.24%)	170 (100%)
	Total	205 (43.43%)	267 (56.57%)	472 (100%)

Source: Authors' Analysis

Here, **H_o:** *Backward communities in Marathwada and Vidharbha regions are not facing difficulties in employment and self-employment.*

H_a: *Backward communities in Marathwada and Vidharbha regions are facing difficulties in employment and self-employment.*

Table 28: Calculation of Chi-square Values

d.f.	at 5% level of significance the table value	X^2
1	3.841	0.3007

Source: Authors' Analysis

It is observed from Table 26 that the calculated value of chi-square (X^2) is 5.2502. However for 1 degree of freedom at 5% level of significance the table value is 3.841. Here, the calculated value of X^2 is more than the table value. Therefore, the null hypothesis is rejected.

Hence, the present hypothesis i.e. backward communities in Marathwada and Vidharbha regions are facing difficulties in employment and self-employment.

H_2: *There is good awareness about different development programs and schemes among the backward communities in Marathwada and Vidharbha regions.*

Table 27 shows Marathwada and Vidharbha region's backward communities' awareness regarding different development programs and schemes offered by Government. Here, with the help of Chi-square test, researcher tested the below hypothesis.

Here, **H_o:** *Backward communities in Marathwada and Vidharbha regions are not aware about different development programs and schemes offered by the Government.*

H_1: Backward communities in Marathwada and Vidharbha Region are aware about different development programs and schemes offered by the Government.

It is observed from Table 28 that the calculated value of chi-square (X^2) is 0.3007. However for 1 degree of freedom at 5% level of significance the table value is 3.841. Since, the calculated value of X^2 is less than the table value. Therefore, null hypothesis cannot be rejected.

Hence, according to the present hypothesis, backward communities in Marathwada and Vidharbha region don't have awareness regarding different development programs and schemes.

Conclusion

It is found that majority of respondents i.e. 109 (23.09 %) have taken education up to SSC only and second largest respondents i.e. 99 (20.98 %) are HSC & only 42 (8.90%) respondents have completed Ph.D education.

It was found that the up to 25 age group of the respondents are 42 (8.90%), 26-35 age group respondents are 89 (18.86%), 36-45 age group respondents are 137 (29.02%) this is the largest age group of Entrepreneurs, 46-55 age group respondents are 142 (30.08%) is the second largest group of respondents, 56-65 age group respondents are 38 (8.05%) & Above 65 age group respondents are 24 (5.09%) are the smallest group of Entrepreneurs. This survey shows that age wise distribution of respondents, the respondents from age group of 46-55 is the largest groups among the others age groups which are 142 (30.08%) respondents.

It is concluded that backward communities in Marathwada and Vidharbha regions of Maharashtra state are facing difficulties in employment & self-employment. Further, backward communities in Marathwada and Vidharbha regions of Maharashtra state don't have sufficient awareness regarding different development programs and schemes.

References

Azam, M. (2015). Intergenerational occupational mobility among men in India. *The Journal of Development Studies, 51*(10), 1389-1408. Doi: 10.1080/00220388.2015.1036040

Barman, A. L. (2014). Socio–economic status of scheduled caste people in Kamrup District of Assam. *Scholarly Research Journal for Interdisciplinary Studies, 2*(13), 1629-1640.

Bhanushali, S. G. (1987) *Entrepreneurship development: An interdisciplinary approach*. Bombay, India: Himalaya Publishing House

Gupta, C. B. & Srinivasan, N. P. (2013) *Entrepreneurship development in India*. New Delhi, India: Sultan Chand and Sons.

Census 2011. (2011). *Districts of Maharashtra*. Retrieved from https://www.census2011.co.in/census/state/districtlist/maharashtra.html

Kumar, S. (2014). Socio–economic status of micro, small and medium enterprises in Himachal Pradesh: A case study of Hamirpur district. *International Journal of Research in Commerce, IT & Management, 4*(9), 83-87.

Lokhande, M. A (2006). Entrepreneurship development among Scheduled Castes and Scheduled Tribes in Marathwada Region. *The Indian Journal of Commerce, 59*, 64 -76.

Lokhande, M. A. (2016). *A study of emergence of entrepreneurs from socio- economically marginalized groups from select districts of Maharashtra* (ICSSR Major Research Project). New Delhi, India: Indian Council of Social Science Research (ICSSR).

Makwana, M. H. & Prajapati, P. (2015) Modern casteism in Gujarat state: socio–economic effects and remedies. In J. Karade (Ed.), *Caste discrimination* (pp. 189-204). Jaipur, India: Rawat Publications.

National Knowledge Commission (NKC) (2008). *Entrepreneurship in India*. New Delhi, India: Author.

Paramasivan, C. & Selvan, P. M. (2013). A pilot study on socio-economic status of Dalit entrepreneurs in Tiruchirappalli district. *Indian Journal of Applied Research, 3*(11), 57-59.

Reddy, M. K. (2003), Entrepreneurial process among scheduled castes and scheduled tribes in Andhra Pradesh. *The Indian Journals of Commerce, 56*(1), 84.

Singh, K. P. (1988). *Tribal development in India: Problems and implications*. New Delhi, India: Uppal Publishing House.

Srivastava, S. (2007) *Dalit movement in India: Role of B. R. Ambedkar*. Jaipur, India: Book Enclave.

Wankhede, G. G. (1999). Social and educational problems of scheduled castes: Some critical insights. *Indian Journal of Social Work, 60*, 399-418.

Additional References and Recommended Readings

Agarwal, S.P., & Aggarwal, J.C, (1991), *Educational and social uplift of backward classes, at what cost and how: Mandal commission and after*. New Delhi, India: Concept Publishing Co.

Chitnis, S. (1974). *Literacy and educational enrolment among the Scheduled Castes of Maharashtra* (TISS Working Paper Series No. 31). Mumbai, India: Tata Institute of Social Sciences (TISS).

Directorate of Economics and Statistics (DES). (2011). *Economic Survey of Maharashtra 2010-11*. Mumbai, India: DES, Government of Maharashtra.

Lokhande, M. A. (2015). A study of socio-economic background of entrepreneurs from semi urban centers in Maharashtra. *Professionals Center of Business Research, 2*(3), 10-18.

Ministry of Tribal Affairs (MoTA). (2018). *Annual Report 2017-18*. New Delhi, India: Author. Retrieved from https://tribal.nic.in/writereaddata/AnnualReport/AR2017-18.pdf

Nadgonde, G. (2003), *Indian tribals*. Pune, India: Continental Publications.

National Commission for Scheduled Castes (NCSC). (2018). *Annual reports of the NCSC*. New Delhi, India: Author. Retrieved from http://www.ncsc.nic.in/pages/display/47-annual-reports-of-the-ncsc

Planning Commission. (2012). *Annual Report 2011-2012*. New Delhi, India: Author. Retrieved from http://planningcommission.nic.in/reports/genrep/ar_eng1112.pdf

Prasad, A. N. & Gaijan, M. B. (2007) *Dalit literature: A critical exploration*. New Delhi, India: Sarup Book Publishers Pvt. Ltd.

Ramachandran, K. (2009), *Entrepreneurship development: Indian cases on change agents*. New Delhi, India: Tata McGraw Hill Education, Pvt. Ltd.

Workplace Sexual Harassment: A Narrative Analysis

N R Aravamudhan*

Abstract

The legal concept of sexual harassment has developed and changed over time since it first emerged around five decades ago. Today, it is a serious issue affecting women and men alike, mainly at the workplace. It has gained international attention and has also been codified by the International Labor Organization (ILO). This narrative paper focuses on the sexual harassment of women and provides an introduction to different definitions of the phenomenon of sexual harassment. This is followed by a description of the different types of the sexual harassment. The author then discusses different reasons that can cause workplace sexual harassment. Three types of costs have been described by the author as a consequence of workplace sexual harassment: costs to the company, legal costs and personal costs. Organizations with female workforce would need to formulate, communicate and effectively enforce a policy to combat this phenomenon. In addition to whatever is required officially, the organizations also need to set up a sensing mechanism, train employees and demonstrate their commitment through the top leadership to help address this phenomenon.

Keywords: *Internal Complaints Committee (ICC), Costs, Sexual Harassment, Women, Workplace.*

Introduction

Women who venture out of the comforts of their home often hear cat calls, ribald songs, risqué jokes and wolf whistles pierce through their eardrums. Nevertheless, they stoically walk on. Feeling helpless and shriveled, they also encounter the risk of a lecherous snarl–toothed auto driver, chewing pan masala and reeking of alcohol strategically settles himself in his seat and slightly shifts the rear-view mirror to catch a surreptitious glance. They also encounter men motoring down on either side who peer in to the auto and mouth a double entendre remark while speeding away.

Women feel uncomfortable in their own skin while walking through their office corridors and taking the elevator. Stepping out, she bumps into a colleague who ogles at her. She walks in to her workstation ready to takes her seat and resumes the daily grind. A call from the boss, however, rattles the atmosphere. In the boss' chamber, the man aged around 50 years suggests that he take the lady out to dinner, much to her surprise and horror. She is transfixed and feels emotions of helplessness, frustration and revulsion at one go. Is she being made uncomfortable about her own sexuality? Does this all sounds a tad familiar? It does, vif you are one among those millions of hapless working women struggling to find your space in a testosterone-driven workplace today.

This kind of behavior is not relatable to pure unadulterated fun, casual flirting, men having a roving eye, or a consensual physical relationship. By resorting to bawdy gesticulations, remarks laced with innuendos and insinuations, men are acting brazenly against the wishes of women, violating their personal integrity and ravaging their dignity. In recent years, women in India are increasingly entering the job market and account for one-third of the total workforce. As their number in the work force soars, their vulnerability in the workplace has also grown

*Associate Professor, Department of Management Studies
Mahendra Institute of Technology
Mahendhirapuri, Mallasamudram West, Tiruchengode - 637503
Namakkal district, Tamil Nadu, India.
E-mail: mukundsalem@gmail.com

exponentially. Though a working woman has to bear the brunt of many abominable discrimination and harassment at work place, everything pales in comparison to the scourge of sexual harassment.

Literature Review

What is Sexual Harassment?

Sexual harassment has assumed a matter of paramount importance in the current day and age. Sexual harassment is seen as a serious occupational hazard and a blatant violation of the human dignity, integrity and rights. The International Labor Organization (ILO) considers sexual harassment to be a gross violation of human rights and inimical to the employee's working condition, employment opportunities and advancement prospects (Forastieri, 2000). Women have long been subjected to harassment purely sexual in nature. Such harassment or the perpetrators has never been given a name or an acceptable coinage (Ethics World, 2008). In Asian countries, one can come across very interesting names that is used against the perpetrators of the harassment or to describe the problem itself. These names among other thins include gatal in Malay language, hum sup in Cantonese, chee ko pek in Hokkien language and pombale porriki in our own backyard (Tamilnadu). The word sexual harassment gained currency in the year 1970 when women in USA rose in collective spirit and strength to ensure that sexual harassment is deemed as gross discrimination shown against women. Since then, the word sexual harassment has come to epitomize the travails women face at the workplace, recognizing such beastly act of sexual conduct unleashed on them and the mechanisms sought to be put in place to avert such instances rearing its ugly head. During the last thirty years a spate of legislations have been promulgated, judgments with far-reaching implications have been pronounced, and a groundswell of publicity has been rolled out. There have also been well-thought out programs and policies to address the problem of sexual harassment in its entirety.

