

Fiscal Transfers to Mizoram: An Assessment of Structure and Growth (2002-03 to 2011-12)

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Abstract

Central transfers to sub-national governments like states are keys to development of public goods like roads, electricity and other public services at the state level in India. Fiscal transfers take place through tax devolution and grants, which are supplemented by loans from the Centre to the States. This paper examines the composition and the trend of the aggregate revenue of Mizoram. It also attempts to analyse the structure of the central revenue transfers as well as tries to quantify the level and magnitude of plan fund directly transferred to the state. The study finds that the Mizoram state's economy is basically driven by resource transfers from the central government. The paper finds that the dependency ratio, i.e., the share of central revenue transfers to state as a ratio of the aggregate revenue receipts is very high.

Key Words : Aggregate revenue, Gross State Domestic Product (GSDP), Dependency ratio

Introduction:

Governments play a significant role in establishing public infrastructure such as educational, technological, financial, physical, environmental and social infrastructure of the economy (Stiglitz, 2005). Efficient provision of public goods is crucial for general welfare of the people and for rapid socio-economic development of a nation. Government intervention in providing public goods has been justified on grounds of market imperfection in provision of these goods (Bagchi, 2005). The notion that market mechanism leads to efficient resource use is based on the condition of competitive factor and product markets which are characterised by free entry, and full market knowledge by consumers and producers. The market mechanism is well suited for the provision of private goods and services. The exclusion principle, applied in the provision of private goods, tends to be an efficient principle. On the other hand, in case of public goods, the exclusion principle could not be applied as it leads to inefficient solutions. Furthermore, market cannot function effectively if there are externalities which are distinct characteristics of public goods (Samuleson, 1954). The economics of public sector is basically concerned with efficient provision of public goods along with adjustment of income and wealth distribution and stabilization of prices, employment and balance of payment (Musgrave, 1959). The allocation theory of public goods contended that, to achieve economic efficiency in the provision for social goods, national public services should be provided by national government and local services by local government and their costs should be shared in line with the preferences of the residents of the relevant regions (Musgrave, 1959, Oates, 1999, Musgrave & Musgrave, 2013).

In a federal state like India, revenue transfers play a crucial role in the efficient provision of social goods across the States since most of the states depend heavily on central transfers. Central transfers to sub-national governments are keys to development of public goods like roads, electricity and other public services at the state level in India. Fiscal transfers take place through tax devolution and grants, which are supplemented by loans from the Centre to the States. The objective of fiscal transfers is to correct the vertical and horizontal imbalances. (RBI, 2007). In the literature, intergovernmental transfers or grants can be broadly classified into two categories: general-purpose (unconditional) and specific-purpose (conditional or earmarked) transfers (Shah, 2006, Musgrave & Musgrave 2013). General-

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purpose transfers are provided as general budget support, with no strings attached. Specific-purpose, or conditional, transfers are intended to provide incentives for governments to undertake specific programs or activities. These grants may be regular or mandatory in nature or discretionary or ad hoc (Shah, 2006).

Literature Review

Fiscal transfers to sub-national governments and related issues have been a subject of debate and empirical studies in India. Recent studies examined the flow of fiscal transfers, relationship between fiscal transfers and sub-national finances and the role of fiscal reforms in improving sub-national finance. These studies observed that intergovernmental fiscal transfers constitute an important component of subnational expenditures both in developed and developing countries. Shah (2006) rightly observed that intergovernmental transfers create incentives and accountability mechanisms affecting fiscal management, efficiency, and equity of public service provision and government accountability to citizens. Bagchi and Chakraborty (2004), who examined the federal transfers system in India, observed that 'it is necessary to keep a federation's transfer system constantly under review in order to identify its strengths and weaknesses and correct at least the glaring deficiencies that come to notice as otherwise social and economic development and even the stability of the country as a nation may be in peril'. Chakraborty et al (2009) observed that the spread of central government expenditure on social and economic services across states was highly skewed in favour of high income states. Srivastava and Rao (2009), meanwhile, noticed a steady improvement in the share of transfers to the state as a percentage of centre gross revenue. They further observed that major share from central taxes has been appropriated by general category states while revenue gap grants played a crucial role in special category states. Aziz (2010) found that political assertiveness have helped State to get larger share in the Finance Commission award. Rao and Sen (2011) examined the experience of incentivising economic reforms at the state level through central transfers via central schemes and projects. Rangarajan & Srivastava (2011) discussed the theoretical foundations and practical relevance of the design of fiscal transfers in India. They emphasized the need for an institutional arrangement to keep the growth of central and state debts within prudent limits. Rao and Srivastava (2014), found that the extent of dependence was relatively quite high for the special category states and the low income states. The extent of dependence was lowest during the period covered under the Tenth Finance Commission period.

Objectives of the study

Small state like Mizoram, located in a difficult terrain, faces various constraints in mobilizing resources within its territorial jurisdiction due to low level of development. Revenue transfers to the State are the only reliable source of public revenue to the State. The present study is an attempt to understand the level and magnitude of central revenue transfers to the State of Mizoram. The present study has the following objectives:

- (i) to examine the composition and trend of the State's aggregate revenue;
- (ii) to analyse the structure of central revenue transfers from the Centre to Mizoram;
- (iii) to quantify the level and magnitude of plan fund directly transfer to the State through the State Implementing Agencies

Materials and method of study

The present study examines the broad composition and trend of central transfers to Mizoram during 2002-03 to 2011-12. The data are mainly derived from secondary sources such as Annual Financial Statements, (Finance Department) Mizoram Economic Surveys (various years), Department of Planning and Implementation, Mizoram Statistical Handbooks (various years), Department of Economics and Statistics, and Reports of the Comptroller and Auditor General of India on State Finances (Government of Mizoram). The data are analysed using simple descriptive statistics like percentages, ratios etc. The study excludes loans and advances taken from central government; only revenue or current transfers are considered for analysis.

Discussion and Findings

(i) Composition and trend of aggregate revenue

The aggregate revenue of the State consists of state's own revenue and current transfers from central government. Mizoram depends heavily on central transfers for its revenue resources. Table 1 shows the broad composition of aggregate revenue of Mizoram during 2002-03 to 2011-12. Current transfers accounted for more than 90 per cent of the total revenue receipts of the state while State's own revenue contributes less than 10 per cent of the State's aggregate revenue. The share of own tax revenue increased while own non-tax revenue gradually has declined. Similarly, the proportion of shared taxes is gradually increasing while grants have consistently falling.

Table 1: Composition of Aggregate Revenue (Rs in crores)

Items	2002 -03	2003 -04	2004 -05	2005 -06	2006 -07	2007 -08	2008 -09	2009 -10	2010 -11	2011 -12
Total Revenue	1022 (100)	1371 (100)	1502 (100)	1654 (100)	1969 (100)	2040 (100)	2653 (100)	2964 (100)	3375 (100)	4012 (100)
1 State's Own Revenue (i+ii)	81 (8)	92 (7)	115 (8)	175 (11)	201 (10)	208 (10)	253 (10)	234 (8)	277 (8)	347 (9)
i. Own Taxes	28 (3)	34 (2)	40 (3)	55 (3)	68 (3)	78 (4)	95 (4)	108 (4)	130 (4)	179 (4)
ii. Own Non-Taxes	53 (5)	50 (4)	76 (5)	120 (7)	133 (7)	130 (6)	159 (6)	127 (4)	147 (4)	168 (4)
2 Revenue Transfers (i+ii)	941 (92)	1279 (93)	1387 (92)	1479 (89)	1768 (90)	1832 (90)	2400 (90)	2729 (92)	3098 (92)	3665 (91)
i. Shared Taxes	95 (9)	130 (9)	156 (10)	226 (14)	288 (15)	363 (18)	383 (14)	395 (13)	591 (18)	828 (21)
ii. Grants	846 (83)	1149 (84)	1231 (82)	1253 (76)	1480 (75)	1469 (72)	2016 (76)	2335 (79)	2507 (74)	2837 (71)

Sources : Annual Financial Statements, Government of Mizoram

(ii) Structure of revenue transfers from the Centre

Current transfers from the Central constitute the most important source of revenue for the state. These transfers take place through tax devolutions and grants. Broadly speaking, central revenue transfers to the States could be captured under three broad categories- (i) non-plan grants mean for maintenance of schemes and programmes implemented by State government, (ii) plan grants for development schemes of the States and (iii) grants under Centrally Sponsored Schemes (CSS)/Central Plan Scheme (CPS). Anti-poverty programmes are mostly implemented under CSS/CPS. The Planning Commission is responsible for assigning transfers of plan grants to states whereas the Finance Commission allocates non-plan grants to the states. The transfers mechanism under the two bodies has been governed by criteria laid down by the respective bodies. The major components of fiscal transfers assigned by

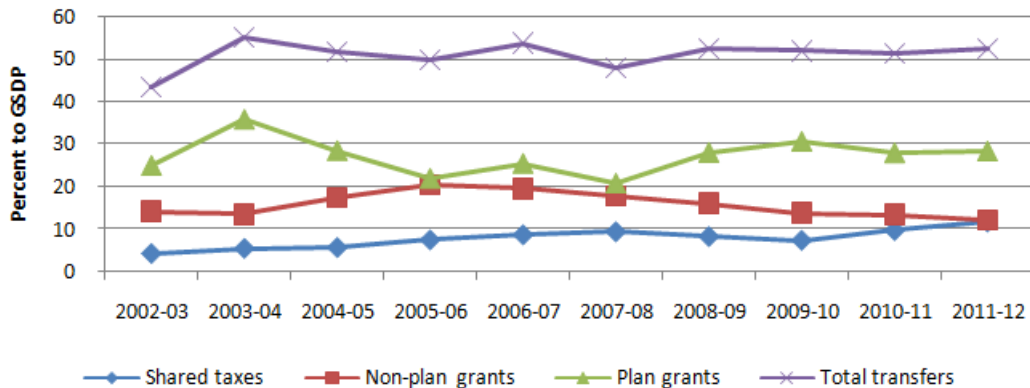
Finance Commissions to the states include central tax transfers, revenue deficit grants also called statutory grants, special and upgradation grants, grants for local bodies and calamity relief.

The plan grants from the Planning Commission are meant for state economic developments. The flow of plan funds could be classified into three categories: (i) Fund release to the state government through credit to the State RBI account by Finance Ministry. This broadly includes grants which have been allocated to the state as block grants for assistance to State Plan Schemes consisting of Normal Central Assistance (NCA), Additional Central Assistance (ACA) for Externally Aided Projects (EAP) and Additional Central Assistance (ACA) for other Schemes; (ii) Fund release by central departments/agencies through credit to the State RBI account which come from various Central Ministries/Departments as Central Plan Schemes, Centrally Sponsored Schemes, and as Special Plan Schemes under DONER and NEC; (iii) Funds directly transferred to State Implementing Agencies. Several central schemes have been implemented by State Implementing Agencies, through off- budgetary route, whereby State government has no power to control and even monitoring them.

(iii) Revenue transfers as a ratio of GSDP

Various components of central revenue transfers relative to GSDP showed irregular trend during 2002-03 to 2011-12. As a ratio of GSDP, shared taxes improved consistently while non-plan grants showed an upward trend till 2005-06, thereafter, it fell down. The quantum of shared taxes has been determined by Central Finance Commission, appointed every five year to determine the relative share between central and states and among the States. The major taxes are income tax, corporation tax, central excise, custom duties and service taxes. After an initial increase in 2003-04, state plan grants showed a downward trend till 2007-08 after which it registered an upward movement. The overall transfers, after an initial increase, showed a downward trend till 2007-08 after which it registered an upward trend.

Figure 1: Trends in revenue transfers from Central Government (As a ratio of GSDP)



(iv) Composition and trends in revenue transfers

In absolute terms, shared taxes rose to Rs 828 crores in 2011-12 from Rs 95 crores in 2002-03, representing approximately a nine-fold increase (Table 2). Similarly, non-plan grants grew by almost three times from Rs 308 crores in 2002-03 to Rs 856 crores in 2011-12. The overall plan grants grew from Rs 539 crores in 2002-03 to Rs 1981 crores in 2011-12, registering an increase of 3.7 times over the period.