ILO defines sexual harassment as "a sex-driven behavior that is wholly unwelcome and plainly offensive to its recipient". In a nuanced sense, sexual harassment is all about sexual innuendoes and insinuation, unwelcome, bawdy sexual gestures and overtly or covertly seeking sexual favor in consideration for promotion and pay hikes (ILO, 2015). In a rather brazen sense, sexual harassment may include groping, leering, pinching at the bottoms, fondling, touching, hugging, cornering, making off-color jokes or teasing (Nair, n.d.). The Supreme Court guidelines clearly spell out as to what constitutes sexual harassment. It includes among other things, unwelcome advances, lewd jokes, seeking sexual favor and brandishing provocative pornographic materials. There seems to be convergence of opinion among organizations and institutions cutting across national boundaries when it comes to defining two core elements of the definition of sexual harassment-namely unwelcome and unwanted. Flirting and dishing out compliment is okay. If flirtation is taken bit too far, it may be off-putting to people and they may not welcome it. Getting attracted to people of opposite sex is quite natural. One cannot blame people who carry the heart on their sleeves. But things will spiral out of control if employees do not adhere to modicum of decorum. Sexual harassment can manifest itself in two ways: a) quid pro quo (Charlesworth, McDonald and Cerise, 2011) and; (b) hostile environment (Miller, 2014).

Quid Pro Quo

(Expecting Something in Exchange for Something)

Euphemistically speaking, a *quid pro quo* is nothing but sexual blackmail. A person vested with an authority may flagrantly misuse it by seeking sexual favor from the victim in consideration for continuance of employment, salary hikes and promotions. The victim has a limited choice: he/she will have to stand up and say "Big No" and forego all the benefits or give in to the demands of the employer in the fond hope of realizing all the attendant benefits.

Hostile Work Environment

It refers to behavioral conduct that puts the recipient in an intimidating, unfriendly, hostile, threatening and downright offensive atmosphere in the workplace. Such environment may not be conducive to the victim and his/her performance may nosedive. For instance, male colleagues may crack a rather colorful and nasty remark about a female employee's anatomy which may embarrass and freak her out completely.

Sexual Harassment: A Spine-chilling Reality

Sexual harassment signifies a soft underbelly of the workplaces. It exists and any attempt by the employer to sweep it under the carpet would be self-defeating and way too farcical. Sexual harassment is vastly a global malaise. It is pertinent to look at all the factoids that points to the existence of specter of sexual harassment. As per a report published in Italy in the year 2004, a whooping 55.4 % of women in the age bracket of 14-59 were found to be victims of sexual harassment. Delve deeper in to the survey. It paints a rather disturbing trend. One out of every three female employees complained of sexual favors in exchange for career progressions. In the European Union, women employees accounting for 40%-50% complained of experiencing some form of sexual harassment (ILO, 2015). In a study done in U.S.A, 50%-75% of women seemed to experience sexual harassment at the work place (Srivastava, 1999). Another study commissioned in Canada paints a rather grave picture. As per the study, women accounting for 54% experienced sexual harassment in the hands of men they know in general and 23% of the women were subjected to sexual harassment by the men in their workplace. If India watchers want to take heart in all the statistics bruited above, they should reconsider their opinion. According to Renuka Chowdary, former minister for child development in the previous UPA-led government, the National Commission for Women (NCW) was alleged to have received 60 cases of sexual harassment at work places in Delhi ("60 cases of sexual harassment", 2008). If the capital of India is steeped in this malaise, Uttar Pradesh record is chillingly shocking .Uttar Pradesh has allegedly reported to have 77 cases of sexual harassment in the workplace. The minister further added on the floor of the assembly that NCW has received 36, 21, 20 &20 cases of sexual harassment at the workplace from the states of Rajasthan, Haryana, Madhya Pradesh and Maharashtra respectively. According to National Resource Centre for Women, the number of cases involving sexual harassment has shot up from 9746 to 10,155 in 2002 (NCW, n.d.). In the year 2002, the death of a lawyer in Andhra Pradesh sent shock waves across the nation. Tormented by her fellow lawyers and senior advocates, she committed a suicide leaving behind a note alleging sexual harassment. It is a sheer paradox that women in legal profession cannot take a refuge in law and has decided to finish her life (Boloji.com, n.d.). A study carried out by a Kolkata –Based Group called Sanhita reveals that the chance of women facing a sexual harassment at the workplace is startlingly real. 94% of the respondents had said that incidence of harassment exists. This is only the tip of the iceberg. 68%of the respondents opined that it is the employees in private sector who will have to bear the brunt as the harasser is mainly their boss who enjoys unfettered powers and holds the key to benefits and rewards .One common strand of all these research survey points to the fact that it is women who are major victims of sexual harassment .Men are targeted too and more so, homosexuals are always at the receiving end. By and large, men are the perpetrators of this grisly crime against women. According to a research study conducted in 2008 on workplace sexual harassment, a whopping 58.3 % of the women have experienced sexual harassment at the work place (Ethics World, 2008).

Range of Sexual Harassment Behavior

Sexual harassment is primarily about vulgar assertion of power to browbeat victim in to submission. The question that begs an answer is: What constitutes sexual harassment? (ITUC, 2008):

1	Physical	A.	Feeling, groping, touching, pinching, squeezing, or brushing against an individual
		B.	Ogling at someone
		C.	Sexually–provocative gesticulations, come-hither-looks
		D.	Sending provocative pictures, dirty text messages, unnecessary e-mails and double-entendre jokes via Company Intranet
		E.	Physical violence
2	Verbal	A.	Cracking off-color Jokes
		B.	Seeking sexual favors
		C.	Pepper even trivial discussions with lurid sexual details
		D.	Heaping brusquely insulting comments about an individual's gender
		E.	Making crude comments about an individual's vital statistics
3	Non-verbal	A.	Brandishing provocative pictures, calendars or sexually titillating materials
		B.	Blowing whistles
4	Others	A.	Making a women employee work at the oddest of hours in the office

Analysis

Causes of Sexual Harassment at the Work Place

The reason for sexual harassment at workplace is varied .Much of the reasons can be ascribed to the culture, ethical mores and values entrenched in the society and companies More so the reason for high incidence of sexual harassment can be traced to the roles played and relative status and power enjoyed by men and women with in the organization

Socialization

The manner in which men and women were raised influences their world-view and conditions their behavior. Variegated point of view can combine together to usher in an atmosphere that feeds in to sexual harassment.

In a culture where discrimination is done on the basis of gender, age, religion, caste, political ideology and social class, it is not uncommon to find humiliation, harassment and brazen abuse of power practiced with impunity. Harassment is basically primed on deep-seated prejudices and sexist mindset. Men that were reared and conditioned to grow with a macho feeling and testosterone –driven shibboleths may tend to carry it to their workplace and begin to mete out a second –rate treatment to the women co-workers. Worst they may think that they are the best thing to have happened to women folks and may misconstrue that woman may perceive the harassment as a compliment. For their part some women have been raised to believe that their reason for existence is to satiate the biological needs of men. Excessive reliance upon men by women for their emotional, physical, psychological and financial support or if a women is too meek and unassertive, then men will have a field day subjugating women. The most vulnerable women are those who are the sole breadwinners and cannot bring themselves to spurn any sexual advances made for fear of losing their job or facing a bleak future (Sexual Harassment Support, n.d.).

Changing Power Equations

In recent times, the paradigm shifts in the social and political landscape have changed the power equations upside down. . Increasingly, men are feeling threatened by the growing number, clout and independence of women in the workplace. Men are not clearly happy with the prospects of sharing his workspace with what he thinks a "petty –coat brigade" Men who have made it to seat of power after being in the fringes for long may pick on women to prove a point or two. Many men may have come to consider seeking sexual favor as a "Seductive Perks" that come along with territory. In this day of economic rough weather, where lay-offs, retrenchment, job losses, pay cuts, lesser career opportunities, unmitigated work and performance pressures are order of the day, the specter of sexual harassment looms large (Sexual Harassment Support, n.d).

Degeneration of Moral Values and Prevalence of Cultural Differences

In this day and age of moral laxity, sexually permissive behavior, extra marital affairs and "one-night-flings" have become so common place in our society in general and companies in particular. Such sexual permissiveness in work places is spurring men to flirt and have bit of fun on the side. The person who makes sexual advances may pursue diffident colleague with vengeance and try to browbeat them in to submission. Invariably such male colleagues morph in to harassers. Confusion may reign supreme owing to cultural differences relatable to what constitutes right and wrong behavior.

Credibility and Blame Game

The credibility of the victim is always dragged in to question. Victims' allegations against the harasser may always be taken with a pinch of salt .Male co-workers can always rally around the harasser as an expression of their male solidarity and subvert the justice. The concatenation of some of other factors can further exacerbate the problem. A great deal of men who treat their female colleagues with respect and decency may find it tough to fathom that one of their own colleague had been engaged in such debased conduct. Top leadership may tend to go along with the version of the senior person rather than a sub-ordinate. Senior managers may carry the "credibility tag" with them as they have been around for a long period in the company. Things may get worse if all the senior managers are men. They may singularly lack the sensitivity to grasp the severity of the problem. Harasser may become a rallying point for all the other male managers to demonstrate their male loyalty. In many instances, harasser may be a best-of-the breed and indispensable talent where as the victim can be an easily jettisoned. In many cases, victims are hounded and a full-scale smearing and vilification campaign will be mounted. Suddenly the victim finds her private life and her behavior dissected and smudged. The crime against her is relegated to the background. Many a times, victim may be overwhelmed by the turn of events and may lack the spunk to prefer a complaint. Fear of reprisal may be another reason victim may not dare raise her voice. This only makes her vulnerable to the charges of playing the ball. Scores of women are hopelessly prone to pangs of guilt feeling and may pettily wallow in self-blame. They are always inclined to believe that they have, willy–nilly said or done something to have brought upon such conduct.

Bravado Bordering on Machismo

More often than not, men always behave differently when they are in group or all by themselves. When a woman walks in to the workstation or sashay past a small group of employees or when wine flows in a typical office party, men can gang up and mouth obscene jokes or make insinuations. Left to themselves, these men may not summon enough courage and will lack aggression

Lack of a Sensible Company Policy against Sexual Harassment

Many companies do not have a clear-cut and well conceived corporate policies intended to deal with the menace of harassment. Even if the companies do have one in place they do not exhibit any eagerness to enforce it. women employee often decide to call it quits rather than prefer a complaint as she is absolutely clueless as to what to do and whom to approach and complain? The question that is uppermost on the minds and lips of the women is whether the management will sit on her complaint or contemplate a serious action. If the management reaction is lukewarm, harasser may continue to hound her more aggressively

Costs of Sexual Harassment

Sexual harassment at the work place can extract a tremendous cost to the company. Legal implications are bound to be much higher. For victims though, the cost is huge

Costs to Company

1. Sexual harassment can cost the company dear by way of tumbling productivity, sagging morale and flagging motivation. If the women worker is under constant fear that her tormentor may bide his time for a fell strike, she cannot deliver on her job. A co-workers who is in no way connected with the issue may also get highly demoralized as they may not approve of the shady goings-on
2. Organization may lose the most prized employee. Women tormented by sexual harassment may prefer to quit the job as she wants to spare herself the ordeal of confronting the harasser head-on. Money spent on recruiting, training and developing the talent goes down the tube if a sought-after women employee leaves a company.
3. The cost of decisions specifically related to sexual harassment can be hard to quantify. Imagine a senior manager has a thing for his secretary and wants her to be employed in the company at any cost. Company may have to shell out money for hiring this woman with an allegedly bewitching looks (ahem!). Damn with talent and skill sets! Other costs which includes are travel and boarding if the woman tags along with manager on business jaunts (?) may escalate.
4. High level of absenteeism is another disconcerting fall-out of harassment. A sexually harassed woman may undergo tremendous amount of stress resulting in bouts of illness and depression. Some time a harassed woman may not be willing to step out in order to save her skin
5. If the word gets about in the town that the practice of sexual harassment is rampant and management is not taking cognizance of the menace , companies reputation will be in tatters

Legal Costs

Companies can run up a huge legal cost if the problem of sexual harassment is allowed to go unabated in their premises. The Supreme Court pronounced a judgment in a now famous Vishaka case which is by far considered to be the landmark in more ways than one. For once, sexual harassment was acknowledged under Indian jurisprudence as a cancerous malaise afflicting the working women. The said judgment was based on Article 14 and 21 (right to equality and right to life) and 19(1) (right to practice any profession or carry on any trade, business or occupation) supreme court pronounced that harassing an employee sexually at work is a blatant violation of fundamental rights .supreme court also spelt out a comprehensive guidelines for combating, preventing and redressing the problem. A serious legal action can be contemplated against an employer who is fully alive to the sexual harassment taking place in his company. A long arm of the law can catch up with an employer or employees of an employer if they harass employee sexually. In effect, employer may bring up on himself/herself civil claims and actions. Companies can find themselves on a back foot legally if they don't have a well-thought –out anti-sexual harassment policy. In the absence of a policy, it becomes easier for harasser to exert pressure on employer to quash the disciplinary proceedings nitiated

Personal costs

The harassed victim will have to suffer a maximum personal cost. Women who undergo sexual harassment will suffer from heavy bouts of depression and mental agony .their self-esteem, confidence and productivity may tumble. They may lose respect for the men and people in the saddle. Women, who resign their jobs on account of unmitigated pressure tend to give in to the sexual favors of the harasser, may not be able to find a job easily. They may not be able to obtain references from ex-organization they had worked. They may have to produce a convincing reason for their abrupt exit from their previous job. All these can only serve to put her career in jeopardy .Women who dared to complain or spurn sexual overtures may be singled out for selective victimization. Promotional opportunities will be a casualty. Their professional career may be irretrievably atrophied. It is not only the victim but even other women who are mute spectator to the sordid goings-on can feel intimidated and distressed by the unfolding situation. Other Women may fear that they may lose out on gainful opportunities if they do not give in to the sexual favors of powers-that-be. A perfect way to toxify the atmospherics of a company

Recommendations

How can Organizations Empower Sexually Harassed Employees?

Sexual harassment is a very serious issue and every organization should do whatever it takes to prevent it from taking place. Companies can put in place a detailed, well-thought-out sexual harassment policy. The underlying objective is to make sure that the specter of sexual harassment do not rear its ugly head and even if it does, the companies will have to make it sure that a robust procedure is in place to combat the problem and stop it erupting over and again. Companies would do well to initiate a raft of measures that would go along way in exorcising the work place of an evil like sexual harassment (Prekel, 2001).

Develop a Comprehensive and Clear Sexual Harassment Policy

The company should craft a well-thought –out anti-sexual harassment policy. The broader contours of the policy should outline the following things

1. Companies should make a demonstrable commitment towards preventing, combating and rooting out the problems of sexual harassment. The company should adopt a zero-tolerance approach towards sexual harassment
2. The policy should be uniformly applied across the organization.
3. Companiesould define sexual harassment unambiguously. Companies should elaborate on range of behavior that constitutes sexual harassment.
4. Companies should make it known to every body of the penalties that will be slapped against individuals proven guilty of sexual harassment
5. Companies should articulate the detailed procedure that every individual can make use of if he/she wants to bring the charges of sexual harassment to the light
6. Companies should make it apparent to the employees that that any individual allegedly involved in problems relating to sexual harassment will have to face dire consequences if proved guilty
7. Companies should also communicate its anti-sexual harassment policy to its suppliers and customers
8. Companies should assure its employees that any complaints relating to sexual harassment will be kept under wraps and utmost confidentiality shall be maintained regarding the identity of the victims.
9. Companies will have to provide dope about support system available for hapless employees. Companies can give a name of the contact person whom hapless victims in distress can contact (Business.com, n.d.; Raymond, 2003).

Communicate the Policy

1. Companies will have to make it quite sure that employees get to know and understand about the anti-sexual harassment policy. The policy can be communicated via employee handbook, intranet ,corporate website ,newletters,company circulars and notices
2. If the employees are not too well versed in English, companies shall translate and print the policy in the vernacular language.
3. Companies should deliberate the policy with new entrants
4. Policy should be reviewed at regular intervals (Business.com, n.d.).

Enforce the Policy

1. Companies should take any complaints of sexual harassment brought to the light very seriously
2. Investigations into the charges of sexual harassment will have to be completed in a swift , extensive and professional fashion
3. Companies should maintain a log of all the investigations done and its outcomes
4. Companies should ensure that employees who prefer charges of harassment are able to do so without any fear of reprisal
5. Companies should swing in to action if any instances of sexual harassment is brought out
6. Clamp down heavily on employees who are found to be involved in a beastly acts such as sexual harassment (Business.com, n.d.).

Complaints Channel

Companies should specify the channels through which women employees can prefer their complaints relating to matters of sexual harassment. The channels could be the designated authority for dealing exclusively with charges of sexual harassment. The channel may include among other things, a dedicated phone line, messages sent through e-mails or intranet. The entire exercise of crafting and enforcing a policy is rendered irrelevant if employees are not going to make use of it (Raymond, 2003).

Train Employees

Companies should conduct a training session for employees periodically. Such training should focus on what constitutes sexual harassment, how it impacts the victim and how employees can take precautionary measures to keep the attendant problems at bay. Women employees can be given assertiveness training to discern the problem, to deal with the male colleagues trying to act fresh with them and if possible prevent such problems recurring again. Companies should also encourage employees to use the sexual harassment policy. Companies should give training to managers and supervisors to acquire skills to sharpen their sensitivity so that they can handle complaints well (Business.com, n.d.).

Set up a Complaints Committee

In line with the Vishaka guidelines, employers should put in place a compliant committee companies will have to ensure that the complaints committee is headed by an able and seasoned woman. In the same vein, company should ensure that not less than 50 % of the committee comprises of women. To lend the committee a halo of objectivity, employer shall appoint third party or even a NGO. Committee members will have to rise above partisan ends .they will have to empathize with the complaining victim and should not evaluate them through the prism of moralistic dimension. Any act that is sickeningly unwelcome is sexual harassment. Form women's perspective, unwelcome is inexorably a subjective reality. It is imperative for the committee to buy in to this reality. Complaint procedures will have to closely guarded .employer will have to make it sure that victims, wanting to prefer complaints is able to do so without fear of retribution.

Set up a Sensing Mechanism

Rather than adopting a reactive approach, employers will have to become pro-active in their resolve to nip the problem in the bud. Companies may conduct a periodical survey to ascertain factors or situations that may inevitably lead to debase act of sexual harassment. Survey shall be administered to employees under the condition of anonymity. A copy of sexual harassment can be handed out to the employees along with survey questionnaire. The survey can pose an innocuous questions to employees (women in particular) like "Have you undergone any sexual harassment in our company?" This kind of measures will send out a strong signal of the employers concern towards addressing the problem of harassment (Raymond, 2003).

Top Leadership to Demonstrate its Commitment

Top management may have grandiose plans and may craft a very detailed policy to combat the menace of harassment. On ground, their plans and policy interventions will come to grief if companies do not implement the policy aggressively, professionally and swiftly. Complaints, serious or trivial, will have to be taken with seriousness. Investigations will have to expedited and prompt action taken against the perpetrator of the crime. Employers can maintain a tight vigil over the supervisors. They can conduct a regular high-power meeting, carry out a surprise spot investigations and host sexual harassment training (Raymond, 2003).

Conclusion

Sexual harassment is a serious problem and an affront to the dignity of women. Sexual harassment is all about a naked and vulgar display of power and authority over women. Men resort to this invidious tactics to boost their self-esteem (wonder if it exist). The venal act of sexual harassment committed by men betrays a perverted mindset and false sense of ownership men think they have over women. The present day realities are revealing the widening schism between both the sexes. Men should realize that women are entitled to lead their life with dignity and esteem. Come on guy! Stop this brutal savagery! Let women breathe in an air of freedom and liberation. True empowerment can happen only if the shackles inhibiting women are broken.

References

60 cases of sexual harassment in Delhi. (2008, October 20). *The Indian Express*. Retrieved from http://archive.indianexpress.com/news/60-cases-of-sexual-harassment-in-Delhi-NCW/375652/

Boloji.com. (n.d.). *The cost of harassment.* Retrieved from http://www.boloji.com/wfs/wfs066.htm

Business.com. (n.d.). *Guide to preventing sexual harassment in the workplace*. Retrieved from http://www.business.com/guides/preventing-sexual-harassment-in-the-workplace-19412/

Charlesworth, S., McDonald, P., & Cerise, S. (2011). Naming and claiming workplace sexual harassment in Australia. *Australian Journal of Social Issues, 46*(2), 141-161.

Ethics World. (2008). *Research study on workplace sexual harassment*. Retrieved from http://www.ethicsworld.org/ethicsandemployees/PDF%20links/sexual_harassment_singapore.pdf

Forastieri, V. (2000). *Information note on women workers and gender issues on occupational safety and health.* Geneva, Switzerland: International Labor Office (ILO). Retrieved from http://www.ilo.org/public/english/protection/safework/gender/womenwk.htm

ILO. (2015). *Sexual harassment at work*. Retrieved from http://www.ilo.org/wcmsp5/groups/public/---ed_norm/---declaration/documents/publication/wcms_decl_fs_96_en.pdf

International Trade Union Confederation. (ITUC). (2008). *Stopping sexual harassment at work*. Retrieved from http://www.ituc-csi.org/IMG/pdf/Harcelement_ENG_12pgs_BR.pdf

Miller, B. (2014, September 3). *Sexual harassment at the workplace: Quid pro quo versus hostile work environment.* Retrieved from https://hrdailyadvisor.blr.com/2014/09/03/sexual-harassment-in-the-workplace-quid-pro-quo-versus-hostile-work-environment/

Nair, D. (n.d.). *Workplace woes.* Retrieved from http://www.seasonsindia.com/education/woes_sea.htm

National Commission for Women (NCW). (n.d.). *Home page.* Retrieved from http://nrcw.nic.in/index2.asp?sublinkid=318.

Prekel, T. (2001). *Sexual harassment: Causes, consequences and cures.* Retrieved from http://www.capegateway.gov.za/eng/yourgovernment/gsc/3576/publications/guidelines_manuals_and_instructions/S/63925

Raymond, N. (2003). Sexual harassment at work. *Combat Law: The Human Rights Magazine, 2*(3). Retrieved from http://www.indiatogether.org/combatlaw/vol2/issue3/harass.htm

Srivastava, D. K. (1999). Recognizing sexual harassment as a tort. *Hong Kong Law: Official Journal of the Law Society of Hong Kong,* 33-38.

Sexual Harassment Support. (n.d.). *Causes of sexual harassment in the workplace.* Retrieved from http://www.sexualharassmentsupport.org/SHworkplace.html

Additional References and Recommended Readings

Dhawan, V. (2014). Preventing Sexual Harassment at Workplace. *International Journal of Computing and Corporate Research, 4.*

Fitzgerald, L.F. & Cortina, L.M. (in press). Sexual harassment in work organizations: A view from the twenty-first century. In J.W. White & C. Travis (Eds.), *Handbook on the psychology of women.* Washington, DC: American Psychological Association (APA).

Development of Creative Skills through Knowledge Management in B-Schools

Anil K S*
Shubha Muralidhar**

Abstract

In today's scenario, the industry is faced with challenging jobs, ever changing in their character, needing quick solutions. To solve these types of challenging tasks there is a necessity to learn and master creative thinking. The industry requires Human Resource (HR) which can solve such problems. The HR for industry is supplied by B-Schools which have to gear up towards the needs of the industry. Knowledge Management (KM) not only leads to competitive advantage but also helps in developing creative thinking. Thus, teaching of creativity in the B-Schools becomes a necessity. A few papers on creativity are reviewed. Some of the factors responsible for teaching creative thinking are identified and discussed. Faculty have to develop the creative thinking to cope with the industry. This paper highlights the introduction of knowledge creation in B-Schools and its growth. A simple example involving six institutions is considered wherein some effort in the creative thinking is adopted. There is a need for a paradigm shift for the top-level management to encourage creativity for the sustenance and growth of the institution.