Table 2: Trends in Revenue Transfers from Central Government (Rs in crores)

Items	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
A. Shared Taxes	95	130	156	226	288	363	383	395	591	828
B. Non-Plan Grants	308	315	468	604	643	679	735	725	819	856
i. Statutory Grants	285	298	340	542	576	605	634	686	736	779
ii. Contribution to CRF	5	3	15	2	5	14	50	11	9	9
iii. Other Grants	19	14	114	59	62	59	51	28	73	69
C. Plan Grants	539	833	763	649	837	790	1282	1610	1688	1981
i. State Plan Schemes	439	713	563	509	626	660	920	1339	1166	1572
ii. Central Plan Schemes	3	6	2	4	5	9	20	11		13
iii. Centrally Sponsored Schemes	86	100	136	91	169	85	285	223	475	327
iv. Special Plan Schemes	11	14	61	45	38	36	58	37	47	68
D.Total Grants (B+C)	846	1149	1231	1253	1480	1469	2016	2335	2507	2837
E.Total Transfers (A+D)	941	1279	1387	1479	1768	1832	2400	2729	3098	3665

Source Annual Financial Statements, Government of Mizoram

Table 3 showed the component—wise break up of central transfers in percentage terms. Shared taxes contributed 10 percent of the total resources transferred to Mizoram in 2002-03. The share rose to as high as 39 percent in 2008-09; thereafter, it fell down to 14 percent; the share rose to almost 23 percent in 2011-13. Between 2002-03 and 2005-06, the share of non-plan grants showed an upward trend from 33 percent to 41 percent; later, the share fell down continuously. The share of plan grants which was 65.2 percent in 2003-04 fell down to 33 percent in 2008-09; the share rose to 59 percent in 2010-11 and thereafter, it fell down again.

Table 3: Composition of Revenue Transfers from Central Government (per cent to total)

Items	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
TOTAL TRANSFERS (A+D)	100.0	100.0	100.0	100.0	100.0	100.0	76.3	100.0	100.0	100.0
A. Shared Taxes	10.1	10.1	11.2	15.3	16.3	19.9	38.8	14.1	19.1	22.6
B. Non-plan grants (i to iii)	32.7	24.7	33.8	40.8	36.4	37.0	28.3	26.6	26.4	23.4
i. Statutory Grants	30.2	23.3	24.5	36.7	32.6	33.0	25.2	25.2	23.8	21.3
ii. Contribution to CRF	0.5	0.2	1.1	0.2	0.3	0.8	0.6	0.4	0.3	0.2
iii. Other Grants	2.0	1.1	8.2	4.0	3.5	3.2	2.5	1.0	2.4	1.9
C. Plan Grants (i to iv)	57.2	65.2	55.0	43.9	47.3	43.1	32.9	59.0	54.5	54.0
i. State Plan Schemes	46.6	55.8	40.6	34.4	35.4	36.0	27.5	49.1	37.6	42.9
ii. Central Plan Schemes	0.3	0.5	0.2	0.3	0.3	0.5	0.4	0.4	0.0	0.4
iii. Centrally Sponsored Schemes	9.1	7.8	9.8	6.1	9.6	4.6	3.5	8.2	15.3	8.9
iv. Special Plan Schemes	1.2	1.1	4.4	3.0	2.1	2.0	1.5	1.4	1.5	1.9

Source : Annual Financial Statements, Government of Mizoram

(v) Fund directly transferred to the State through State Implementing Agencies

Another important component of central plan grants given to the State is Centrally Sponsored Schemes, transferred directly to societies and departments at the State level, bypassing the State budgetary route. These transfers play a significant role in social and economic development of the State. Since these transfers are not routed through the state budgets, the Annual Finance Account do not capture these flows and to that extent, the total plan fund available and other fiscal indicators/parameters derived from them remained underestimated. Moreover, the FRBM Act insisted that transparency should be maintained in regards to estimates of receipts and expenditure of the state and since these transfers are not properly monitored by any single agency at the state level, the actual quantum of fund flow through these agencies could not be estimated. The major schemes under which these transfers are routed to the state are given in tables 4 & 5. Most of these schemes fall under national flagship programme. As given in table, these funds alone constituted about 13 to 16 per cent of GSDP during 2008 to 2010. As a percentage to total revenue, they accounted for 29 per cent in 2010-11.

Table 4: Fund directly transferred to the State Implementing Agencies (Central schare: Rs in crore)

Schemes	Implementing Agencies	2008-09	2009-10	2010-11
1. National Rural Employment Generation Scheme (NREGS/MGNREGA)	Rural Development Department	152.26	276.97	216.17
2. Pradhan Mantri Gram Sadak Yojana (PMGSY)	Public Works Deptt	315.15	44.57	95.59
3. Sarva Shiksha Abhiyan (SSA)	Education Deptt.		85.12	112.92
4. National Rural Health Mission (NRHM)	Health Services	79.86	32.14	54.23
5. Accelerated Rural Water Supply Programme (ARWSP)/NRDWP	PHED	54.48	53.35	80.51
6. Integrated Child Development Scheme (ICDS)	Social Welfare Deptt.	24.03	15.70	17.83
7. Jawaharlal Nehru National Urban Renewal Mission (JNURRM)	UDPA	-	47.17	58.15
8. Indira Awas Yojana (IAY)	Rural Development Department	12.52	18.53	13.36
9. Mid-day Meal	Education Deptt.	13.17		18.06
10. Rajiv Gandhi Grameen Viyutikaran Yojana (RGGVY)	Power & Electricity Deptt.		81.03	78.28
11. Others		53.32	53.32	238.99
TOTAL		704.79	683.19	984.09

Source : Report of the Comptroller and Auditor General of India on State Finances, Government of Mizoram, end- March 2009,2010 & 2011

Table 5: Fund directly transferred to the State Implementing Agencies (Per cent)

Schemes	As a percentage of GSDP			As a percentage of total revenue receipts		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
1. National Rural Employment Generation Scheme (NREGS/MGNREGA)	3.3	5.3	3.6	5.7	9.3	6.4
2. Pradhan Mantri Gram Sadak Yojana (PMGSY)	6.9	0.8	1.6	11.9	1.5	2.8
3. Sarva Shiksha Abhiyan (SSA)	0.0	1.6	1.9	0.0	2.9	3.3
4. National Rural Health Mission (NRHM)	1.7	0.6	0.9	3.0	1.1	1.6
5. Accelerated Rural Water Supply Programme (ARWSP)/NRDWP	1.2	1.0	1.3	2.1	1.8	2.4
6. Integrated Child Development Scheme (ICDS)	0.5	0.3	0.3	0.9	0.5	0.5
7. Jawaharlal Nehru National Urban Renewal Mission (JNURRM)	0.0	0.9	1.0	0.0	1.6	1.7
8. Indira Awas Yojana (IAY)	0.3	0.4	0.2	0.5	0.6	0.4
9. Mid-day Meal	0.3	0.0	0.3	0.5	0.0	0.5
10. Rajiv Gandhi Grameen Vidyutikaran Yojana (RGGVY)	0.0	1.5	1.3	0.0	2.7	2.3
11. Others	1.2	1.0	3.9	2.0	1.8	7.1
12. TOTAL	15.4	13.0	16.2	26.6	23.0	29.2

Conclusion

The state economy is basically driven by resource transfers from the central government. The dependency ratio, i.e., the share of central revenue transfers to state as a ratio of the aggregate revenue receipts is very high. Plan grants constituted the largest component of revenue transfers from the Centre. Plan fund directly transferred to the State Implementing Agencies also constituted an important component of revenue transfers. Since several of these funds are not routed through the State Government, there was serious distortions in estimating the actual flow of plan fund to the State and also violated the transparency rules given in FRBM Act, 2006.

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Perceptions of Professional Accountants Vis-A-Vis Investment in Mutual Funds: An Empirical Study

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Abstract

Investment decisions of a large number of investors in the economy are influenced by the financial advices they get from bankers, agents, friends and relatives. Professional accountants too have a significant role to play in this direction as they render financial help in professional or other capacity to a large number of investors. Their opinions are also valued by majority of the investors owing to their profound knowledge in the field of finance and the economy. Mutual Fund as an investment avenue appears to be very promising owing to the benefits of diversification, professional management and tax benefits associated with it. However the real picture shows lack of good participation on the part of the retail investors. This study has been conducted with the aim to capture the perception of professional accountants of Kolkata regarding their most preferred investment objectives, investment avenues and categories of mutual funds. It also expects to throw light on the perception of the professional accountants regarding the factors favouring and not favouring investment in mutual funds. It is expected that such studies can help Asset Management Companies to package mutual fund products with such features which can lead to their market expansion in future.

Key words: Mutual Funds, Professional Accountants, Perception

Introduction

Investors in the economy belong to different risk categories and they have varying reasons for investment and preferences for investment instruments. Indeed their preferences for the investment avenues and investment instruments keep changing with the stage of life cycle that they experience. With a proliferation of investment instruments in the Indian economy the task of making an informed choice is becoming increasingly difficult. In fact, financial literacy in the true sense of the term is not present in a majority of the investors and there is lack of sufficient institutional initiatives in this context. Intensity of the problem is magnified due to lack of institutional network, lack of e-commerce facilities in the rural and semi-urban areas and the nation still being on the path of financial inclusion. Mutual fund as an investment avenue gives rise to our curiosity owing to its cutting edge advantage over other investment instruments viz., its unique feature by virtue of which investment management skills of the astute fund managers can be availed of.

Majority of the investors are compelled to rely, for their investment decisions, on the advices of friends and relatives, agents, bankers or professional accountants. This study expects to provide an insight into the preference for investment avenues and investment instruments of the professional accountants in particular. It also endeavours to understand their preference for the various types of mutual fund products, the important reasons for investment and the major problems faced by the mutual fund industry.

Review of Literature

Review of literature reveals that investment behaviour of investors can be grouped under the two categories as stated below.

1. Studies relating to general financial behaviour of investors
2. Studies relating to fund selection behaviour of investors

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1. Studies relating to General Financial Behaviour

Kahneman and Tversky [1979] have developed an alternative model to the Expected Utility Theory known as the Prospect Theory. According to the Expected Utility Theory, a person is risk-averse and the utility function of a person is concave, i.e., marginal utility of his/her wealth decreases. This study has revealed how individuals violate the axioms of the Expected Utility Theory while making decisions under risk. They have shown that, in comparison to outcomes which are just probable, individuals overweigh outcomes which are considered certain (i.e., Certainty Effect). Individuals are risk-aversers between choices involving sure gains and risk-takers between choices involving sure losses (i.e., Reflection Effect). Their study has also unfurled the fact that, in taking decisions between alternatives, individuals only consider the distinguishing components between the alternatives (i.e., Isolation Effect). The Prospect Theory distinguishes two phases, namely, editing and evaluation. Editing deals with determining how individuals perceive different prospects, while evaluation is concerned with the judgmental principles that govern evaluation of gains and losses.

Langer [1983] has suggested that, when preferences of investors are based on choices, there is more ego involvement and attachment to the preferences, suggesting heightened level of preference bias, even to the extent of perceiving that they have achieved larger returns than reported. According to her, 'there is an element of chance in every skill situation and an element of skill in every chance situation'. She has also concluded that more knowledgeable and competent decision-makers tend to see chance events as controllable and, hence, they believe that they have the ability to predict responses.

Nagy and Obenberger [1994] have concluded from their study that various utility-maximization and behavioural variables, underlying individual investor's behaviour, are able to provide better comprehension of the investment decision process.

Hirshleifer [2001] has identified the different types of cognitive errors that investors make. Self-deception occurs because people think they are better than they really are. Heuristic simplification occurs because individuals have limited attention, memory and processing capabilities. Furthermore, individuals have the tendency to sell their winners too quickly and to hold on to their losers too long due to the disposition effect.

Cole, Paulson and Shastry [2012] have reported that education has an impact on participation in the financial market and financial management. The study is based on a two-sample instrumental variables strategy, using census and credit bureau data. This study has revealed the importance of non-neoclassical factors on household investment decisions. It has shown that education may affect decision-making through attitudes, borrowing behaviour, discount rates, risk-aversion and influence of co-workers and neighbours.

2. Studies on Fund Selection Behaviour

FOREIGN STUDIES

Capon, Fitzsimons and Weingarten [1994] concluded, based on analysis of the data gathered from approximately 300 affluent investors, that, apart from risk and return, other factors also affect mutual fund selection.

Malhotra and McLeod [1997] have reported that the preoccupation of the mutual fund investors with using performance evaluation as selection criterion is misguided because of volatility of returns, which may be due to superior management or just good luck and is difficult to determine.

Wilcox [2003] conducted a research on investors' preferences for stock mutual funds. A conjoint study on 50 investors has revealed that past performance is very significant for consumers and weighs more than fee structure in their decision-making process. Analysis has also revealed that investors, who plan to hold their funds for a relatively short-time span, pay more attention to the past performance of the funds. It has also been found that the investors' knowledge of popular finance concepts have little impact on better decision-making in the context of mutual funds.