Keywords: *Challenging Job, Creative Thinking, Knowledge Management, B-Schools, Human Resources.*

Introduction

Plenty of data that is available at present has to be converted into knowledge. Data collected is transformed into information and the knowledge so available is put to use in decision-making to sustain the competition. There are number of factors that contribute to the success of Knowledge Management projects. Society needs a knowledge-based education which ultimately leads to competitive advantage for the educational institution. The student acquires the knowledge from the time he joins the B-School and leaves with a degree. At present the industry is facing with challenging tasks, ever changing in its nature, need quick solution. The solutions for such difficult tasks require personnel who have learnt and mastered creative thinking. The human resource in the industry is provided by the graduates passing out of B-Schools. Thus B-Schools have found the necessity to introduce and grow the creative thinking in students. The faculty has to learn and master the creative thinking process by close association with the industry engaged in such activities. The top level management in the B-Schools, even to sustain has to encourage the faculty and students to get intensely involved in providing curriculum for the nourishment of creative thinking. Conducive atmosphere in the B-Schools are also required for the growth of creative thinking both at faculty and student levels. The present paper discusses the several factors which promote the creativity in B-Schools. As and when the graduates passing out of such B-Schools secure better employment with good pay packets, the B-Schools grow and branding with the B-Schools will also happen. B-Schools have to prepare the students to face the challenges during their tenure of work by solving many challenging problems. The creative thinking learnt in the B-School, will help them in solving such difficult problems.

Literature Review

Guiney and Petrides (2002) have dealt with how the data that is collected and how a framework can be

*Research Scholar, Visvesvaraya Technological University (VTU), VTU Main Road, Jnana Sangama, Machhe, Belagavi - 590018, Karnataka, india. E-mail: anilks94@gmail.com

**Assistant Professor, Department of Business Administration (MBA) B.M.S. College of Engineering (BMSCE), P. O. Box No. 1908, Bull Temple Road Bengaluru – 560019, India. E-mail: shubhamuralidhar.mba@bmsce.ac.in

made use of in transformation of data into useful information. Petrides and Nodine (2003) discuss that schools can teach the corporate world about balancing people, processes and technology in education. They also mention about the barriers to knowledge sharing and utilization. Basu and Sengupta (2008) talk about the knowledge being the driving force and provide a way to enhance knowledge management activities in creating a learning environment in B-School. The issues raised here are about quality and sustainability in the education sector and that the activity of knowledge management creates a learning environment in B-Schools. Hargreaves (1999) discusses about creating knowledge in B-Schools by examining the four elements namely-auditing, managing, validating and disseminating the knowledge that is so created and focus on problems that can be addressed to be promoted in B-Schools. Tahir, Ozay, Sumintono and Matzain (2013) talk about the knowledge created by Hargreaves can be implemented in B-Schools in exploring the faculty knowledge creation. Ghosh (2014) discusses about building the positioning of human creativity with context of B-Schools and how the development amongst the graduates are able to justify the requirement and the latest trends that are in the scenario for which a fishbone analysis is developed. Pillania (2008) talks about the India's knowledge economy where the B-Schools have lot of challenges faced and to fight the competition the knowledge management could be the best tool for B-Schools. Anil and Muralidhar (2018a) illustrates the need and benefits of knowledge management in B-Schools. Anil and Muralidhar (2018b) have also touched on Entrepreneurship education in B-Schools. Gurteen (1998) discusses about the link between the knowledge management and creativity along with the barriers in implementing the knowledge management process to achieve the creativity. Knowledge@Wharton (2014) mentions that there exist differences from one individual to another to be creative. If one trains oneself then there are methods to do and one can become creative. Creativity can be developed and so can be taught. The culture among corporates is no way less as they are hungry to have creative leaders. Clifford (2019) says that creativity has been existent for quite some time. E. Paul Torrance has dedicated his entire lifetime for creativity in education. The lack of creativity in present times is due to the traditional education systems. The author mentions several factors which foster creativity in classrooms. Rollo May states that "the process of bringing something new into the being is creativity, it brings out what we are aware, what was hidden earlier and points to a new life" (as cited by Creativity at Work, 2014). Davies (2014) says that in the twenty-first century class room creativity is a big deal, it is vital and happens to be a core aim of students as they recognize its need amongst B-Schools. The interest of creativity among the teachers, academics is partially driven with a belief that with the existing growth of the fast economy it is required to have a flexible mind set to accept the changes every now and then instead of always following the career path which is a traditional one. Covey (2012) mentions about the seven habits of highly creative people. Degraff (2015) says that B-Schools are designed to encourage critical thinking quantitatively in pricing the options, brand maps building and supply chain optimization. There are also the revolution of creativity happening with regards to cultural change and the business education functioning. Rowe (2017) says that creativity is an important factor which contributes to the enterprises success. For this reason, B-Schools have started adding courses and lessons on creativity and critical thinking in the curriculum as students come up with ideas to have their own startups. Woods and Menzies (2017) state that the need to be innovative and creative in MBA delivery was a challenge to the staff and the second challenge was in recruiting enough number of students for the programs. Harris (2008) says that for existence of organization managing human knowledge is an important dimension. Knowledge is the basis and Knowledge Management (KM) the concept. KM, though, has limitations, and it the concept of knowledge enabling is proposed. It is about creating knowledge by facilitating conversations, relationships and by sharing the local knowledge.

The literature briefly deals with conversion of data into knowledge and its use in the form of knowledge management in B-Schools. Knowledge management leads to competitive advantage for the B-Schools. The industry is facing with challenging tasks and requires such human resources who can solve such problems. Creative thinking is essential for solving such challenging tasks. Realizing this necessity B-Schools start teaching creative thinking to the students. Some of the factors responsible for teaching creative thinking are identified and shown in Figure 1. This paper discusses those factors and elaborates the working of knowledge creating school. This paper also deals with the link between knowledge management and creativity and also on enhancing creativity. A simple example is provided to illustrate the progress made in six institutions. This paper deals with the development of creativity and innovation in the student of B-Schools.

Objectives of the Study

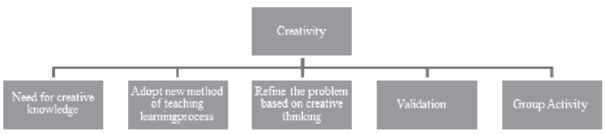
1. To find out the factors contributing to creative thinking at B-Schools.
2. To analyze the knowledge creating values for some selected B-Schools.

Research Methodology

The methodology consists of preparing a questionnaire based on the literature survey conducted. The questionnaire consists of several questions and the responses is expected to be in a 5-point Likert scale (5 being strongly agree and 1 being strongly disagree). The questionnaires are distributed to 80 faculty members in various institutions (management colleges and B-Schools). Management colleges are those which are a part of technical institutes under the umbrella of a university, while B-Schools are independently dealing with business and management studies. A little more than 50% of the faculty has responded.

Results and Discussion

Figure 1: Factors contributing to Creative Thinking at B-Schools



Source: Authors' Analysis

1. Need for Creative Knowledge

The present day industry is faced with non-routine and challenging jobs. Unlike in the past the personnel in the industry have to address challenging tasks in their day to day business. In order to solve the challenging jobs it is necessary for the industry personnel to think creatively. Graduates passing out from B-Schools have to be creative thinkers. Thus there is a need in the B-Schools to teach creativity and make the students to be well acquainted with this process. Needless to say that the faculty in B-Schools must be well versed in critical thinking and must have also solved some practical problems of industry.

The students on the other hand must be motivated to be good critical thinkers. The top level management in B-Schools must be aware of the advantages of critical thinking in the industry and promote that culture in their B-Schools. Thus the student, faculty, top level management of B-School and industry contribute towards teaching, developing and use of creative thinking.

2. Adopt New Method of Teaching-learning Process

Sir William Bragg is quoted as saying "The important thing in science is not so much to obtain new facts as to discover new ways of thinking about them". Bragg is of the opinion that this applies to business also. The knowledge and information that we normally have is enough but what we look for is a new way of thinking. The problem in achieving this is there are several barriers to overcome unless these are removed critical thinking will not develop. The first barrier is the traditional way of teaching. The curriculum has to be modified to introduce critical thinking. The other barriers are having a feeling of creativity not required and are of specialized nature too difficult to learn. The first thing the faculty has to teach that creativity is essential in the industry and thus provides more job opportunities. The faculty has to emphasize that creative thinking is not difficult to learn. The next barrier is self-judgment about the creativity which has to be inhibited. Another barrier to creativity is the fear of punishment for not completing the job in a given time. This barrier has to be removed from the policy of the top level management that creative thinkers are not going to be punished for incomplete jobs occasionally. The next serious barrier is overloading of information. The faculty has to incorporate steps in the curriculum to avoid the above said barriers.

3. Refine the Problem based on CreativeThinking

Creative thinking is a process of first understanding the given task and gather information. While looking for the solutions it is better to avoid borrowing the scripts and schemas already available. It is essential to avoid thinking soon, not allowing enough time to contemplate on the given task. Too many assumptions are not conducive for good solution. Creative thinking should also consider the audience for whom the task is performed.

4. **Validation**

   The validation of the creative thinking is required in order to build confidence. Construct a point of view which matches the needs of the user. Allow a brainstorm so as to arrive at the creative solution which fulfills the needs of the user. If possible build up prototype and test the satisfaction of required conditions. Refer the prototype to the original user to get the feedback. If the feedback is not satisfactory modifications have to be carried out. The experts also invited to examine the suitability of creative solutions for a given task

5. **Group Activities**

   A challenging task is taken up by the faculty to test the creative thinking so far developed. The faculty divides the students into number of groups and assigns the tasks. Sufficient time is allowed for all the groups to arrive at the creative solution. The evaluation of the creative solution is carried out by the invited experts who have sufficient experience in evaluation. From the results it can be observed that the successful group had inspiration in them and put in lot of best effort to achieve the success.

Top management can motivate the faculty members to energize the student community to create learning initiatives which in turn grooms the process in B-Schools. Faculty members can give exposure to communication channels and get response from students; they can invite professionals from industry to involve, design and create activities, projects and courses. The faculty can develop with specific plans for the development of creative thinking among B-School candidates. They are (Anil and Muralidhar, 2018a):

1. To upgrade with technology and put it to use.
2. During courses give exercises to students to develop creative thinking.
3. Industry collaboration by observing changes.
4. Foreign faculty collaboration to understand emerging trends.
5. With creative works develop research clusters.
6. Through interactions face-to-face, group discussions and interpersonal skills stress on cooperative learning.
7. For creative works recognize and encourage the merits.

Knowledge Creating B-School

The expectations of the students and faculties are on the rise, so what is demanding for them now is the change that is happening and moving into the knowledge society. Existing practices are getting outdated and the capacity to generate professional knowledge demands a knowledge-creating B-School. In a knowledge-creating B-School we should also provide opportunities for the students to learn the method of solving the challenging problem that they face during their tenure of work. Creativity and innovation will help the students to solve the challenging problems.

Creativity and Innovation in the B-School

Creativity is generation of new ideas and innovation zis the implementation of the idea. An ideal knowledge-creating B-School is one which can audit the school's professional knowledge; managing the process of creating new professional knowledge and validation and dissemination of the created knowledge.

The faculty members have to be at the heart of creating knowledge about effectiveness in teaching and learning and the researchers are able to get closer to them. Knowledge can be the outcome when faculties engage in the research. Top management support is essential to encourage and support faculty in acquiring knowledge and creating knowledge (Creativity at Work, 2014).

For knowledge creation in B-Schools the teachers have to be trained with research skills and to be a research practitioner; create opportunities to enhance knowledge of teachers as a part of learning and teaching process; build academic networks which enhance, validate and audit the teacher's knowledge; select mentors to share their experiences; and support teachers to share their idea and knowledge (Davies, 2014).

In today's institution, the two words of business are innovation and creativity. There is a constant pressure to come up with new processes in this fast changing times and quick changes are happening, all these make a path for creativity and innovation at the workplace. With such changes comes the role of B-Schools to create future managers to align with changes in environment. A different mindset is needed for long-term growth and sustainability. Students and faculty are exposed to out-of-the-box thinking, paving the way for knowledge sharing among industry and academia along with competitiveness and work place innovation. The gap can be bridged by the institutions converting data and information into knowledge and intelligence. This would mean improvement at individual, organizational level and societal level at large.

In order to sustain uncertainty and complexity the academicians have felt the need for continuous innovation in developing a new knowledge base. Managing the Knowledge Management systems effectively, meaning taking care of errors, taking risks, communicate openly and collaborate networks which bring out the knowledge with high creative potential.

Values and new knowledge with alternative exposure for thinking, seeing, being and doing constitutes transformative learning. Thus the thinker becomes more critical and reflexive; more open to others perspectives; and in accepting new ideas he is less defensive. There are 2 views of transformative learning: critical reflection (rational approach) and the other rely more on emotion and imagination. This learning can be supported as long as the needs of the learner are defined by the educator and learner. For creativity and innovation, realizing its value one has to nurture it, take initiatives, have persistence and persuade things with confidence. There are no short cuts or any tricks by which all happens is what the educators need to understand and give ample support. Such thinking can be said to be like building blocks which in turn builds culture of creative innovation. The management education needs to facilitate the leaders who can set creativity goals and invest in transformative learning programs in becoming learning leaders.

Enhancement of Creativity

Let us now look at a systematic way of looking at the causes and effects. Root cause analysis can be used to find a structured approach and data to be collected. Primary factors (enablers) include: faculty, industry, institute, management, society and students. Secondary factors (facilitators) have a direct impact on enablers. Three enablers lie on the upper zone of the root-cause line (individual stakeholders) and another three under the collective stakeholder scheme in the creativity enhancement process (Ghosh, 2014).

Interfacing between the internal and external environment and management is done by the institute to depict the changes in the business environment. Faculty members now are like role models who happen to be an important point for the young students who can be encouraged to think out-of-box to bring in creative thinking and also can do experiment on teaching-learning process in B-Schools. The students taken as inputs can be converted into outputs of B-Schools delivered to both business and society. This provides them opportunities for them to adapt to new mind sets, new areas of thinking by which they improve their capability and ability to deliver the deliverables (Ghosh, 2014).

Candidates can be helped in the recruitment process and in job engagement from time-to-time. Creative development can be broadened by the social stake holders can broaden the scope of creative development of students by assigning them with project; provide opportunities to work in government and non-government sectors which build relationships. In doing so the outcome of root-cause analysis is that the interests and components get aligned which in turn produce enhanced creativity for Business School graduates which is very much required for today (Ghosh, 2014).

Link between Knowledge Management (KM) and Creativity

Everywhere we see hype being created about India as an emerging economy. The knowledge economy depends on the knowledge workers. In B-Schools there is seen a vital role of knowledge creation and the supply of knowledge workers. To address this problem and fight the competition, Knowledge Management (KM) could be the best tool for B-Schools. It is a tool accepted globally to create sustainable competitive advantage. The true treasure of India is its intellectual capital. We have to now see if the management education is competitive enough to face all these and be able to take advantage of the opportunities that are emerging from time to time. There are two issues being identified one is equality and the other is efficiency. KM can provide the solutions to the challenges that are faced as it is a source of sustainable competitive advantage and cannot be copied easily. The way to have competitive advantage is through innovation and upgrading. KM consists of three elements: New Knowledge Application, Knowledge Dissemination and Knowledge Generation.

Knowledge Generation: is possible in B-Schools through research. The schools have selected the option of acquiring the knowledge from USA as our B-Schools are not identified as centers of knowledge creation. The Top Management should involve and make commitment to assist financially for Knowledge creation centers, research culture its quality, credibility and collaborate to globalize the research activities. Institutions have to provide good environment for healthy faculty-student ratio and the teaching and administrative workload has to be reduced. The links between industry and B-School is weak and in B-Schools there are knowledge repositories and relevant experience but the industry looks at them as a recruiting ground. Management education has to be globalized by making education global and its content multidisciplinary.

Knowledge Dissemination: means that there has to be a collaboration of different functional areas, the policies should be liberal and go for globalization. The B-Schools need to create quality in development programs which provides value addition to the participants and go in for knowledge mapping where the student knows whom to look for a specific knowledge.

Knowledge Implementation: implies that current research issues should be taken and discussed in class rooms which give the latest knowledge to the students. There are lot of ideas and suggestions but they all need to be put into actions to see lot of knowledge creation happening and new knowledge being learnt by student community on a continuous basis. (Anil and Muralidhar, 2018b).

The engineering graduates who are technically sound look for and come in to pursue their management courses at the post-graduate level. The reason for this is learning to manage the knowledge and gaining knowledge when they study through various case studies, in which process they learn the trade of decision-making. All these make them more suitable to have good job prospects as they have gained enough knowledge, experience and have learnt to make and take correct decisions independently.

Table 1: Knowledge Creation Values for Six Institutes

Institute	A	B	C	D	E	F
Values	3.1428	3.3	2.88	3.63	3.87	4.1428
% values	62.85	66	57.6	72.6	77.4	82.85

Source: Author's Analysis

Assesment of Knowledge Creation

It can be observed from the Table 1 that the knowledge creation value varies from 2.88 to a value of 4.1428 on a scale of 5. This being converted to a percentage scale transforms from 57.6% to 82.85%. From the values in Table 1 it is noticed that the institute F is having the highest score indicating that the atmosphere for knowledge creation is conducive. The institute C is having a least value implying that the conditions are not fully conducive for the knowledge creation. It is interesting to note that the number of faculty members in institute F is much larger than the institute C thereby some of the faculty might have been encouraged to take up the The questionnaires are processed based on the average values of the individuals and then the institutions. Table 1 shows the average values of knowledge creation for various institutions.

It is also observed from the responses that in institute F the faculty discuss openly the problems they encounter, have good interaction with the alumni who encourage creative knowledge and creative workers are rewarded for their work. In the institute C where the value is the least it is observed from the responses that the faculty is not enthusiastic about the knowledge creation and its benefit to the institution. The reason for this may also be the institute management may not be very encouraging to do activities of knowledge creation.

Conclusion

This paper brings out the changes that take place in the industry in terms of challenging jobs which require creative thinking. The human resource for the industry is supplied by B-Schools which have to gear up towards the needs of the industry. Thus teaching of creativity to the students in the B-Schools becomes a necessity. Faculty has to develop the creative thinking to cope with the industry. The paper highlights the introduction of knowledge creation in B-Schools and its growth. A simple example involving six institutions is considered where in some effort in the creative thinking is adopted. It is also observed that some of the B-Schools who encourage knowledge creation have been successful. There is a need for paradigm shift for the top level management to encourage creativity for the growth of the institution.

Implications for Future Research

Adoption of knowledge creation in B-Schools will promote the job opportunities for the graduates passing out of B-Schools. The research activity regarding the implementation and growth are plenty in terms of new curriculum and attitude of both students and faculty. Research promotes knowledge generation in B-Schools. The areas of research are acquisition, networking, creation, rental/leased, adaptation and collaboration. In India only acquisition is opted and purchased from US and research in other areas has to be initiated.

References

Anil, K. S. & Muralidhar, S. (2018a). Need and benefits of knowledge management in B-Schools. *Shanlax International Journal of Management, 5*, 85-89.

Anil, K. S. & Muralidhar, S. (2018b), Entrepreneurship education in business schools. *International Journal of Exclusive Management Research,* 1-6.

Basu, B. & Sengupta, K. (2008) Assessing success factors for learning in a business school: Exploratory study of an Indian business school. *The ICFAI University Journal of Knowledge Management, 6*(4), 52-67.

Clifford, M. (2019). *30 Ideas to promote creativity in learning.* Retrieved from https://www.teachthought.com/learning/30-ideas-to-promote-creativity-in-learning/

Covey, S. (2012). *Seven habits of highly creative people.* Retrieved from https://www.creativityatwork.com/2012/03/06/seven-habits-of-highly-creative-people/

Creativity at Work. (2014).*What is Creativity? (And why is it a critical factor for business success?)*. Retrieved from https://www.creativityatwork.com/2014/02/17/what-is-creativity/

Davies, D. (2014). *How to promote creativity in the classroom.* Retrieved from http://theconversation.com/how-to-promote-creativity-in-the-classroom-51838

Degraff, J. (2015). *The secret to teaching creativity at business school*. Retrieved from https://www.inc.com/jeff-degraff/the-secret-to-teaching-creativity-at-business-school.html

Ghosh, K. (2014). Creativity in business schools: Towards a need based developmental approach. *Global Journal of Flexible Systems Management, 15*(2), 169-178.

Gurteen, D. (1998). Knowledge, Creativity and Innovation. *Journal of Knowledge Management, 2*(1), 1-13.

Hargreaves, D. H. (1999). The knowledge-creating school. *British Journal of Educational Studies, 47*(2), 122-144.

Harris, A. (2008). Leading innovation and change: Knowledge creation by schools for schools. *European Journal of Education, 43*(2), 217-221.

Knowledge@Wharton (2014). *Can creativity be taught?* Retrieved from https://knowledge.wharton.upenn.edu/article/can-creativity-be-taught/

Petrides, L. A. & Guiney, S. Z. (2002). Knowledge management for school leaders: An ecological framework for thinking schools. *Teachers College Record, 104*, 1702-1717.

Petrides, L. A. & Nodine, T. (2003). What schools can teach the corporate world. *Knowledge Management Review, 6*(2), 28-31.

Pillania, R. K. (2008). Knowledge management for Indian Business Schools. *Journal of Services Research, 7*(2), 183-192.

Rowe, T. (2017), *Business schools teaching creativity.* Retrieved from http://blog.startupdigest.com/2017/04/13/business-schools-teaching-creativity/

Tahir, L. M., Ozay, M., Sumintono, B., & Matzain, I. (2013). Creating knowledge practices in school: exploring teachers knowledge creation. *International Journal of Humanities and Social Science, 3*(1), 147-154.

Woods, D. & Menzies, J. (2017). *Innovation and creativity in MBA delivery: The biggest challenge to world-leading business schools*. Retrieved from https://www.mbaworld.com/news/press-releases/2017/july/innovation-and-creativity-in-mba-delivery---the-biggest-challenge-to-world-leading-business-schools

A Study of the Factors influencing Entrepreneurship in Southern India

Naresh Babu E M*

Abstract

Economy of any country depends upon its industrialization. In developing countries, entrepreneurs play a pivotal role in boosting up of the Gross Domestic Product (GDP). If we talk of BRICS countries, the entrepreneurial income is also contributing a lot. Coming to Indian context, entrepreneurship is not a new term as we have seen many entrepreneurs who have started on their own and touched the summit of success. There are many factors which made them successful and there are numerous other factors which made them suffer a lot. So it is important to study the factors which will be influencing positively and which will be impacting negatively if anyone wants to be entrepreneurs. Hence a study has been made to find the most influential factors of entrepreneurship. The present study focuses on many aspects such as business strategies of business starting, advantages of resources, various plans designed by the entrepreneurs, approaches of business models, design of product assortment, product profile and product portfolios. The paper also deals with the most effective or influential factors of success especially in the aspect of budding entrepreneurs. 188 entrepreneurs and prospective entrepreneurs across the south Indian states of Andhra Pradesh, Karnataka, Kerala and Tamil Nadu were surveyed on the issues of: (a) obsoleteness and need to change market practices; (b) investment in mature technologies and productivity; (c) risky nature of industry and failure in business, and; (d) tastes and preferences and customer loyalty. Chi-square analysis was used to examine the significance of these factors. Conclusion and implications for practice are discussed.