Awan and Arshad [2012] carried out a study after collecting primary data from the mutual fund investors of five major cities of Pakistan. Results of Chi-Square tests have revealed that age group has a significant association with fund-related qualities, marital status has an association with sponsor-related qualities, and investor-city has a significant association with investor behaviour and fund-related index. Past performance of the fund, reputation of the asset management companies (AMCs), withdrawal facility and company services towards investors are the important attributes that influenced decision-making by the investors to a great extent. One-way ANOVA has been used to understand the effect of demographic variables on the four variables identified through Factor Analysis. The study has shown that investors strongly felt that the losses in investment were due to incorrect recommendations of family members and friends and owing to political uncertainties. They also felt that gains took place due to good performance of the investing companies and the market.

INDIAN STUDIES

Jambodekar [1996] conducted a study to assess the awareness of mutual funds among investors and to identify the information sources influencing their choice of a particular fund. The study has revealed that the income schemes and the open-ended schemes were preferred over the growth schemes and the close-ended schemes during the then prevailing market conditions. The investors looked for safety of principal, liquidity and capital appreciation in order of importance. Newspapers and magazines were the first source of information through which the investors knew about mutual funds or schemes. It has also been unfurled through the study that investor service is an important criterion for fund selection.

The SEBI-NCAER [2000] conducted a survey to estimate the number of households and the population of the individual investors, their economic and demographic profile, portfolio size and investment preference for equity as well as other savings instruments.

Chakrabarti and Rungta [2000] have emphasized on the significance of brand effect in determining the competitive position of the AMCs. Their study has revealed that the brand image factor, though cannot be easily captured by computable performance measures, influences the investor's perception and hence his/her fund or scheme selection.

Society for Capital Market Research and Development [2004] conducted a survey on the Indian household investors which has revealed that a majority of the retail investors in India do not regard mutual fund equity schemes as a superior investment alternative to direct holding of equity shares. The study has also unfurled the fact that the retail investors have a greater preference for bank deposits than liquid or money market funds. The Indian household investors were also found to have greater familiarity with the share market than with the mutual funds.

Kiran and Rao [2004] have identified investor group segments using the demographic and psychographic characteristics of investors through Multinomial Logistic Regression (MLR) Analysis and Factor Analysis. This study has indicated that risk-bearing capacity of an investor is determined by the demographic and psychographic characteristics of the investor. MLR Analysis has revealed some parameters of psychographic variables which affect the risk-bearing capacity of the investors, i.e., safety, liquidity, long-term appreciation, high short-term return and risk coverage. Factor Analysis has revealed four major investor categories, i.e., professional investor, ambitious investor, cautious investor, and over-cautious investor based on their demographic and psychographic characteristics.

Rao and Almadhi [2010] carried out a study with the aim of identifying the information needs of retail investors for making informed decisions with respect to mutual fund investments. The study was conducted on the basis of 372 completed sets of questionnaire which had been administered to the retail investors in Delhi and the NCR region with the help of India Bulls, Gurgaon, and other mutual fund investment advisory companies. 19 information needs were identified and ranked on the basis of average score for each of the information need. Then the information contents in the websites of top three AMCs in India were verified. The study has revealed that the websites contain comprehensive information but

there is no standard format for displaying such information. It has been found that the three AMCs, chosen for the purpose of the study, complied with the SEBI regulations. It has also been found that 89% of the respondents used websites of the AMCs for gathering information related to mutual funds and schemes thereof.

Prasad and Srinivas [2012] carried out an empirical study on 503 respondents from major cities of Andhra Pradesh to understand their attitude with respect to different fund/sponsor/ investor-related qualities. The study also aimed to comprehend the attitude of the respondents towards the different financial products and facilities provided by the fund houses. The study has found six factors which influence the selection of mutual funds, i.e., infrastructure, reputation of fund, flexibility, transparency, additional facilities, and brand name.

Vyas [2012] conducted a study to understand some factors that influence investors' perception about mutual funds. Statistical tools like Chi-Square test, Pearson Correlation Analysis, Mean and Median have been used in this study. His study has revealed that investors gave top priority to the equity option and the SIP mode of investment in mutual funds. It has also been found that investors depended upon their brokers and agents to a great extent and they did not do any kind of analysis of risk with respect to their investments.

Research Gap

The review of literature reveals that extensive studies have been conducted on the different segments of investors to comprehend their perceptions relating to investment in mutual funds. Attempts have been also made to judge the financial literacy and the level of awareness about mutual funds among investors from different geographical locations and among investors possessing different demographic and psychographic characteristics.

However, a gap has been noticed, i.e., no analysis has been done in the context of the professional accountants to comprehend their perceptions regarding mutual fund investments. Professional accountants are members of The Institute of Chartered Accountants of India and The Institute of Cost Accountants of India who are expected to have sound knowledge in the wider field of finance. It can be assumed that they possess good knowledge of finance and the changing dynamics of the Indian economy. It is also expected that they have adequate awareness about the conceptual aspects of mutual funds. It is obvious that these professionals are well equipped to handle their own investment portfolios by virtue of the knowledge they have acquired and the formal training they have undergone. Their opinions regarding investments are also valued by investors in general. This study aims to understand the investment behaviour of this segment of investors whose opinions are valued. It will also try to unfurl the most important features of mutual funds which lead them to make investments in mutual funds.

Objectives of the study

- 1.To assess the degree of divergence or convergence of the order of preference of some investment objectives of the respondents
- 2.To assess the degree of divergence or convergence of the order of preference of some investment avenues of the respondents
- 3.To assess the degree of divergence or convergence of the order of preference of some categories of mutual fund schemes of the respondents
- 4.To assess the degree of divergence or convergence of the order of preference of the reasons for investing in mutual funds
- 5.To assess the degree of divergence or convergence of the order of preference of their perception about the problems associated with mutual fund investments
- 6.To assess if there is significant difference in their investment objectives across professional qualification
- 7.To assess if there is significant difference in their preference for investment avenues across professional

qualification

8.To assess if there is significant difference in their preference for the categories of mutual fund schemes across professional qualification

9.To assess if there is significant difference in their preference for the reasons for investment in mutual funds across professional qualification

10.To assess if there is significant difference in their perception about the problems associated with mutual fund investments across professional qualification

Research Methodology

The present study is empirical and exploratory in nature. This study is based on both primary and secondary data. The primary data have been sourced by administering a structured questionnaire and the secondary data have been sourced from relevant reports, books, journals, e-journals and websites. For administering the questionnaire, the persons have been selected through judgemental sampling. While framing the questionnaire, the previous research works in the related areas have been taken into consideration. Before finalizing, the questionnaire has been pilot tested at first. The data collected have been analyzed using Kendall's Coefficient of Concordance, Tests of Normality (Kolmogorov-Smirnov and Shapiro-Wilk tests) and the Mann Whitney U test.

Sample

The target group for administering the questionnaire comprises some selected professional accountants in Kolkata, i.e., the members of The Institute of Chartered Accountants of India and The Institute of Cost Accountants of India functioning in Kolkata. They have been selected by using judgemental sampling, the sources being the lists of members in Kolkata of these two professional bodies. The sample of the study has been taken from the list of members of The Institute of Cost Accountants of India as on 1/4/2012 and from the list of members of The Institute of Chartered Accountants of India as on 1/4/2011. In spite of best efforts, the list of members of The Institute of Chartered Accountants of India as on 1/4/2012 was not available. However, it is expected that this will not distort the representativeness of the sample.

Survey Instrument

The structured questionnaire for gathering the primary data from the respondents is divided into two parts. The first part of the questionnaire is designed to gather information about the respondents' professional qualification. The second part of the questionnaire is designed to understand their investment objectives, investment avenues, preference for different categories of mutual fund schemes, reasons for investment in mutual funds and problems perceived with mutual fund investments.

Survey Procedure

The survey has been done by distributing the structured questionnaire, validity of which has been ensured by conducting a pilot survey. The respondents for the study have been chosen by judgmental sampling. The questionnaire has been distributed both physically and through e-mails to around 2% of the population of the professional accountants in Kolkata. Some of the filled in questionnaire had to be rejected because those were to some extent incomplete owing to reluctance on the part of some respondents to share information. The study has been finally done on the basis of 160 completely filled in questionnaire finally received. The sample constitutes respondents who form around 1% of the population of members of The Institute of Chartered Accountants of India (118 Chartered Accountants (CAs) in number) and around 1% of the population of members of The Institute of Cost Accountants of India (42 Cost and Management Accountants (CMAs) in number). Among the CAs included in the sample, 47 are both CAs and CMAs. The rationale behind such inclusion lies in the fact that it has been observed that individuals, with both the professional qualifications, consider CA as their primary professional qualification.

Data Analysis

The data collected have been entered in the computer and appropriate data processing package has been used. Then, with the help of the appropriate statistical tools, the researcher has been able to draw conclusions. The analysis throws some light on the perceptual differences of the respondents based on their professional qualification.

Thereafter, they have been asked to rank some investment objectives, investment avenues, categories of mutual fund schemes, reasons for investment in mutual funds and problems perceived with mutual fund investments based on which Kendall's Coefficient of Concordance has been worked out using SPSS (version 20) to comprehend the extent of divergence or convergence between the responses of the Chartered Accountants and the Cost and Management Accountants. Thereafter tests have been done to judge if the data follow normal distribution or not and accordingly a non-parametric test, i.e., Mann Whitney U test, has been done to understand if there is any significant variation in the preferences of the Chartered Accountants and the Cost and Management Accountants across the independent variable.

Emperical Analysis

FIRST PART

Table No. 1. Professional Qualification-wise Distribution of the Respondents

PROFESSIONAL QUALIFICATION	Frequency	Percent
Chartered Accountant	118	73.8
Cost & Management Accountant	42	26.2
Total	160	100

Source: *Field Survey*

Table No. 2. Occupation-wise Distribution of the Respondents

OCCUPATION	Frequency	Percent
In Service	89	55.6
In Practice	71	44.4
Total	160	100

Source: *Field Survey*

Table No. 3. Distribution of the Respondents on the basis of whether they have offered financial advice in professional or any other capacity to others

Have you ever offered financial advice in professional or any other capacity to others?	Frequency	Percent
YES	138	86.2
NO	22	13.8
Total	160	100

Source: *Field Survey*

Table No. 4. Cross-Tabulation

		PROFESSIONAL QUALIFICATION		
			Chartered Accountant	Cost & Management Accountant
Have you ever offered financial advice in professional or any other capacity to others ?	YES	Count	108	30
		% within PROFESSIONAL QUALIFICATION	91.5%	71.4%
	NO	Count	10	12
		% within PROFESSIONAL QUALIFICATION	8.5%	28.6%
Total		Count	118	42
		% within PROFESSIONAL QUALIFICATION	100.0%	100.0%

Source: Worked out by using the SPSS (version 20)

Kendall's Coefficient of Concordance

Kendall's W has been worked out on the basis of the response of the respondents to assess the degree of agreement or not among the respondents. When all the respondents are unanimous and assign the same rank to the issue under consideration, the test statistic takes a value 1. On the contrary the value of the test statistic is 0 when there is no trend of agreement among the response of the respondents. Intermediate values of W indicate a greater or lesser degree of unanimity among the responses.

Important Investment Objectives

Table No. 5. Important Investment Objectives

Ranks	Mean Rank
CAPITAL APPRECIATION	1.44
TAX REDUCTION	3.29
PROVIDE FOR RETIREMENT	3.47
MEET CONTINGENCIES	3.99
PURCHASE ASSETS	3.88
CHILDREN'S EDUCATION	4.92

Source: Worked out by using the SPSS (version 20)

Table No. 6. Test Statistics

Number	160
Kendall's W ^a	0.381
Chi-Square	305.082
df	5
Asymp. Sig.	0.000

Source: Worked out by using the SPSS (version 20)

a. Kendall's Coefficient of Concordance

In table no. 6 a p value of less than 0.001 leads to rejection of the null hypothesis that there is no agreement among the responses of the Chartered Accountants and the Cost and Management

Accountants regarding their order of preference of some important investment objectives. The value of W is 0.381 indicating that there is agreement between the respondents but on a lower side vis-a-vis their preference for the identified investment objectives.

Preference for Stated Investment Avenues

Table No. 7. Preference for Stated Investment Avenues

Ranks	Mean Rank
EQUITY SHARES	3.51
REAL ESTATE	2.97
STOCK DERIVATIVES	8.46
MUTUAL FUNDS	5.37
LIFE INSURANCE	5.49
BANK DEPOSITS	4.44
GOVERNMENT SECURITIES	7.24
BONDS/ DEBENTURES/ CORPORATE FIXED DEPOSITS	8.42
POST OFFICE SAVINGS	8.13
PROVIDENT FUNDS	6.01
GOLD	6.91
CURRENCY TRADING	11.05

Source: Worked out by using the SPSS (version 20)

Table No. 8. Test Statistics

N	160
Kendall's W ^a	0.418
Chi-Square	736.087
df	11
Asymp. Sig.	0.000

Source: Worked out by using the SPSS (version 20)

a. Kendall's Coefficient of Concordance

Table no. 8 depicts a p value less than 0.001 which leads to rejection of the null hypothesis that there is no agreement among the responses of the Chartered Accountants and the Cost and Management Accountants regarding their order of preference for the stated investment avenues. The value of W is 0.418 indicating a fair degree of agreement between the respondents *vis-a-vis* their preference for the investment avenues identified for the purpose of the study.