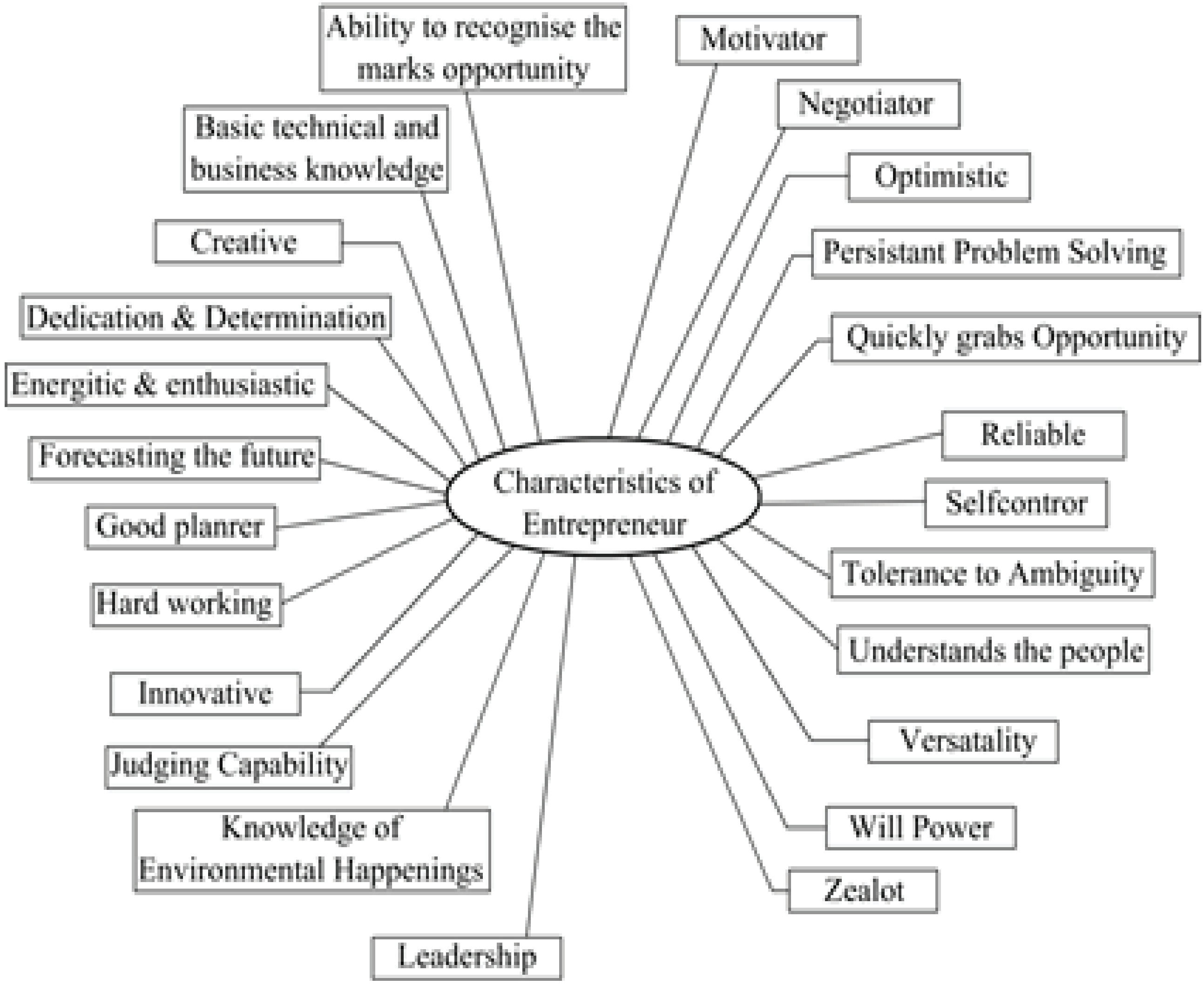
Keywords: *Entrepreneurship, Market Practices, Customer Loyalty, Technology, Risk.*

Introduction

Entrepreneurs are the backbone of any economy. In previous days, India is considered to purely agrarian economy, but now with the advent of Third Wave front, India is witnessing growth in many sectors, such as industry sector as well as service sector in addition to the agriculture sector. Many entrepreneurs have started ventures and many of them have touched the pinnacles. We can take numerous examples of such Indian entrepreneurs in the last two decades: Café Coffee Day, Flipkart, Goibibo, InMobi, Mouthshut.com, Ola cabs, Oyo Rooms, Quikr, Paytm and Snapdeal are some of the successful ventures of entrepreneurs in the last two decades.

*Associate Professor
Acharya Bangalore B-School (ABBS), Andrahalli Main Road, Off Magadi Road, Bengaluru – 560 091, India.
E-mail: naresh.research2010@gmail.com

Figure 1: Characteristics of Entrepreneurs



Review of Literature

Quite a few studies have been carried out on entrepreneurship and the aspects which influence the entrepreneurial behavior. But there are some research studies which are more relevant to the entrepreneurial qualities which are as follows.

There will be different states in startups and each stage needs finance in different proportions. The start-up companies will be subjected to high-tech projects, and are sometimes lost the way to achieve success. Many Start-up companies rely on conventional and informal sources of funds such as family, friends, brokers, money lenders, relatives & neighbors and take private finance, financial assistance. Once after stabilizing, the entrepreneurs dare to approach different funding sources, such as angel investors, seed investors and venture capitalists (Calopa, Horvat and Lalic, 2014).

In the study on "Financing Constraints and Entrepreneurship" the presenters reviewed two major streams, the influence of development of financial markets on the entrepreneurship and the differences among the individuals of examining how they can start the new businesses which is related to individual wealth or changes occurring in the environment. The study has explained the concept of entrepreneurship and financing constraints very well, and there is an ambiguity among the entrepreneurs in solving the financial issues. IT also throws light on Government's goal as Promoting entrepreneurship, and there should be a policy so that entrepreneurship flourishes in the society (Kerr and Nanda, 2009).

The role of culture, government and financial institutions will influence the development of entrepreneurship systems in any economy. Entrepreneurship supports for Special groups of people and some sub-areas will be supported by Entrepreneurship. Though entrepreneurship as a part of Family business or as a spinoff will contribute to regional economic development, but not yielding the expected results. Today the world is becoming technically advanced, and hence economic growth has been seen due to innovations which is contributing to the economic development and is becoming a dominant policy in many of the regions (Stough, 2016).

Entrepreneurship takes birth and grows in local eco systems, but the startups with high technology will have to compete internationally for financing as well as the customers. In some instances the overconfidence of the Entrepreneurs may lead to failure of new firms, but those who follow conventional approaches may also miss out the opportunities due to lack of learning. Hence adopting the perfect approach with respect to conventional and external product platforms is considered to be very important for long run sustainability. Thus selecting and implementing the right platform of ecosystems not only yield innovative products in the society but also improves the emergence designs of dominant nature (Aaltonen, 2016).

Entrepreneurship can be considered as an experiment which allows societies and individuals to examine businesses and emerging technologies with higher uncertainty than unlocking huge growth opportunities. Specialists in economics should have two different thoughts of experimentation, One being the economic experiment which occurs in market-based economies where emerging/innovative ideas, products and technologies replace existing technologies, and the second is micro-level and less-appreciated form of experimentation, which is the process of getting new ideas to the market before these ideas compete in the market (Kerr, Nanda and Rhodes-Kropf, 2014).

The decision making in start-ups is directly related to the pro-activeness and risk-taking aspects of an entrepreneur, the age of entrepreneur is inversely related to the education of entrepreneur. Also it is observed that, the innovativeness of entrepreneurs is not a huge impacting factor of startup business. Also the investors are looking at the risk taking nature as well as the pro-activeness of the entrepreneurs, age and education at the time of investment. Entrepreneurial training programs are so helpful to the less educated entrepreneurs in providing greater returns (Kropp, Lindsay and Shoham, 2008).

The firms that have emerged due to entrepreneurial efforts are too diverse to permit generalization, and this phenomenon has become multidimensional if we consider the starting and progressing of the firm. There are many factors which differentiate the Entrepreneurs and firms such as choices, attitude, behavior, environment and actions and their response to internal and external circumstances. In reality, we can say that there is no single approach or a model which can describe the creation of a new venture. Some integrated frameworks attempted to provide a model of creation of a new venture by entrepreneurs, but even then we can believe that there is no perfect model which can describe the behavior of different sets of entrepreneurs. (Evers, 2003).

Need for the Study

Though entrepreneurship is booming now-a-days in India, there are many factors which are dragging back the performance of entrepreneurs. Due to some failures, there are some enthusiasts who are dropping the ideas from becoming the entrepreneurs. There are some people who need some guidance so that they also. So a study has been conducted by considering the most influential variables of entrepreneurship.

Scope of the Study

Present study focuses on the startups and a sample of entrepreneurs and prospective (budding) entrepreneurs from the states of Andhra Pradesh, Karnataka, Kerala and Tamil Nadu in southern India.

Objectives of the Study

1. To analyze the strategies of budding entrepreneurs in terms of industry analysis and competitor analysis
2. To study the relationship between tastes and preferences and loyalty of the customers.
3. To identify the influential factors which are impacting the budding entrepreneurs in positive manner

Methodology Used

Research Type: Empirical

Sample Type: Convenience sampling

Sample Size: 188*

Data Collection Tool: Structured questionnaire

Questionnaire Type: Close-ended Type

Analytical Tools: Chi-square analysis

* indicates that the total sample taken for the purpose of study was 200, but we have discarded 12 questionnaires as those questionnaires were not completely filled.

Analysis

Table 1: Opinion regarding Market Strategies and Obsolescence in the Industry

Opinion	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Strongly agree	4	16	12	0	0	32
Agree	4	40	24	4	8	80
Neutral	8	28	8	4	0	48
Disagree	0	8	4	8	0	20
Strongly Disagree	4	0	4	0	0	8
Total	20	92	52	16	8	188

Source: Author's Analysis

H_o: *Because of high rate of obsoleteness the companies need not change market practices very frequently.*

H_a: *Because of high rate of obsoleteness the companies need to change market practices very frequently.*

Table 2: Chi-square Test

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Strongly agree	3.4	15.65	8.83	2.72	1.32
Agree	8.50	39.14	22.12	6.80	1.32
Neutral	5.10	23.48	13.28	4.08	2.04
Disagree	2.12	9.78	5.54	1.70	0.86
Strongly Disagree	0.86	3.92	2.22	0.68	0.34

Source: Author's Analysis

X^2 value calculated =188.04

Degree of freedom = 9

X^2 value 99% and degrees of freedom (df) 9, is 21.666

As the calculated X^2 value is greater than the Table 1 value, reject the null hypothesis, and hence we can tell that investment in mature technologies is resulting in improvement of the productivity in many of the firms.

Table 3: Opinion towards Risky Nature of the Industry and Failure of the Industry

Opinion	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Strongly agree	16	16	0	4	4	40
Agree	8	32	36	8	0	64
Neutral	0	12	24	12	0	48
Disagree	0	4	12	16	0	32
Strongly Disagree	0	0	0	0	4	4
Total	24	44	72	40	8	188

Source: Author's Analysis

H_o: *Risky nature of the industry is the reason for failure in business.*

H_a: *Risky nature of the industry is not the reason for failure in business.*

Table 4: Chi-square Test

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Strongly agree	5.10	9.36	15.32	8.52	1.70
Agree	2.72	14.98	24.50	13.62	2.72
Neutral	6.12	11.24	18.40	10.22	2.04
Disagree	4.08	7.48	12.26	6.80	1.36
Strongly Disagree	0.50	0.94	1.54	0.86	0.16

Source: Author's Analysis

X^2 value calculated = 182.54

Degree of freedom = 16

X^2 value 99% and degrees of freedom (df) 16, is 32

As the calculated X^2 value is greater than the Table 3 value, reject the null hypothesis, and hence we can tell that the risky nature of the business is not the reason of failure in the business, this tells us that there are many other reasons which are causing the failure in the business.

Table 5: Customer Loyalty and prediction of Tastes and Preferences

Opinion	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Strongly agree	8	20	4	8	0	40
Agree	8	24	12	16	4	64
Neutral	0	8	12	16	0	36
Disagree	0	4	12	28	0	44
Strongly Disagree	0	0	4	0	0	4
Total	16	56	44	68	4	188

Source: Author's Analysis

H_o: *Tastes and preferences determines the loyalty of the customers.*

H_a: *Tastes and preferences will not determine the loyalty of the customers.*

Table 6: Chi-square Test

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Strongly agree	3.40	11.92	9.36	14.46	0.86
Agree	5.44	19.06	15.92	23.14	1.36
Neutral	3.06	10.72	8.42	13.02	0.76
Disagree	3.74	13.1	10.28	15.90	0.94
Strongly Disagree	0.34	1.20	0.94	1.44	0.08

Source: Author's Analysis

X^2 value calculated = 187.60

Degree of freedom = 16

X^2 value 99% and degrees of freedom (df) 16, is 32

As the calculated X^2 value is greater than the Table 5 value, reject the null hypothesis, and hence we can tell that the tastes and preferences is not determining the customer loyalty and the hence the tastes and preferences of the customers are changing even in short runs.