Preference for Different Categories of Mutual Fund Schemes

Table No. 9. Preference for Different Categories of Mutual Fund Schemes

Ranks	Mean Rank
GROWTH SCHEMES	1.56
BALANCED SCHEMES	2.86
TAX-SAVING SCHEMES	3.48
INCOME SCHEMES	3.53
MONEY MARKET SCHEMES	5.11
INDEX SCHEMES	4.47

Source: worked out by using the SPSS (version 20)

Table No. 10. Test Statistics

N	160
Kendall's W ^a	0.439
Chi-Square	351.089
df	5
Asymp. Sig.	0.000

Source: Worked out by using the SPSS (version 20)

a. Kendall's Coefficient of Concordance

The p value of less than 0.001 in table no. 10 leads to rejection of the null hypothesis that there is no agreement between the responses of the Chartered Accountants and the Cost and Management Accountants regarding their order of preference for the different categories of mutual fund schemes. The value of W is 0.439 indicating a fair degree of agreement between the respondents *vis-a-vis* their preference for the categories of mutual funds identified for the purpose of the study.

Different Reasons for Investment in Mutual Funds

Table No. 11. Different Reasons for Investment in Mutual Funds

Ranks	Mean Rank
SAFETY	3.24
FLEXIBILITY	3.93
CAPITAL APPRECIATION	3.24
WIDE VARIETY OF PRODUCT CHOICE	5.77
TAX BENEFIT	5.39
LIQUIDITY	4.52
GOOD RETURN	5.17
PROFESSIONAL MANAGEMENT	6.47
DIVERSIFICATION BENEFIT	8.23
TRANSPARENCY	9.06

Source: Worked out by using the SPSS (version 20)

Table No. 12. Test Statistics

N	160
Kendall's W ^a	0.423
Chi-Square	608.911
df	9
Asymp. Sig.	0.000

Source: worked out by using the SPSS (version 20)

a. Kendall's Coefficient of Concordance

Table no. 12 depicts a p value less than .001 which leads to rejection of the null hypothesis that there is no agreement between the responses of the Chartered Accountants and the Cost and Management Accountants regarding their order of preference for the different reasons for investment in mutual funds. The value of W is 0.423 indicating a fair degree of agreement between the respondents *vis-a-vis* their preference for the different reasons for investment identified for the purpose of the study.

Problems Perceived with Mutual Fund Investments

Table No. 13. Problems Perceived with Mutual Fund Investments

Ranks	Mean Rank
ACTUAL RETURN NOT MATCHING WITH EXPECTED RETURN	1.36
ABILITY TO RESPOND TO MARKET VOLATILITY	2.51
HIGH HIDDEN COSTS CHARGED BY MUTUAL FUNDS	2.78
INVESTMENT IN MUTUAL FUNDS NOT MADE IN A PORTFOLIO IN ACCORDANCE WITH THE INVESTMENT OBJECTIVES	3.36

Source: Worked out by using the SPSS (version 20)

Table No. 14. Test Statistics

N	160
Kendall's W ^a	0.426
Chi-Square	204.263
df	3
Asymp. Sig.	0.000

Source: Worked out by using the SPSS (version 20)

a. Kendall's Coefficient of Concordance

The p value as shown in table no. 14 is less than 0.001, which leads to rejection of the null hypothesis that there is no agreement among the responses of the Chartered Accountants and the Cost and Management Accountants regarding their order of preference for the perceived problems associated with mutual fund investments. The value of W is 0.426 indicating a fair degree of agreement between the respondents *vis-a-vis* their preference for the perceived problems identified for the purpose of the study.

THIRD PART

Table No. 15. Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
CAPITAL APPRECIATION	0.439	160	0.000	0.505	160	0.000
TAX REDUCTION	0.227	160	0.000	0.890	160	0.000
PROVIDE FOR RETIREMENT	0.222	160	0.000	0.893	160	0.000
MEET CONTINGENCIES	0.297	160	0.000	0.857	160	0.000
PURCHASE ASSETS	0.256	160	0.000	0.858	160	0.000
CHILDREN'S EDUCATION	0.293	160	0.000	0.708	160	0.000

Source: Worked out by using the SPSS (version 20)

a. Lilliefors Significance Correction

In table no. 15, the null hypothesis that each of the objectives of a respondents' investment follows normal distribution in the population is tested, using the Kolmogorov-Smirnov test and the Shapiro-Wilk test. Since the p value for each of them is <0.001, the null hypothesis is rejected, indicating that those do not follow normal

distribution. Hence the non-parametric test like the Mann-Whitney U test has been used to understand the variation in the objectives of a respondent's investment across the independent variable.

Table No. 16. Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
EQUITY SHARES	0.198	160	0.000	0.860	160	0.000
REAL ESTATE	0.217	160	0.000	0.833	160	0.000
STOCK DERIVATIVES	0.215	160	0.000	0.849	160	0.000
MUTUAL FUNDS	0.149	160	0.000	0.932	160	0.000
LIFE INSURANCE	0.204	160	0.000	0.949	160	0.000
BANK DEPOSITS	0.164	160	0.000	0.925	160	0.000
GOVERNMENT SECURITIES	0.252	160	0.000	0.897	160	0.000
BONDS/ DEBENTURES/ CORPORATE FIXED DEPOSITS	0.187	160	0.000	0.848	160	0.000
POST OFFICE SAVINGS	0.159	160	0.000	0.953	160	0.000
PROVIDENT FUNDS	0.176	160	0.000	0.896	160	0.000
GOLD	0.195	160	0.000	0.885	160	0.000
CURRENCY TRADING	0.366	160	0.000	0.470	160	0.000

Source: Worked out by using the SPSS (version 20)

a Lilliefors Significance Correction

In Table no. 16, the null hypothesis that each of the investment avenues follows normal distribution in the population is tested, using the Kolmogorov-Smirnov test and the Shapiro-Wilk test. Since the p value for each of them is <0.001, the null hypothesis is rejected, indicating that those do not follow normal distribution. Hence the non-parametric test like the Mann-Whitney U test has been used to understand the variation in the investment avenues across the independent variables.

Table No. 17. Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
GROWTH SCHEMES	0.382	160	0.000	0.652	160	0.000
BALANCED SCHEMES	0.178	160	0.000	0.913	160	0.000
TAX-SAVING SCHEMES	0.248	160	0.000	0.893	160	0.000
INCOME SCHEMES	0.273	160	0.000	0.870	160	0.000
MONEY MARKET SCHEMES	0.318	160	0.000	0.710	160	0.000
INDEX SCHEMES	0.324	160	0.000	0.757	160	0.000

Source: Worked out by using the SPSS (version 20)

a Lilliefors Significance Correction

In the Table no. 17, the null hypothesis that each of the categories of schemes follows normal distribution in the population is tested, using the Kolmogorov-Smirnov test and the Shapiro-Wilk test. Since the p value for each of them is <0.001 , the null hypothesis is rejected, indicating that those do not follow normal distribution. Hence the non-parametric test like the Mann-Whitney U test has been used to understand the variation of the categories of schemes across the independent variables.

Table No. 18. Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
SAFETY	0.281	160	0.000	0.818	160	0.000
FLEXIBILITY	0.193	160	0.000	0.914	160	0.000
CAPITAL APPRECIATION	0.176	160	0.000	0.881	160	0.000
WIDE VARIETY OF PRODUCT CHOICE	0.228	160	0.000	0.923	160	0.000
TAX BENEFIT	0.167	160	0.000	0.921	160	0.000
LIQUIDITY	0.230	160	0.000	0.911	160	0.000
GOOD RETURN	0.206	160	0.000	0.900	160	0.000
PROFESSIONAL MANAGEMENT	0.310	160	0.000	0.828	160	0.000
DIVERSIFICATION BENEFIT	0.315	160	0.000	0.729	160	0.000
TRANSPARENCY	0.410	160	0.000	0.528	160	0.000

Source: Worked out by using the SPSS (version 20)
a Lilliefors Significance Correction

In the Table No. 18, the null hypothesis that each of the reasons for investment in mutual funds follows normal distribution in the population is tested, using the Kolmogorov-Smirnov test and the Shapiro-Wilk test. Since the p value for each of them is <0.001 , the null hypothesis is rejected, indicating that those do not follow normal distribution.

Hence the non-parametric test like the Mann-Whitney U test has been used to understand the variation in the reasons for investment in mutual funds across the independent variables.

In Table 19, the null hypothesis that each of the perceived problems associated with mutual fund investments follows normal distribution in the population is tested, using the Kolmogorov-Smirnov and Shapiro-Wilk tests. Since the p value for each of them is <0.001 , the null hypothesis is rejected, indicating that those do not follow normal distribution.

Hence the non-parametric test like the Mann-Whitney U test has been used to understand the variation in the perceived problems associated with mutual fund investments across the independent variable.

Table No. 19. Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
ACTUAL RETURN NOT MATCHING WITH EXPECTED RETURN	0.427	160	0.000	0.605	160	0.000
ABILITY TO RESPOND TO MARKET VOLATILITY	0.221	160	0.000	0.879	160	0.000
HIGH HIDDEN COSTS CHARGED BY MUTUAL FUNDS	0.220	160	0.000	0.870	160	0.000
INVESTMENT IN MUTUAL FUNDS NOT MADE IN A PORTFOLIO IN ACCORDANCE WITH THE INVESTMENT OBJECTIVES	0.338	160	0.000	0.737	160	0.000

Source: Worked out by using the SPSS (version 20)

a Lilliefors Significance Correction

FOURTH PART

Mann-Whitney U Test

Table No. 20. Ranks

	PROFESSIONAL QUALIFICATION	N	Mean Rank	Sum of Ranks
CAPITAL APPRECIATION	Chartered Accountant	118	70.54	8324.00
	Cost & Management Accountant	42	108.48	4556.00
	Total	160		
TAX REDUCTION	Chartered Accountant	118	84.34	9952.50
	Cost & Management Accountant	42	69.70	2927.50
	Total	160		
PROVIDE FOR RETIREMENT	Chartered Accountant	118	85.29	10064.00
	Cost & Management Accountant	42	67.05	2816.00
	Total	160		
MEET CONTINGENCIES	Chartered Accountant	118	85.56	10096.00
	Cost & Management Accountant	42	66.29	2784.00
	Total	160		
PURCHASE ASSETS	Chartered Accountant	118	74.66	8809.50
	Cost & Management Accountant	42	96.92	4070.50
	Total	160		
CHILDREN'S EDUCATION	Chartered Accountant	118	81.21	9583.00
	Cost & Management Accountant	42	78.50	3297.00
	Total	160		

Source: Worked out by using the SPSS (version 20)

Table No. 21. Test Statistics^a

	Capital Appreciation	Tax Reduction	Provide For Retirement	Meet Contingencies	Purchase Assets	Children's Education
Mann-Whitney U	1303.000	2024.500	1913.000	1881.000	1788.500	2394.000
Asymp. Sig. (2-tailed)	0.000	0.070	0.025	0.011	0.006	0.721

Source: worked out by using the SPSS (version20)

a. Grouping Variable: PROFESSIONAL QUALIFICATION

From Table No. 21, it is seen that the p value for some investment objectives, i.e., provide for retirement, meet contingencies and purchase assets is less than 0.05, using the Mann-Whitney U test. This means that there is some evidence of significant variation in the perception of the respondents vis-a-vis these investment objectives across professional qualification. It is also seen that the p value for capital appreciation is less than 0.001 which means that there is a very strong evidence of significant variation in the perception of the respondents vis-a-vis these investment objectives across professional qualification. This can also be explained from Table no. 20, where it is seen that the mean (\bar{x}) ranks of these investment objectives do vary across professional qualification. The mean ranks for capital appreciation and purchase assets are highest for the Cost and Management Accountants and the mean ranks for provide for retirement and meet contingencies are highest for the Chartered Accountants.