Limitations of the Study

1. The present study is limited to few regions of selected states and the same is not applicable to the total population of entrepreneurs and prospective entrepreneurs.
2. The perceptual behavior depends upon the demographic factors of the sample which also need to be considered as one of the limiting factor of this research.

Conclusion

From the present study it can be concluded that there are various reasons which are determining the success of entrepreneurs. Innovation can be considered as one of the most influential factors for getting success. Proactiveness is another factor which is resulting in success of the new entrepreneurs. The companies which are identifying the latent demand are getting huge success within short span of time. Industry analysis is also become crucial for getting success. Innovative technologies and training with mature technologies are also becoming reasons for success. In many of the instances the customer loyalty is less as the customers are demanding more and more innovation in the products and services.

References

Aaltonen, A. (2016). Factors shaping entrepreneurial ecosystems and the rise of entrepreneurship: A view from top management journals. *Demos Helsinki Associate*.

Calopa, M. K., Horvat, J., & Lalic, M. (2014). Analysis of financing sources for start-up companies. *Management: Journal of Contemporary Management Issues, 19*(2), 19-44.

Evers, N. (2003). The process and problems of business start-ups. *The ITB Journal, 4*(1). Retrieved from http://www.arrow.dit.ie/itbj/vol4/iss1/3/

Kerr, W. R. & Nanda, R. (2009). *Financing constraints and entrepreneurship* (NBER Working Paper No. 15498). Washington, DC: National Bureau of Economic Research (NBER). Retrieved from https://www.nber.org/papers/w15498.pdf

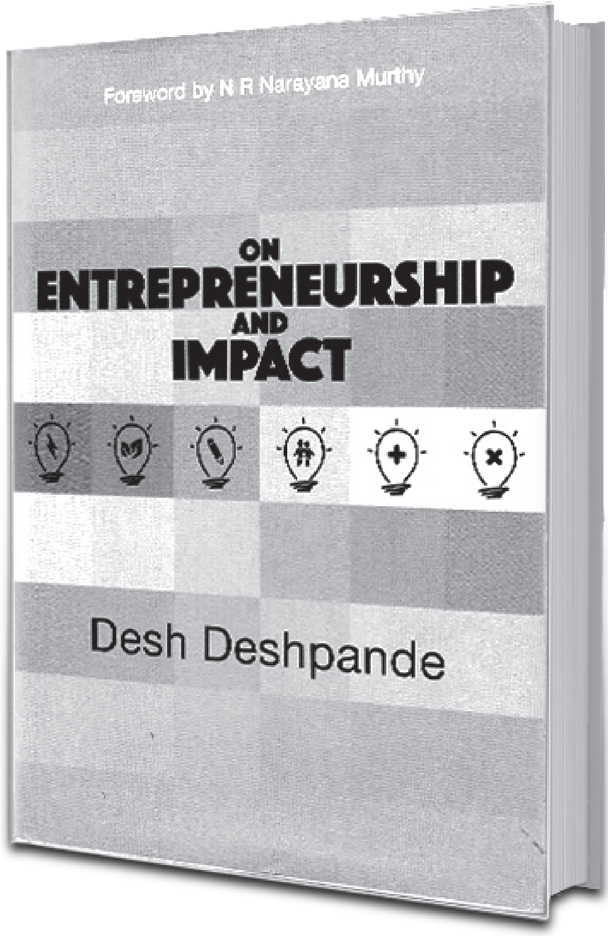
Kerr, W. R., Nanda, R., & Rhodes-Kropf, M. (2014). Entrepreneurship as experimentation. *Journal of Economic Perspectives, 28*(3), 25-48.

Kropp, F., Lindsay, N. J., & Shoham, A. (2008). Entrepreneurial orientation and international entrepreneurial business venture startup. International Journal of Entrepreneurial Behavior & Research, 14(2)*,* 102-117.

Stough, R. R. (2016). Entrepreneurship and regional economic development: some reflections. *Investigaciones Regionales: Journal of Regional Research, 36,* 129-150.

Book Review

On Entrepreneurship and Impact
by Gururaj "Desh" Deshpande



ProLibris Publishing (An imprint of Bloomsbury) New Delhi, India, 2016
First Edition, **Pages:** 105, **Price:** INR 224/-
ISBN-13: 978-0986132629

About the Author

Gururaj "Desh" Deshpande had humble beginnings. Born in Hubli, India, he completed his doctorate in data communications from Queens University, Canada, and holds B.Tech. and M.E. degrees from Indian Institute of Technology Madras (IITM) and University of New Brunswick (UNB) respectively. Today, he is a renowned scientist, entrepreneur, academic and philanthropist. Among his well-known entrepreneurial ventures are Cascade Communications and Sycamore Networks. Desphande currently serves as the Chairman of Sparta Group LLC and Tejas Networks. He has carried forward his passion for innovation and entrepreneurship into various socially-impactful initiatives in India, Canada and USA under the banner of Deshpande Foundation, which he co-founded along with his wife Jaishree.

Appreciation and Critique

The book is a very simple, easy to read and compact book on entrepreneurship and its impact that highlights values, principles, mindset, attitudes or approaches at the foundational level of becoming an entrepreneur. These values are drawn from the distilled experience and practical insights of the author himself. Every value, principle, mindset, or attitude is explained in a simple manner using everyday narratives, analogies and real-world cases in a conversational style. The book has been structured into six chapters, namely, Start, Manage, Grow, Develop, Impact, and Engage, in alignment with the entrepreneurial life-cycle. Each of these chapters discus the critical values, principles, attitudes and approaches that are required at the foundational level in order to emerge as a successful entrepreneur. The basic premise of the author is that entrepreneurship must impact society in a positive manner at different levels, and that it is not just a sole pursuit of money.

In the first chapter, *'Start',* the author elaborates on the three basic questions bothering first-generation entrepreneurs pertaining to starting the journey of entrepreneurship:

1. *Are you ready to be an entrepreneur?*
2. *Is entrepreneurship worth it?*
3. *Is entrepreneurship an art or a science?*

While trying to answer these questions, Deshpande brings out key values, principles, and attitudes like: conviction, knowing oneself and one's capabilities and entrepreneurship as a career that are central to entrepreneurship before one takes the plunge. The quote/opinion by the author that, "if somebody is looking for external validation to start something there is a really good chance that they are not yet ready", says it all.

In the second chapter, *'Manage',* Deshpande has tried to explain nuances of managing a new venture in a simple story telling manner that include: importance of establishing and communicating a compelling vision; building a winning startup culture through being egoless, cohesive and receptive; and effective delegation through building trust, communicating effectively and aligning with the strengths of the sub-ordinate. Sensitive issues such as handling difficult conversations and resolving conflicts effectively by facing them head on, learning from failures to emerge as a better equipped person to take on the next adventure, and avoiding bad decisions or mistakes through managing ego have been touched upon by the author.

In the third chapter, *'Grow',* the author has narrated through his own experience the nuances involved while the startup/venture is entering the growth phase including: creating a unique competitive advantage through profound vision, disruptive new technology and superior execution; staying ahead of competition by sticking to core meaningfully differentiated offering with a relentless focus on execution, and; focusing on building a startup that is valuable, instead of worrying about the valuation. Deshpande also mentions major areas of concern when the venture is at this stage, such as the importance of managerial skills, selection of good Board Members who can brainstorm with the entrepreneur and help him/her find solutions, and the ambition and commitment required for scaling the venture. He also notes that there would be some worrying at this stage more about the risk factors than the growth opportunities which signal exit.

In the fourth chapter, *'Develop',* the author has delved deeply into the subtle elements of entrepreneurship which in fact bring in lot of value in terms of developing right kind of ecosystem. By doing so, it would aid the entrepreneur to remain focused and flourish. Some important quotes or anecdotes that Deshpande has used in this chapter include: a common mistake made by entrepreneurs is "trying to do too many things", resulting in a lack of focus due to resource crunch; staying motivated with the idea through belief; engagement with the right mentors to sharpen one's thinking and no other benefits, and; simplifying one's life by having only 2-3 clear priorities as "clear thinking and priorities are the path towards maintaining work-life balance".

How are the commercial enterprises different from social enterprises? This is the question addressed by Deshpande in the fifth chapter, *'Impact'*, in which the basic principles of social entrepreneurship that revolve around beneficiaries and impact are mentioned. Some of the key principles illustrated by the real-life cases include: Relevance + Innovation = Impact, i.e., relevance is more important than innovation for social enterprise; solutions appropriate to the locale and building a viable business model being the two driving principles for a social enterprise; the litmus test for a social enterprise being that "people come back for more", and that there are potential beneficiaries always waiting, and; the role of capacity building in the distribution chain by involving local entrepreneurs as a key to success.

In the last chapter, *'Engage',* the author rightly illustrates the importance of engaging with all the stake holders with real-world case study examples. This is an especially important challenge for social enterprises. Some tricks of the trade suggested by Deshpande to garner the support of stakeholders include: involving working professionals interested in using their talent, time and money to make a bigger and meaningful impact; attracting the top talent (employees) through setting meaningful mission and vision with an intent of scalable impact, and; engaging the general public to support a cause (the greater the public engagement, better are the chances of a larger impact).

In a nut shell, the book, *'On Entrepreneurship and Impact'* is a must-read for both aspiring commercial and social entrepreneurs. In his book, author Gururaj Deshpande has tried to address or resolve the different types of likely conflicts that could arise in the minds of budding entrepreneurs and give them lot of clarity in terms of what it takes to build great organizations. Happy reading!

Purushottam Bung
Professor and Director
Rashtreeya Vidyalaya Institute of Management (RVIM)
#CA-17, 36th Cross, 26th Main
4th "T" Block, Jayanagar
Bengaluru – 560041, India.
E-mail: director.rvim@rvei.edu.in

Book Review

Blockchain: Blueprint for a New Economy

by Melanie Swan

O'Reilly Media Inc., Sebastopol, CA, USA, 2015
First Edition, **Pages:** 172, **Price:** INR 525/-
ISBN-10: 9351109925
ISBN-13: 978-9351109921

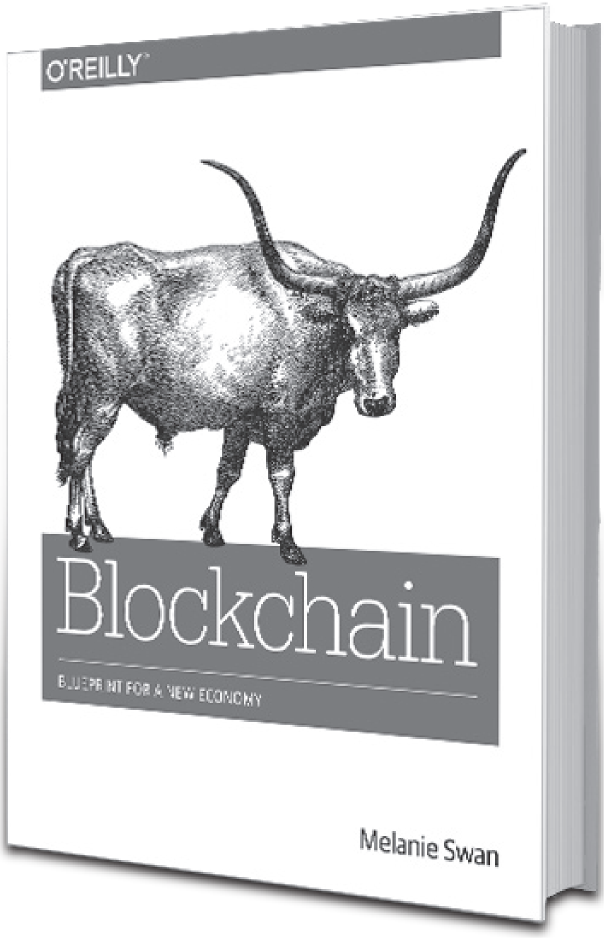
About the Author

Melanie Swan is the founder of the Institute for Block Chain Studies, is an instructor at Singularity University and an affiliate scholar at the Institute for 'Ethics and Emerging Technologies'. She has a background and experience in financial markets, having served at Fidelity and J. P. Morgan and holds an MBA in Finance from the Wharton School, University of Pennsylvania. This is the third book as part of a three-book series from O'Reilly publishing house.