Table No. 22. Ranks

	PROFESSIONAL QUALIFICATION	N	Mean Rank	Sum of Ranks
EQUITY SHARES	Chartered Accountant	118	72.67	8575.00
	Cost & Management Accountant	42	102.50	4305.00
	Total	160		
REAL ESTATE	Chartered Accountant	118	71.52	8439.50
	Cost & Management Accountant	42	105.73	4440.50
	Total	160		
STOCK DERIVATIVES	Chartered Accountant	118	81.56	9624.00
	Cost & Management Accountant	42	77.52	3256.00
	Total	160		
MUTUAL FUNDS	Chartered Accountant	118	81.36	9600.50
	Cost & Management Accountant	42	78.08	3279.50
	Total	160		
LIFE INSURANCE	Chartered Accountant	118	88.62	10457.50
	Cost & Management Accountant	42	57.68	2422.50
	Total	160		
BANK DEPOSITS	Chartered Accountant	118	83.23	9821.50
	Cost & Management Accountant	42	72.82	3058.50
	Total	160		
	PROFESSIONAL QUALIFICATION	N	Mean Rank	Sum of Ranks
GOVERNMENT SECURITIES	Chartered Accountant	118	85.39	10076.00
	Cost & Management Accountant	42	66.76	2804.00
	Total	160		
BONDS/ DEBENTURES/ CORPORATE FIXED DEPOSITS	Chartered Accountant	118	85.73	10116.00
	Cost & Management Accountant	42	65.81	2764.00
	Total	160		
POST OFFICE SAVINGS	Chartered Accountant	118	81.34	9598.00
	Cost & Management Accountant	42	78.14	3282.00
	Total	160		
PROVIDENT FUNDS	Chartered Accountant	118	82.85	9776.00
	Cost & Management Accountant	42	73.90	3104.00
	Total	160		
GOLD	Chartered Accountant	118	78.64	9279.00
	Cost & Management Accountant	42	85.74	3601.00
	Total	160		
CURRENCY TRADING	Chartered Accountant	118	78.39	9250.50
	Cost & Management Accountant	42	86.42	3629.50
	Total	160		

Source: Worked out by using the SPSS (version20)

Table 23(a). Test Statistics^a

	Equity Shares	Real Estate	Stock Derivatives	Mutual Funds	Life Insurance	Bank Deposits
Mann-Whitney U	1554.000	1418.500	2353.000	2376.500	1519.500	2155.500
Asymp. Sig. (2-tailed)	0.000	0.000	0.623	0.692	0.000	0.205

Source: worked out by using the SPSS (version20)

a. Grouping Variable: PROFESSIONAL QUALIFICATION

Table 23(b). Test Statistics^a

	Government Securities	Bonds/ Debentures/ Corporate Fixed Deposits	Post Office Savings	Provident Funds	Gold	Currency Trading
Mann-Whitney U	1901.000	1861.000	2379.000	2201.000	2258.000	2229.500
Asymp. Sig. (2-tailed)	0.021	0.013	0.697	0.279	0.386	0.254

Source: Worked out by using the SPSS (version20)

a. Grouping Variable: PROFESSIONAL QUALIFICATION

From the Table 23, it is seen that the p value for some investment avenues, i.e., equity shares, real estate and life insurance is less than 0.001, using the Mann-Whitney U test. This means that there is a very strong evidence of a significant variation in the perception of the respondents vis-a-vis these investment avenues across professional qualification. This can also be explained from the Table no. 22, where it is seen that the mean (\bar{x}) score for equity shares and real estate and life insurance do vary across professional qualification; the mean (\bar{x}) score of equity shares and real estate are higher for Cost and Management Accountants and the mean rank (\bar{x}) for life insurance is higher for the Chartered Accountants. Table no. 23 also depicts that the p value for government securities and bonds/debentures/corporate fixed deposits is less than 0.05. This also suggests evidence of significant variation in the perception of the respondents vis-a-vis these investment avenues across professional qualification. Table no. 22 shows that the mean (\bar{x}) score of these investment avenues is higher for the Chartered Accountants.

Table No. 24. Ranks

	PROFESSIONAL QUALIFICATION	N	Mean Rank	Sum of Ranks
GROWTH SCHEMES	Chartered Accountant	118	79.90	9428.00
	Cost & Management Accountant	42	82.19	3452.00
	Total	160		
BALANCED SCHEMES	Chartered Accountant	118	84.01	9913.50
	Cost & Management Accountant	42	70.63	2966.50
	Total	160		
TAX-SAVING SCHEMES	Chartered Accountant	118	85.00	10030.00
	Cost & Management Accountant	42	67.86	2850.00
	Total	160		
INCOME SCHEMES	Chartered Accountant	118	82.96	9789.50
	Cost & Management Accountant	42	73.58	3090.50
	Total	160		
MONEY MARKET SCHEMES	Chartered Accountant	118	86.04	10153.00
	Cost & Management Accountant	42	64.93	2727.00
	Total	160		
INDEX SCHEMES	Chartered Accountant	118	73.41	8662.50
	Cost & Management Accountant	42	100.42	4217.50
	Total	160		

Source: Worked out by using the SPSS (version20)

Table 25. Test Statistics^a

	GROWTH SCHEMES	BALANCED SCHEMES	TAX-SAVING SCHEMES	INCOME SCHEMES	MONEY MARKET SCHEMES	INDEX SCHEMES
Mann-Whitney U	2407.000	2063.500	1947.000	2187.500	1824.000	1641.500
Asymp. Sig. (2-tailed)	0.745	0.095	0.029	0.243	0.006	0.000

Source: Worked out by using the SPSS (version20)

a. Grouping Variable: PROFESSIONAL QUALIFICATION

From the Table no. 25, it is seen that the p value for Index schemes is less than 0.001, using the Mann-Whitney U test. This means that there is a very strong evidence of a significant variation in the perception of the respondents vis-a-vis this category of mutual fund schemes across professional qualification. This can also be explained from the Table no. 24, where it is seen that the mean (\bar{x}) rank of Index schemes does vary across professional qualification; its mean (\bar{x}) rank is higher for Cost and Management Accountants. Table no. 25 also shows that tax-saving schemes and money market schemes have a p value of less than 0.05 which implies some evidence of a significant variation in the perception of the respondents vis-a-vis these categories of mutual fund schemes across professional qualification. Table 24 depicts that the mean (\bar{x}) rank for these mutual fund schemes is higher for Chartered Accountants.

From the Table No. 27, it is seen that the p values for some reasons for investment in mutual funds, namely, safety and wide variety of product choice are less than 0.05, using the Mann-Whitney U test. This means that there is some evidence of a significant variation in the perception of the respondents vis-a-vis these reasons for investment in mutual funds. This can also be explained from Table no. 26, where it is seen that the mean (\bar{x}) ranks of safety and wide variety of product choice do vary across professional qualification; their mean (\bar{x}) ranks are higher for Cost and Management Accountants and Chartered Accountants in the respective cases.

Table No. 26. Ranks

	PROFESSIONAL QUALIFICATION	N	Mean Rank	Sum of Ranks
SAFETY	Chartered Accountant	118	75.80	8944.00
	Cost & Management Accountant	42	93.71	3936.00
	Total	160		
FLEXIBILITY	Chartered Accountant	118	81.09	9568.50
	Cost & Management Accountant	42	78.85	3311.50
	Total	160		
CAPITAL APPRECIATION	Chartered Accountant	118	78.79	9297.00
	Cost & Management Accountant	42	85.31	3583.00
	Total	160		
WIDE VARIETY OF PRODUCT CHOICE	Chartered Accountant	118	86.92	10257.00
	Cost & Management Accountant	42	62.45	2623.00
	Total	160		
TAX BENEFIT	Chartered Accountant	118	78.67	9282.50
	Cost & Management Accountant	42	85.65	3597.50
	Total	160		
LIQUIDITY	Chartered Accountant	118	78.05	9210.00
	Cost & Management Accountant	42	87.38	3670.00
	Total	160		
GOOD RETURN	PROFESSIONAL QUALIFICATION	N	Mean Rank	Sum of Ranks
	Chartered Accountant	118	79.56	9387.50
	Cost & Management Accountant	42	83.15	3492.50
	Total	160		
PROFESSIONAL MANAGEMENT	Chartered Accountant	118	78.42	9253.50
	Cost & Management Accountant	42	86.35	3626.50
	Total	160		
DIVERSIFICATION BENEFIT	Chartered Accountant	118	80.17	9460.00
	Cost & Management Accountant	42	81.43	3420.00
	Total	160		
TRANSPARENCY	Chartered Accountant	118	82.69	9758.00
	Cost & Management Accountant	42	74.33	3122.00
	Total	160		

Source: Worked out by using the SPSS (version20)

Table 27(a). Test Statistics^a

	SAFETY	FLEXIBILITY	CAPITAL APPRECIATION	WIDE VARIETY OF PRODUCT CHOICE	TAX BENEFIT
Mann-Whitney U	1923.000	2408.500	2276.000	1720.000	2261.500
Asymp. Sig. (2-tailed)	0.027	0.784	0.421	0.003	0.394

Source: Worked out by using the SPSS (version20)

a. Grouping Variable: PROFESSIONAL QUALIFICATION

Table 27(b). Test Statistics^a

	LIQUIDITY	GOOD RETURN	PROFESSIONAL MANAGEMENT	DIVERSIFICATION BENEFIT	TRANSPARENCY
Mann-Whitney U	2189.000	2366.500	2232.500	2439.000	2219.000
Asymp. Sig. (2-tailed)	0.254	0.659	0.318	0.869	0.198

Source: Worked out by using the SPSS (version20)

a. Grouping Variable: PROFESSIONAL QUALIFICATION

Table No. 28. Ranks

	PROFESSIONAL QUALIFICATION	N	Mean Rank	Sum of Ranks
ACTUAL RETURN NOT MATCHING WITH EXPECTED RETURN	Chartered Accountant	118	71.58	8446.00
	Cost & Management Accountant	42	105.57	4434.00
	Total	160		
ABILITY TO RESPOND TO MARKET VOLATILITY	Chartered Accountant	118	82.12	9690.00
	Cost & Management Accountant	42	75.95	3190.00
	Total	160		
HIGH HIDDEN COSTS CHARGED BY MUTUAL FUNDS	Chartered Accountant	118	81.19	9581.00
	Cost & Management Accountant	42	78.55	3299.00
	Total	160		
INVESTMENT IN MUTUAL FUNDS NOT MADE IN A PORTFOLIO IN ACCORDANCE WITH THE INVESTMENT OBJECTIVES	Chartered Accountant	118	83.88	9898.00
	Cost & Management Accountant	42	71.00	2982.00
	Total	160		

Source: Worked out by using the SPSS (version20)

Table No. 29. Test Statistics^a

	ACTUAL RETURN NOT MATCHING WITH EXPECTED RETURN	ABILITY TO RESPOND TO MARKET VOLATILITY	HIGH HIDDEN COSTS CHARGED BY MUTUAL FUNDS	INVESTMENT IN MUTUAL FUNDS NOT MADE IN A PORTFOLIO IN ACCORDANCE WITH THE INVESTMENT OBJECTIVES
Mann-Whitney U	1425.000	2287.000	2396.000	2079.000
Asymp. Sig. (2-tailed)	0.000	0.438	0.739	0.083

Source: Worked out by using the SPSS (version20)

a. Grouping Variable: PROFESSIONAL QUALIFICATION

From the Table no. 29, it is seen that the p value for one perceived problem associated with mutual fund investments, namely, actual return not matching with expected return is less than 0.001, using the Mann-Whitney U test. This means that there is very strong evidence of a significant variation in the perception of the respondents vis-a-vis this problem associated with mutual fund investment. This can also be explained from Table1 no. 28, where it is seen that the mean (\bar{x}) rank of actual return not matching with expected return varies across professional qualification; the mean (\bar{x}) rank is higher for Cost and Management Accountants.

Conclusion

1. There is a fair degree of agreement among the respondents regarding their preference for the important investment objectives, preference for the investment avenues, preference for the categories of mutual fund schemes, preference for the reasons for investment in mutual funds, and regarding their order of preference about the problems associated with mutual fund investments.
2. There is significant variation in the perception of the respondents vis-a-vis some objectives of investment across professional qualification. The preference for capital appreciation and purchase assets is highest in case of the Cost and Management Accountants and the preference for provide for retirement and meet contingencies is highest in the case of Chartered Accountants.
3. There is significant variation in the perception of the respondents vis-a-vis some investment avenues across professional qualification. The preference for equity shares and real estate is higher for the Cost and Management Accountants and the preference for life insurance is higher for the Chartered Accountants. Chartered Accountants also have a greater preference for government securities and bonds/debentures/corporate fixed deposits.
4. There is significant variation in the perception of the respondents vis-a-vis some category of mutual fund schemes across professional qualification. The preference for Index schemes is higher in case of the Cost and Management Accountants while the preference for tax-saving schemes and money market schemes is higher for the Chartered Accountants.
5. There is significant variation in the perception of the respondents regarding some reasons for investment in mutual funds across professional qualification. The Cost and Management Accountants have a greater preference for safety while the Chartered Accountants have a greater preference for wide variety of product choice.

6. There is significant variation in the perception of the respondents vis-a-vis one problem associated with mutual fund investments i.e., actual return not matching with expected return across professional qualification. The Cost and Management Accountants consider actual return not matching with expected return as the greatest problem associated with mutual fund investments. Understanding the perceptions of the Chartered Accountants and the Cost and Management Accountants can equip the fund houses to orient their products with features that can appeal to the masses. Confidence can be reposed on the conclusions drawn from the study as the professional accountants are individuals who possess profound knowledge about the functioning of the mutual funds and the economy at large and a greater proportion of investors rely upon their decision making skills.

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Developing Managerial Competence Through Leadership on The Job

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Abstract

In spite of a large volume of work on leadership variables and effectiveness there is still no convergence of opinion on development of Managerial competence through leadership. A comparative study with empirical factor analysis research work carried out in different types of organizations in the United Kingdom, supports the view that a generic model of managerial and leadership effectiveness is preferred, and the implications for HRD research and practice are discussed. Leadership programs offered by many institutions based on classical theories lack relevance to real world situations. In the present article the authors have carried out an extensive search and literature of available published material on this topic and survey through a specially designed questionnaire. Findings and conclusions can be seen in the following pages. Between prescriptive and practical models there is a large amount of divergence of opinion on Managerial competencies contributing to effectiveness of leadership depending on the 'right choice', 'balance or ad-mixture' of the leadership styles available for replication. Various success factors have been considered through review of literature for the application as generic model and the preparation of valid questionnaire. Leadership effectiveness will depend on managerial competence which is relevant for perception and application of practical styles on analysis of external and internal business environment.

Key words: 'Universal' and Contingent Leadership Models, Competencies, Perception

Introduction

In spite of the large amounts spent in management training on the part of corporations and government, House and Aditya (1997) state that, there is no evidence to show that such training results in more effective behavior. Mumford (1997) argues that most managers do not see management development (MD) as of relevance to performance improvement on the job. Furthermore, he claims, many business schools fail to adapt or implement their programs in terms of what managers need to know. These institutions continue to base their programs largely on the writings of classical theorists, modern-day management gurus, and irrelevant or obsolete models of management and leadership. Further, they seem to be not very much influenced by the findings from empirical research. But as Fiedler (1996) states, "All of the reviews of leadership training . . . stress that we know very little about the processes of leadership and managerial training that contribute to organizational performance," and "at least one reason for this lack of knowledge is the scarcity of meaningful and rigorous research" (p. 244). Fiedler concludes, "We must continue to ask whether we are teaching what business students and managers really need to know, and we need to examine carefully how much training and development programs contribute to organizational performance" (p. 244).

Similarly, Hamlin and Stewart (1998) have criticized Human Resource Development (HRD) practices for lack of sound and sufficient empirical base, particularly in the field of management development and organizational change and development (OCD). In addition, Hamlin (2001, 2002) argues that it is the non-availability of research based HRD practice within the change management process that often accounts for the failure of many OCD programs. Managers, it is stated, either at the outset or during the

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process of an organizational change program, do not perceive or adequately take into account the aspects of the management culture that can slow down progress. This is not surprising as is evident from the broad range of recent criticisms regarding the lack of significance and utility of most management and leadership research.

So, the basic question is whether the managerial competencies have been developed through training or it depends on situations and development of capabilities to lead through managerial practices of leaders in developing the required skills and competencies. The present article considers the relevance of developing leadership qualities in employees on the job through a practical competency mapping procedure.

Review of Literature

Daniel Burrus, Best-Selling Author, Innovation Expert & Global Futurist, Entrepreneur, Strategic Advisor & Keynote Speaker, Greater San Diego Area, CEO of Burrus Research Associates say, “Most organisations are good at reacting, putting out fires, and crisis management. Organizations large and small have learned how to be lean and agile, and how best to execute a strategy. Despite these skills, General Motors declared bankruptcy, Blockbuster Videos closed its last store, and Blackberry quickly moved from leading to bleeding. And let’s not forget Hewlett-Packard, Sony, Dell, and a host of other companies who failed to thrive despite its leaders and workers being constantly busy”.

To thrive in this new age of hyper-change and growing uncertainty, it is now an imperative to learn a new competency—how to accurately anticipate the future. That may seem impossible, but it’s not. The future is there for you to see when you know where and how to look for it and when employers and employees master this skill, an “anticipatory organization” is created.

A Hard Trend is a projection based on measurable, tangible, and fully predictable facts, events, or objects. It’s something that will happen: a future fact that cannot be changed. In contrast, a Soft Trend is a projection based on statistics that have the appearance of being tangible, fully predictable facts. It’s something that might happen: a future maybe. Soft Trends can be changed, which means they provide a powerful vehicle to influence the future and can be capitalized on. This distinction completely changes how individuals and organizations view and plan for the future. Understanding the difference between Hard and Soft Trends allows us to know which parts of the future we can be right about. When you learn how to analyze trends in this way, you can accurately predict future disruptions, identify and solve problems before they happen, and practice what is called “everyday innovation.” This enables companies to solve challenges and problems faster and see opportunities that were impossible just a few years before. In other words, you become anticipatory rather than reactionary.

Employees of an anticipatory organization understand that those who can see the future most accurately will have the biggest advantage. They know that you cannot change the past, but you can shape the future based on the actions you take in the present. As such, they actively embrace the fact that many future disruptions, problems, and game-changing opportunities are predictable and represent unprecedented ways to gain advantage. They know that it’s better to solve predictable problems before they happen, and that future problems often represent the biggest opportunities. Above all else, they are confident and empowered by having a shared view of the future based on Hard Trends and what is called the “science of certainty.”

To succeed in business these days, simply being lean is no longer enough. You and your team need to learn the ability to predict the future. In fact, this is seen as being the most important missing competency for decades, which we can call as Future focus.

Leadership Qualities and Traits

Leadership is not an inherited thing but comes from the personality attributes which are the essential elements of the effective leadership (Hogan et al, 1994). Leadership is the combination of

different characteristics or attributes such as Humility, Courage and Comfort in situations, Personal integrity and Commitment, Managerial and leadership skills, Service Excellence and a Future Focus. The people having these attributes are effective leaders who can stimulate the interest of the people or a group of people to accomplish the organizational tasks.

An exceptional leader would always think ahead. A leader would evaluate environment impact with the view of avoiding crises before they arrive. An effective leader will adapt to new surroundings and situations, doing his/her best to adjust. A good leader asks many questions, considers all options, and leads in the right direction. Treating others with respect will ultimately earn respect. Excitement is contagious. When a leader is motivated and excited about the cause people will be more inclined to follow. A strong leader will be open minded and evaluate the input from all stake holders and work for the betterment of the whole organisation. He will utilize the resources available efficiently. If he doesn't know the answer to something he will find out by asking questions. A leader will create access to information. An exceptional leader will reward and recognize the efforts of others and reinforce those actions by giving them due credit.

A leader will take into account all points of view and will be willing to change a policy, program, cultural tradition that is out-dated, or no longer beneficial to the group as a whole. How do people feel about my leadership skill set? How can I improve? These are important questions that a leader will constantly ask himself. He will view feedback as a gift to improve. An exceptional leader will constantly evaluate and change programs and policies that are not working. He will be prepared for meetings, presentations, events and will be confident that people around him are prepared and organized as well. Confidence and respect cannot be attained without your leadership being consistent. People must have confidence that their opinions and thoughts will be heard and taken into consideration. An exceptional leader realizes that he/she cannot accomplish everything on his own. A leader will know the talents and interests of people around him/her, thus delegating tasks accordingly. A leader should work to be the motivator, an initiator. He/she must be a key element in the planning and implementing of new ideas, programs, policies, events, etc.

Objectives and Research Methodology

The purpose of the present research is to identify the leadership traits and Qualities that are relevant for success and so as to develop such qualities among the Managers and emerging managers for successful career in a leadership role in organizations in and around Dehradun.

A managerial competency model was considered appropriate for carrying out a survey through the instrument of a structured Questionnaire, based on the various leadership qualities needed for success in a managerial and leadership role, for a survey of managers in the Dehradun industrial area. The researcher was interested to identify a set of universal qualities or traits that will be useful in ensuring success in a leadership role in organizations.

For the purpose of this study a leadership model as given in the Figure 1 was considered and various qualities of leader were incorporated based on a literature survey. The structured Questionnaire can be seen in Annexure I. About 200 respondents working in industrial units in and around this area were contacted and feedback responses were obtained. A valid 162 numbers of responses were taken for analysis using SPSS soft ware and the results of analysis and corresponding conclusions shown below:

Data Analysis and Inference

Analysis of data obtained through the Questionnaire feedback is given below:

Demographic characteristics of respondents (Table 1)

Figure No. 1. Leadership Qualities

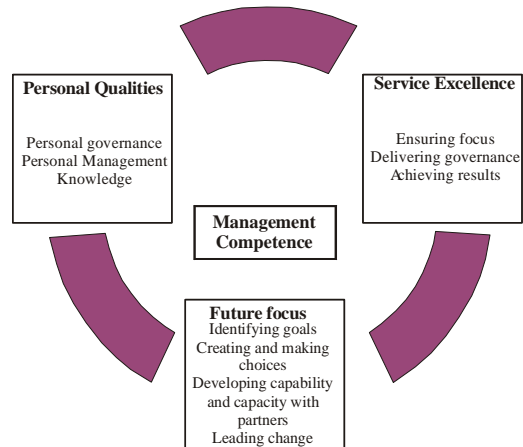


Table No. 1. Demographic Characteristics

Demographic Variables	Categories	Count	Percentage
Age	Up to 25 Years	8	4.9
	25-35 Years	114	70.4
	35-45 Years	17	10.5
	45 to 55 Years	12	7.4
	Above 55 years	11	6.8
Gender	Male	96	59.3
	Female	66	40.7
Marital status	Married	79	48.8
	Unmarried	83	51.2
Educational Qualification	Upto Graduation	2	1.2
	Post Graduation	40	24.7
	Professional	62	38.3
	Others	58	35.8
Residential Back Ground	Urban	95	58.6
	Semi Urban	42	25.9
	Rural	25	15.4
Home Language	Hindi	36	22.2
	English	51	31.5
	Others	75	46.3
Job Profile	Senior Level Manager	32	19.8
	Middle Level Manager	50	30.9
	Lower Level Manager	62	38.3
	Others	18	11.1

Leadership philosophy and traits were explored through gender and other demographic characteristics in the select industrial organization of Dehradun region. Demographic characteristics were studied to analyze the Managerial competence through the leader's attitudes, values and behavior across different demographic characteristics. Previous studies revealed that demographic characteristics are influential in building managerial competence by forming leadership philosophies, namely job and organizational tenure and experience of senior management responsibilities, thus highlighting the importance of organizational demographics and their impact on leadership attitudes and practice and in turn managerial competencies. It is seen that Majority of the sample were young persons in the age group of 25 -35 (75.3%) There was nothing much to differentiate the responses of genders. Most of the respondents were graduates and post graduate professionals. Most of the respondents were urban residents. Majority of the respondents were managerial professionals from industries as indicated from their job profiles.

Mean of Leadership Qualities Across The Education Level of Respondents

Table no. 2 gives the results of analysis of means across demographic feature of education level of respondents and their perception of various leadership qualities for successful and effective managerial roles on the job. The feedback shows that post graduates have the highest mean of all the qualities of leadership like Humility, Courage and conviction, Personal integrity, Managerial skills, service excellence and Future Focus. This will show that higher education and professional qualifications help in acquiring leadership skills and thereby competence on the job.