Appreciation and Critique

Disruptive technology is the epitome of technological change. However, the impact of disruptive technologies is more pervasive on the adoption process. The result of such disruptive application of technology has now created a fringe economy that is driven by alternative currency called the bit coin; a digital currency that is issued and circulated by automated network of users. The uniqueness lies in the technology that drives this digital currency use and records its monitoring system. This system is a decentralized, algorithmic, self-policing public ledger called as a block chain.

All proponents of disruptive technology foresee that block chain as a digital exchange and the bit coin a digital currency would usher in a digitized financial economy that is unified by using a common currency and digitized payment mode that is seamless



on-transaction, issuance of e-licensing and e-contract. Such an economy would create digitized assets (both institutionally and individually) with typical physical assets losing out on its valuation.

Melanie Swan's book brings to the public domain the pivotal technology that is capable of devising a new order in today's economic and financial world. The author supports the block chain technology as being the fifth most popular computer paradigm after the mainframe computer, Personal Computers (PCs), the Internet and mobile phones/social networking. The book is written in a simple narrative style with less emphasis on technical jargon, which makes it appealing to all readers and not just to the technologically savvy. The book is informative and leaves the reader yearning for more such details.

A major highlight of the book lies in its ability to show how the block chain technology is bound to touch and transform the financial world across the globe. The book does so by first introducing the concepts and features of the technology and then unraveling its impact foot prints with examples and cases. Block chain as a concept and technology is first explained followed by how the new economy has conceived its structure its functions, and finally, the impact put forth is traced in a simple non- jargon language.

The chapters in the book are focused on the following issues related to block chain. Firstly, the concepts, features and functionality of the bit coin are discussed. This is followed by explaining how technology can be used for automated tracking of digital endeavors. The issues of how to enable censorship-resistant organization models and creation and use of a digital repository for identity verification are presented next. The major attribute of this technology in provision of cheaper and more effective services that are traditionally provided by nations are discussed. This is followed by explaining how block chain technology can be used in the areas of science (with focus on data mining), healthcare (management of personal health and genomic records), and academic publication (open access publishing).

Melanie Swan is a major proponent of block chain technology and the different benefits that it offers. She notes that this disruption of technology provides for the ability to transfer discrete quanta of anything, allowing for greater co-ordination of human activity. According to her, block chain offers the benefits of integrating different aspects of life in the areas of economics, finance and money such as both hard assets (property, vehicles) and intangibles (healthcare data, ideas, reputations and votes) in a tiered fashion, enabling any form of asset inventory and exchange in a new paradigm.

Finally, this is a book that explores the positives of a technological boom which could see block chain as a driver of a new economy. This technology could unleash a new way in which the economic world order would function. This book is recommended for both students interested in and practitioners of this emergent technology.

Uma Sharma

Assistant Professor, Marketing and General Management

Rashtreeya Vidyalaya Institute of Management (RVIM)

#CA-17, 36th Cross, 26th Main

4th "T" Block, Jayanagar

Bengaluru – 560041, India.

E-mail: umasharma.rvim@rvei.edu.in

RVIM Journal of Management Research

Subscription Details

RVIM Journal of Management Research (RVIM JMR) is published two times in a year, in January and July. Annual subscription for each volume of two issues (print edition) is Indian Rupees (INR) 500/- (Five hundred) only. To subscribe to RVIM JMR, please fill out the below Subscription Form and pay the subscription fees either through a Demand Draft (DD) favoring "The Director, R. V. Institute of Management" or through National Electronic Funds Transfer (NEFT) to the below account:

Account Holder's Name: Director, R. V. Institute of Management (RVIM)
Bank Name: ICICI Bank
Bank Branch: Jayanagar 9th Block, Bengaluru
Bank Account No.: 029901002291
IFSC Code: ICIC0000299
MICR Code: 560229022

Please send the completed Subscription Form along with the Demand Draft / NEFT Transaction slip to the below address:

The Chief Editor
RVIM Journal of Management Research
R. V. Institute of Management
#CA-17, 26th Main, 36th Cross, 4th 'T' Block, Jayanagar
Bengaluru - 560041, Karnataka, INDIA
E-mail: journal.rvim@rvei.edu.in with a copy to: rvimjournal@gmail.com
Telephone: +91-80-26547048, +91-80-42540300; **Cell Phone:** +91-9945085937

RVIM Journal of Management Research

Subscription Form

Name of the Subscriber: ....

Designation: ....

Name of Organization/Institution: ....

Full Postal Address (including PIN/ZIP code): ....

....

....

E-mail: ....

Demand Draft/NEFT UTR No.:.. Dated:..............:......................

Drawee Bank and Branch: .... Amount (INR):..............................

Signature: .... Place: ....

Official Seal: Date: ....

Submission Guidelines for RVIM Journal of Management Research

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

RVIM JMR Publishes conceptual and empirical research papers, case studies and book reviews. We welcome original research contributions in the field of management and allied areas. Authors desirous of submitting their manuscripts to must ensure that their papers, case studies or book reviews are not simultaneously submitted for evaluation to any other journal or publication outlet. Once a manuscript has been submitted to RVIM JMR, authors must refrain from submitting it elsewhere until they receive a decision confirming acceptance or rejection of the manuscript from the Editorial Team.

Manuscript Formatting and Submission Guidelines:

All manuscripts submitted to *RVIM Journal of Management Research* (RVIM JMR) must adhere to the following guidelines:

1. Each manuscript should be accompanied by a cover page containing the article title, the names and affiliations of all the authors along with their full postal address, cell phone numbers and email address. Details of the authors' name and affiliation should not appear anywhere else in the manuscript to facilitate double-blind review. In the case of multiple authors, the cover page also should indicate the corresponding author.
2. A separate sheet should be prepared containing the title of the manuscript and an abstract of about 150-250 words with a maximum of six key words (in alphabetical order).
3. The manuscript itself must contain the title, abstract and content, including all text, tables, figures and references, but must exclude author identifying information. To submit the manuscript, please attach all three files containing the cover, abstract and content and mail them to: journal.rvim@rvei.edu.in with a copy to: rvimjournal@gmail.com.
4. The recommended length for manuscripts is 5,000-6,000 words, inclusive of tables, figures and references for both research papers and case studies. A book review is expected to have a maximum length of 1,500 words.
5. The text must be formatted in Times New Roman font with size 12 and one-and-a-half line spacing with 1-inch margins on all four sides of the page. Page numbers must be centered at the bottom of the page in Times New Roman font with size 10. All tables and figures must be serially numbered. All tables and figures should carry explanatory notes or legends for clarity and should indicate their source. All abbreviations should be expanded. All exhibits should be in black and white only.
6. Reference formatting for all manuscript submissions must be in line with the 6th Edition guidelines prescribed by the American Psychological Association (APA 6). Authors must acknowledge original sources for all materials they have drawn upon, and should cite or quote them as appropriate. All references listed at the end of the manuscript must be cited Please see: http://www.apastyle.org for more details.
7. Once a manuscript is selected for publication in *RVIM Journal of Management Research*, the authors must assign the copyright in favor of the journal using the Copyright Assignment Form (CAF). Authors are fully responsible for obtaining permissions in respect of original materials from other copyrighted sources that they have used directly or indirectly in their manuscript and must provide written evidence of the same to the journal prior to publication.
8. Once assigned, the copyright transferred by the author rests solely with *RVIM Journal of Management Research* in respect of the material submitted and for its subsequent use and/or dissemination in any form or medium, individually or in any collection or other configuration, including print, audio-video, electronic or otherwise. Unless authorized in writing, no part of the material published may be reproduced, photocopied, or stored in a retrieval system (electronic or otherwise) and be used for commercial or for other purposes.

Review Process for Submitted Manuscripts

The review process for manuscripts submitted to *RVIM Journal of Management Research* (RVIM JMR) is described below:

1. Once a manuscript is submitted for publication, it will be screened by the Editorial Team to check for: (a) the fitness of the paper for publication in the journal, and (b) its originality, by assessing the degree of similarity with published external content through standardized plagiarism checking software.
2. Manuscripts that pass through the preliminary screening successfully will then be subjected to a double-blind review process by two independent reviewers. Authors may be required to rework or revise their papers to incorporate the suggestions made by the reviewers and to send the revised paper back to us within the stipulated time.
3. The Editorial Team will then go through the revisions made by the authors and ensures that they are in line with the recommendations of the reviewers and the requirements for publication in *RVIM Journal of Management Research* RVIM JMR. Please note that the decision of the Editorial Team in determining the suitability of publication of a manuscript in RVIM JMR would be final and no contesting claims would be entertained from the authors at this stage.
4. Once a manuscript is selected for publication, the authors would be required to assign the copyright for their submission to *RVIM Journal of Management Research* by using the Copyright Assignment Form (CAF). This is an essential requirement to ensure the publication of their research paper, case study or book review in RVIM JMR in line with internationally-accepted publication ethics and norms.
5. All manuscript submissions and related correspondence should be addressed to:

The Chief Editor
RVIM Journal of Management Research
R. V. Institute of Management
#CA-17, 26th Main, 36th Cross, 4th 'T' Block, Jayanagar
Bengaluru - 560041, Karnataka, INDIA

E-mail: journal.rvim@rvei.edu.in with a copy to: rvimjournal@gmail.com

Telephone: +91-80-26547048, +91-80-42540300
Cell Phone: +91-9945085937

A Premier Institute for Management Education, Training, Research and Consultancy

R. V. Institute of Management (RVIM)

A unique B-School that carries the flag of the Rashtreeya Vidyalaya (RV) Group of Institutions' academic excellence, R. V. Institute of Management (RVIM) was founded in the year 1999. It is one of 27 leading educational institutions of national and international repute that are managed by the Rashtreeya Sikshana Samithi Trust (RSST), which is spearheading the cause of education in various fields since 1940.

RVIM is approved by the All India Council for Technical Education (AICTE), New Delhi, is permanently affiliated to Bengaluru Central University (BCU), and is recognized by the Government of Karnataka (GoK). It is located in a state-of-the-art campus in Jayanagar, a beautiful and centrally-located suburb of the city of Bengaluru, India.

RVIM offers a two-year full-time Master of Business Administration (MBA) program (affiliated to BCU), and also offers many value addition programs in the specialized areas of Banking & Insurance, Entrepreneurship, Finance, Healthcare, Human Resources and Marketing.

RVIM also has long-term international research collaborations and has robust industry and institutional linkages. In 2019, RVIM was accredited by the National Accreditation and Assessment Council (NAAC) with "A+" grade. In addition to curricular activities, the focus at RVIM is to prepare students for life, and to cater to the needs of Business 4.0 and Industry 4.0. Apart from regular interactions with highly experienced faculty members, the students of RVIM also benefit from 100 per cent placement support and the opportunity to acquire specialized skill-sets in analytics, cognitive flexibility, creativity and negotiation, critical thinking, decision making, negotiation and people management.

Vision

To become a world-class Management Institute of Eminence

Mission

To nurture global thought leaders by offering holistic management education fostering business intelligence, innovation and entrepreneurship for inclusive growth and sustainable development

AND

To provide value added services to business, Government and society through staff empowerment and collaborative engagement

Values

Trust, **R**espect, **I**ntegrity, **P**rofessional and **H**umane **(TRIPH)**

Rashtreeya Sikshana Samithi Trust

R. V. INSTITUTE OF MANAGEMENT

#CA–17, 36th Cross, 26th Main, 4th 'T' Block, Jayanagar, Bengaluru – 560 041, INDIA

Tel: +91-80-26547048 | **Fax:** +91-80-26654920 | **E-mail:** contact@rvim.edu.in | **Website:** www.rvim.edu.in