Table 2: Mean of Leadership Qualities

Education Level wise classification of Respondents	Humility	Courage and Comfort in Situation	Personal Integrity and Commitment	Managerial Leadership skills	Service Excellence	Future Focus
Up to Graduation	3.5000	3.3000	3.0000	4.0000	3.2500	3.6250
Post Graduation	4.6650	4.3950	3.8333	4.3063	4.6625	4.2500
Professional	3.2387	2.8903	3.0968	2.8952	2.7742	3.3266
Others	3.7724	3.4931	2.6034	2.3017	2.4397	2.6681
Total	3.7852	3.4827	3.1008	3.0448	3.1265	3.3225

Analysis of Variance

Humility, Courage and conviction, Personal Integrity, Managerial and leadership skills, Service Excellence and Future Focus have been considered as the variables i.e. the qualities of leadership and one way ANOVA was carried out based on the Hypothesis that there is no significant difference between the various leadership traits or qualities as indicated across the education level of respondents. This Null hypothesis has been rejected as there is significant differences between these factors in motivating various groups of employees. Personal Integrity coupled with managerial skills help develop better leadership qualities and there by enhance the managerial competence which is none other than performance on the job. (Table No. 3 below)

Table No. 3: ANOVA with the Level of Education

		Sum of Squares	df	Mean Square	F	Sig.
Humility	Between Groups	49.650	3	16.550	33.459	0.000
	Within Groups	78.154	158	0.495		
	Total	127.804	161			
Courage	Between Groups	55.121	3	18.374	25.725	0.000
	Within Groups	112.850	158	0.714		
	Total	167.972	161			
Personal Integrity and Commitment	Between Groups	35.832	3	11.944	19.849	0.000
	Within Groups	95.076	158	0.602		
	Total	130.909	161			
Managerial & Leadership Skills	Between Groups	98.889	3	32.963	67.992	0.000
	Within Groups	76.599	158	0.485		
	Total	175.488	161			
Service Excellence	Between Groups	129.460	3	43.153	54.679	0.000
	Within Groups	124.696	158	0.789		
	Total	254.156	161			
Future Focus	Between Groups	59.432	3	19.811	21.770	0.000
	Within Groups	143.778	158	0.910		
	Total	203.210	161			

Influence of Traits or Qualities on Managerial Level

Analysis of means as indicated in Table 4 across the various managerial levels would indicate the predominant Qualities of Leadership that influence performance and competence of senior level managers are Humility, Courage and conviction in situations, and Personal Integrity. For middle level managers competence on the job is influenced by leadership qualities like Managerial and leadership skills in handling the subordinates, and Future Focus.

Table No. 4: Mean

Job Profile in the Organization	Humility	Courage and Comfort in Situation	Personal Integrity and Commitment	Managerial & Leadership Skills	Service Excellence	Future Focus
Senior Level Manager	4.3750	4.0000	3.7917	3.7500	3.8750	3.8281
Middle Level Manager	4.2040	3.8280	3.4867	3.8600	3.8300	4.2350
Lower Level Manager	3.1774	2.9968	2.5161	2.1653	2.1613	2.5645
Others	3.6667	3.2778	2.8148	2.5556	3.1667	2.5000
Total	3.7852	3.4827	3.1008	3.0448	3.1265	3.3225

Table 5: ANOVA with Profile in the Organsaition

		Sum of Squares	df	Mean Square	F	Sig.
Humality	Between Groups	43.057	3	14.352	26.758	0.000
	Within Groups	84.748	158	.536		
	Total	127.804	161			
Courage	Between Groups	29.920	3	9.973	11.415	0.000
	Within Groups	138.051	158	.874		
	Total	167.972	161			
Personal Integrity and Commitment	Between Groups	45.384	3	15.128	27.948	0.000
	Within Groups	85.524	158	.541		
	Total	130.909	161			
Managerial & Leadership Skills	Between Groups	101.406	3	33.802	72.091	0.000
	Within Groups	74.082	158	.469		
	Total	175.488	161			
Service Excellence	Between Groups	100.464	3	33.488	34.427	.000
	Within Groups	153.692	158	.973		
	Total	254.156	161			
Future Focus	Between Groups	97.612	3	32.537	48.684	.000
	Within Groups	105.598	158	.668		
	Total	203.210	161			

Inference: One way Anova was carried out to check the hypothesis that there is no significance difference in the mean of different the respondents of different levels of managerial category. From the table 5 it is clear that calculated value of F is greater than the tabulated value of F at ($p < 0.05$) level of significance in the case of all the seven significant qualities considered for analysis. Hence null hypothesis is rejected indicating that there is significant difference in the Qualities of leadership across the Managerial levels.

Conclusions and Recommendation

Field survey with the instrument of Questionnaire has clearly brought out the significant Factors i.e. the Qualities and Traits which help Managers and leaders develop competence on the job. These Qualities vary across the various demographics of respondents and it can be concluded from the data analysis that the traits and Qualities considered for analysis across the various levels of Managers are significant but varies in relevance to the levels of Managers. Whereas the qualities of Humility, Courage and conviction and personal integrity are more relevant for senior level managers; other qualities like Leadership skills and Future Focus are more relevant for middle level managers. It has also been found through research that higher levels of Education and professional qualifications help managers develop the leadership skills and traits for enhancing their competence. Thus it is clearly brought out that leadership qualities and skills enhance the Competency of managers and help them improve their performance on the job.

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Social Networking-A Study of Indian Youth

Shivani Arora*

Abstract

This paper is an attempt to study the impact of Social Networking on the future of our country, the Indian youth. The youth is the backbone of a nation and hence the need to study an important part of their life i.e. Social networking. It keeps them better connected and informed. The effort has been made in this paper to analyze the pattern of usage to see whether they have been caught in the trap of Social Networking addiction. For the same, a representative sample of Delhi University students was taken and analyzed.

Keywords—Social networking, Social networking addiction, Indian youth, Facebook, Twitter

Introduction

Social Networking has changed the way the youth-lives, socializes and shares. It is a socially networked life. It has occupied an important place in our lives which is obvious from our gestures of enquiring social networking ids like facebook id, twitter handle, etc and also mentioning some on our visiting cards as well. The bonus of using these websites are aplenty, the youth recognizes those and uses it to its potential. The evaporation of boundaries between friends and distant family, staying connected at minimal extra cost, sharing your opinion and spreading it, (so many successful online protests bear a testimony to that) and hence not being on a social networking site is considered queer. The holidays people go to, the parties people attend to have become more of a page 3 life for all, whether a good or a bad thing, we would like to figure out!!

As SNS are increasingly popular with millions of users connecting within and beyond the platform, it is important to understand the effects of SNS use to identify the potential benefits and costs to personal relationships. The extensive use of Facebook by its users makes it an interesting to study it further, according to the study conducted by Vancouver based social media and promotion agency, Popcorn, half a million comments are posted every minute, around 3,00,000 updates posted and 1,40,000 photos are uploaded every minute. Twitter has around 1,20,000 tweets rolling out per minute.

Objectives

The study was conducted to undertake the analysis of various dimensions of social networking including the study of usage pattern, impact on the youth, views on government policing content online, social networking as a medium of marketing, etc. For the purpose of this paper, the following objectives have been considered

1. To study the 150 UG students (17-23 year) of Delhi University,
 - a. as to their social networking usage and
 - b. opinion on government policing online content
2. To recognize and analyze the early onset of Social Networking Addiction

Review of Literature

In this section, the review of studies related to social networking and various aspects related to it, have been considered. The review of empirical studies has been undertaken to observe which areas have been explored and which need further investigation, in order to formulate the objectives and undertake

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productive research. The review has also been undertaken to earmark the problem areas related to social networking addiction. Besides, these studies would provide an insight into the various efforts directed towards better understanding of the complexities of the social networking.

The study "Facebook Addiction: Factors Influencing an Individual's Addiction", by Erica Sherman (2011) suggests that though internet addiction has been studied but social networking addiction has not been researched. The study investigates how factors such as personality, gender, procrastination, boredom and one's values may affect amount of time they spend on Facebook.

The article titled, "3 Reasons You Should Quit Social Media in 2013" discusses the UK study which proves that over 50% of social media users evaluated their participation in Social Networking websites as having a negative effect on their lives. Comparing themselves to others (family, friends, peers) was a blow to their self-esteem. And stalking by ex or his/her husband/wife is considered worse.

Psychologist Dr. Michael Fenichel describes FAD (Facebook Addiction Disorder) as a situation in which Facebook usage "overtakes" daily activities like waking up, getting dressed, using telephone or email checking. According to Joanna Lipari, a clinical psychologist at University of California, LA, discusses some signs of Facebook addiction. The report reveals that though FAD is not an actual medical diagnosis but several therapists in US have noticed a rise in the number of clients who get hooked on Social Networking to the point of social dysfunction. According to Joanna Lipari, a clinical psychologist at University of California, LA, discusses some signs of Facebook addiction as:

- i) Losing sleep over FB. Staying logged in throughout the night and eventually getting too tired for the next day;
- ii) As a benchmark spending one hour or more on FB is too much;
- iii) Being obsessed with exes who reconnect on FB;
- iv) Ignoring work for FB;
- v) The thought of getting off FB leaving the user in cold sweat;

The report reveals that though FAD is not an actual medical diagnosis but several therapists in US have noticed a rise in the number of clients who get hooked on Social Networking to the point of social dysfunction. (Abs-abnNews.com, (2009) "Are you a Facebook addict?")

Eleanor Shaw (2013) in the article "Status update : Facebook Addiction Disorder", opines that the user is suffering from FAD, a disease referred to by psychologists, if he/she has more online friends than real life friendships. The study, "Facebook a more powerful addiction than alcohol, cigarettes" (2012) reveals that the pull of checking one's Facebook page can be more powerful than addiction to alcohol or cigarettes. As in 2012, scientists claim that 350 million people suffer from this condition.

The study, "Facebook a more powerful addiction than alcohol, cigarettes" (2012) reveals that the pull of checking one's Facebook page can be more powerful than addiction to alcohol or cigarettes. As in 2012, scientists claim that 350 million people suffer from this condition.

The reason cited by FB addicts have been:

- i) The urge of human interaction and the ease of it through FB/twitter;
- ii) Getting a message on FB/twitter is exciting since it feels like someone is interested in "me".

To check this urge to be on FB page, a web application can be used, which shuts off the computer after the user has spent a pre-determined amount of time. (NewsChannel9WSYR, 2012, "Study: Facebook a more powerful addiction than alcohol, cigarettes")

A medical study titled, "Microstructure Abnormalities in Adolescents with Internet Addiction Disorder" by Kai Yuan, Wei Qin, Guihong Wang, Xuejuan Yang, Peng Liu, Jixin Liu, Jinbo Sun, Karen M. von Deneen, Jie Tian reveals that long-term internet addiction would result in brain structural alterations, which probably contributed to chronic dysfunction in subjects with IAD. What's more, the brain changes found in this study are thought to be similar to those involved in other kinds of addictions like alcohol and drugs.

A study by University of Chicago Booth School of Business states the desire to frequently check your social media sites, such as Facebook and Twitter, among other social networking sites, can lead to a stronger addiction than those who are addicted to alcohol or cigarettes.

The review of the available literature reveals that studies have included various aspects of Social Networking Addiction (majorly Facebook) including-symptoms of Facebook Addiction Disorder; positives of SN Usage, also its negatives; implications and impact of Social Networking addiction. In addition to the studies, also included are the professional opinions of the psychiatrists and psychologists regarding the influx of social networking addiction cases.

Methodology

The objective of the research required the study of respondents aged 17-23 years, the universe was Delhi University and a sample of 150 students was taken based on Judgment sampling. The respondents were chosen from different colleges of Delhi University, as representative of the youth, since Delhi University has an influx of students from all across India. The questionnaire was sent to around 500 students and of those some were discarded where the respondents were not users of social networking websites. 150 complete questionnaires have been analyzed for the purpose of this study.

Analysis and Conclusion

The questionnaire administered was a detailed one, there are a few aspects of the same which have been presented in this paper.

1. Time spent on Social Networking websites

The respondents (150) were asked about how much time do they spend on Social networking websites, where 38% were well within the limits of using it for less than one hour. 47 (31%) for 1-2 hours, 9% for 2-3 hours and 7% for more than 3 hours.

When discussed with the respondents, they revealed that they were constantly connected to various social networking websites through their tabs and especially their mobile phones that it made it challenging to calculate the exact time they spend online on SN websites, so the mentioned time is what they like to believe they were spending online.

2. Accessing SN websites first thing in the morning and last thing at night

The respondents were then asked to share if they access SN websites first thing in the morning and last thing before going to sleep. This was done, since the two are considered as a symptom of addiction to social networking. 75% of the respondents didn't access any of the social networking websites first thing in the morning but 67% of them did check it before going to sleep. Only 31% didn't bother to check either facebook, twitter or social networking websites.

During open discussion, most of them confessed that once they log on to any SN websites before going to sleep, they lose track of time and get absorbed in this different world thereby causing deprivation of sleep and feeling drained out all through the day.

3. Various Statements rated by the Respondents

The next were the statements rated by the respondents. Only a few indicative statements have been analyzed to interpret the pattern and understanding of the Indian youth of their online social behavior understanding. The statements and their respective percentages are given in the table below and are analyzed in detail, in the same order.

Table 1: Statements with their codes and ratings

Sl. No.	Statement	Code	SA	A	NAND	D	SD
1	Social Networking is the way of life	SNWL	16 (11%)	65 (43%)	37 (25%)	24 (16%)	8 (5%)
2	Social Networking is Addictive	SNA	35 (23%)	74 (49%)	23 (15%)	13 (9%)	4 (3%)
3	Spending too much time on Social networking is harmful to						
	(a) Physical health	SNPh	39 (26%)	75 (50%)	21 (14%)	12 (8%)	2 (1%)
	(b) Mental health	SNMh	42 (28%)	71 (47%)	23 (15%)	10 (7%)	3 (2%)

Codes Explained:

SNWL: Social Networking is the way of life

54% of the respondents tend to agree with the statement, implying that SN is of great significance and not just a passing phase. 11% of these strongly agree whereas 43% agree with the statement. A good number 25% of them are indecisive whether it is a way of life for them or it isn't! Only 32(21%) seem to disagree with the statement. This view reveals that for majority of respondents SN is not just a thing but a significant part of their lives. It's the way they live their life now! There have been advents in the civilization where modes of transport, communication (posts, telephones, mobiles, emails, etc), have become the way of life. Here we established that Social Networking is here to stay.

SNA- Social Networking is Addictive

72% (109) of the respondents agree that Social Networking is addictive implying that there is an urge of using it and its deprivation causes anxiety. Only 12% of the respondents tend to disagree with it.

The response to this statement upfront helps us deduce that the respondents know that SN is addictive and they are using it; but whether they are addicted to it is yet to be inferred. This statement can go a long way in understanding whether it is actually becoming a menace. The positive from this statement is the realization by the youth that it is addictive.

SNPh: Spending too much time on Social networking is harmful to Physical Health

SNMh: Spending too much time on Social networking is harmful to Mental Health

76% of respondents agree that SN is harmful to physical health with only 9% disagreeing with it.

On the same pattern, 75% of the students studied revealed that they feel that spending a lot of time on Social Networking sites is detrimental to mental health.

The response to both the statements is quite clear and undivided. Informal discussion revealed that the reason for the same is lack of physical activity and sleep deprivation, caused by spending hours on social networking websites.

To conclude, the respondents studied are users of Social Networking websites, spending considerable time on it. They have access to the networks all the time through their smart phones and tablets, so they find it a little difficult to calculate the exact time they are spending online on social networks. This makes our job of figuring out the time as a symptom of addiction very difficult. One of the symptoms of logging on to social networking websites before going to sleep checks out in majority of users, which further leads to sleep deprivation as they remain hooked on it for long hours, thereby causing harm to their physical and mental health. They also tend to agree that the medium is addictive, which is indeed a positive finding, since once the knowledge is there, the chances are the youth is aware that if used excessively, it may turn out to be an addiction. The realization by the young people of it being addictive, harmful to physical and mental health may be construed as a positive sign. Hence, if Social networking

is used judiciously it can be a blessing but has a potential of being a curse.

4. Statements discussing government policing online content

The following two statements were intentionally spaced in the questionnaire, in order to decipher what the opinion of the youth is regarding:

- a. Government policing the content online is unsolicited, and
- b. I feel the government should monitor the online content.

On the one hand, 43% of the respondents agree that Government should not be policing the content online, and 46% feel that the Government should monitor the content online. When discussed with them, policing and monitoring have been interpreted as being harsh and vigilant respectively. In the wake of incidents like Muzzafarabad riots, and similar instances, it is important that the government monitors the content online and also should be able to nab the mischievous elements online.

The cases like two girls being arrested for posting comments on Shivsena fall under policing and when the culprits are nabbed for invading privacy, adulterous content, they consider it monitoring. The respondents feel there's a need to monitor but not to police.

Conclusion

The analysis has not been conclusive, it sways towards the some symptoms of addiction and then also corrects itself. So, those that have been traced like checking SN websites before going to sleep and then staying glued to the same for hours causing mental and physical health deterioration, should be discussed in detail. The students should be informed of the perils associated with using SN websites and should be advised to use them cautiously. The wisdom of the youth is also depicted in the fact that in the wake of some circumstances, they are ready to be monitored but feel that the Government should do it within limits.

Scope of Further Research

The aim of the paper is to study and develop a pattern of Social networking addiction if it exists and if it does to help them get out of this addiction. There is a need to increase the sample size and select a better representative sample. Though it was sent to around 500+ students but the analysis was limited to 150 due to paucity of time and financial constraint. This study might also suffer from the disadvantages of judgment sampling viz., researcher's bias and stereotypes that may distort the results; group selected may not represent all the population and also it might not be possible to accurately identify the sample using this method in case the population is very large.

Also, since Social Networking is a global phenomena, comparative analysis of students from within India and also of various countries can yield interesting findings, implying whether SN addiction exists, also if it does is the pattern of students from different region differs or not.

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Entrepreneurial Orientation and Locus of Control among Kashmiri Youths: The Roads to Success

Amar Kumar Mishra*

Abstract

This paper identified various dimensions of entrepreneurial orientation and investigated the influence of gender and locus of control on entrepreneurial orientation among Kashmiri youths. The participants in this study were two hundred students (55 percent males and 45 percent females) of Kashmir in the age group of 18-25 studying commerce and/or management at various institutions within Kashmir (127) and outside Kashmir (73). Dimensions of Entrepreneurial Orientation were analyzed using principal component analysis and seven hypotheses were tested using various statistical techniques including independent sample 't' test, and Spearman's correlation. The findings showed that a significant difference existed between internal locus of control and entrepreneurial orientation; significant difference existed between youths studying in the state and youths studying outside the state regarding entrepreneurial orientation and there was no significant difference in the entrepreneurial orientation based on gender differences. On the basis of the findings, state is advised to facilitate entrepreneurial environment at home turf, society is advised to promote women entrepreneurship and potential entrepreneurs are advised to take cognizance of their personality, since it can go a long way to determine the success or failure of an enterprise, society, state and nation.

Keywords: entrepreneurship, entrepreneurial orientation, locus of control.

Introduction

There is a saying "there are two certainties in life: death & taxes". In the context of management, it can easily be said that there is another certainty and that is change. From the formula fifties, sensitive sixties, strategic seventies, excellence eighties and nanosecond nineties, it will not be an exaggeration to say it is entrepreneurship twenty-first century. The dearth in employment has rendered many educated youths unemployed or at least underemployed. Nonetheless, MBA students are increasingly turning to entrepreneurship and the scenario is universal. There is an increased rate of MBA students who are considering the issue of self-employment; whether it is a choice or a necessity for a preparation of new venture (Pietrobelli, Rabellotti, & Aquilina, 2004). A recent Graduate Management Admissions Council survey found that 11 per cent of MBA alumni (who graduated between 1959 and 2013) now run their own businesses. Such an increasing trend is even more evident for states like Kashmir, India where Entrepreneurship had always been the most dominated vocational profession in the society but for the uneducated youths. While the post liberalization era saw unprecedented growth of industrialization and subsequent employment opportunities in the rest of India in the informal sector; Kashmir unfortunately lagged behind in the doom of militancy. The installment of democracy and the receding of militancy heralded a new era for youths. What followed was an exodus of students across the nation to pursue professional courses and seek white coloured jobs in the erstwhile MNCs at Metros with the hope of returning home at the promised MNCs in their home. However, a disappointed industrial growth in the state coupled with equally sharp decline in the employable opportunities outside is again seeing a surge of entrepreneurial orientation among Kashmiri youths; the only difference is the predominance of educated youths this time coupled with professional skills. Professional institutions,

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too, are accommodating entrepreneurship in their course curriculum, a great deal of institutions is tailoring their entire curriculum to emphasize on entrepreneurship education, and financial institutions are extending their support for educated youths to start their own enterprise in Kashmir. However, akin to leadership, entrepreneurship too is subject to the same debate whether entrepreneurs are natured or are nurtured! While it takes all (traits, grooming and situation) to be a successful entrepreneur; the impact of one's own personality is the most importance that one needs to take cognizance of.

. Business schools are tailoring MBA programmes to ensure they engender the specific skills necessary to start one's own company. While knowledge undoubtedly enhances entrepreneurial skills; the success of a business is due to many factors, and the greatest determinant of a business's success is the entrepreneur him/herself. People who start up and run businesses need to know their own strengths and weaknesses because "entrepreneurship involves the ability to build a 'founding team' with complementary skills and talents" (Timmons, 1994). Banks and venture capitalists, as well as consultants, who assist entrepreneurs, stress the importance of the entrepreneur's personality for the success of a business. A deeper understanding of the personality of the entrepreneur is needed for a sound judgment of whether the entrepreneur will carry through the business plan successfully. While many researchers have conducted studies exploring entrepreneurship with various personality traits; little has been done to explore entrepreneurial orientation from the point of view of personality dimensions. More specifically there is dearth of studies in India exploring the impact of personality dimensions on various dimensions of entrepreneurial orientations.

The present study as such is an attempt to fill the void and the researcher has attempted to identify various dimensions of entrepreneurial orientation and study the impact of gender and personality dimension (locus of control) on each dimension. The motivation for this study is provided by the suggested, though disputed, association between psychological trait variables and entrepreneurial activity (Berlew 1975; Shapero 1975; Brockhaus 1982; Gartner 1985; Perry 1990; Shaver and Scott 1991), and the generally acknowledged need for entrepreneurial activity in the dramatically changing and challenging society like India.

Key Definitions

Entrepreneurship: Entrepreneurship is a concept that has been defined in various ways (Bruyat and Julien, 2001). The Oxford Advanced Learner's dictionary of current English (new seventh edition) defined an entrepreneur as a "person who makes money by starting or running businesses, especially when this involves taking financial risks." Hisrich and Peters (2006) gave an economist's definition of an entrepreneur as: One who brings resources, labor, materials, and other assets into combinations that make their value greater than before, and also, one who introduces changes, innovations, and a new order (p.10). Khanka (2005) gave Jean-Baptiste Say's view of entrepreneur as an Organizer: an entrepreneur is one who combines the land of one, the labor of another and the capital of yet another, and, thus, produces a product. By selling a product in the market, he pays interest on capital, rent on land, and wages to laborers and what remains is his or her profit. To Drucker, entrepreneurs are managers who perform their roles in an entrepreneurial way, their primary focus being change rather than maintaining the status quo.. Based on above review I would like to define entrepreneurship as a work attitude that emphasizes self-reliance, initiative, innovativeness, and risk-taking.

Entrepreneurship Orientation: Entrepreneurial Orientation or EO refers to the processes, actions, methods practices and decision making styles of an individual. It represents the policies and practices that provide a basis for entrepreneurial decisions and actions. Thus, EO may be viewed as the entrepreneurial strategy-making processes that individual use to enact their firm's organizational purpose, sustain its vision, and create competitive advantage(s).

Locus of control: Locus of control is a personality trait that was introduced by Rotter in 1966 in the context of his social learning theory. Locus of control is defined as an individual's general expectancy of the outcome of an event as being either within or beyond her or his personal control and understanding (Rotter, 1966). On the one hand, an individual with an external locus-of-control personality trait tends to perceive an event as beyond her or his control, and attributes the outcomes of the event to chance, luck, as under control of powerful others, or as unpredictable because of great contextual complexity. On the other hand, a person with an internal locus-of-control personality trait tends to believe that the event is contingent upon her or his own behavior or her or his own relatively permanent characteristics.

Literature Review

Entrepreneurial orientation has emerged as a foremost construct within the entrepreneurship literature over the last few decades (Drennan, Kennedy & Renfrow, 2005). Much research has been conducted into the characteristics of successful entrepreneurs and the researchers have identified following characteristics for successful entrepreneurs: need for Achievement (McClelland, 1961; Ahmed, 1985; Perry, 1986; Begley, 1987; Hornaday, 1971; Risk-Taking Behavior (Mengel, 1972; Dart, 1971; Meyer, 1961; Liles, 1974; Broehl, 1987; Ahmed 1985; McClelland, 1961); need for Autonomy (Hornaday, 1970, 1971, 1982; Vesper 1990; Kets de Vries, 1986), need for Power (Collins, 1964 in Hornaday, 1970; Wainer and Rubin, 1969 in Brockhaus, 1982; Vesper, 1990), Internal Locus of control (Ahmed, 1985; Brockhaus, 1982; Perry, 1986; Lorrain, 1988; Hood, 1993; Begley, 1987; Gatewood, 1995;; Rotter, 1966; Paulhus, 1983) Tolerance of Ambiguity (Budner, 1962 in Begley, 1987; Mac Donald 1970), need for Affiliation (Bellu, 1987 in Davidsson, 1989; Hornaday, 1970; Collins, 1964 in Kets de Vries, 1986) and Endurance (Hornaday, 1970; Bellu, 1988; Gatewood, 1995). Brandstätter, 1997; Zhao and Seibert, 2006, Rauch and Frese, 2007, Caliendo, Fossen, Kritikos, 2011 examined the relationship between personality traits and entrepreneurship and found that personality characteristics are most important determinants of entrepreneurship.

Ahmed (1985) in a study found that significant relationships exist among n Ach, risk-taking propensity, locus of control and entrepreneurship.

Rauch & Frese (2000) took individual as the unit of analysis and found that the personality and environmental factors have maximum level of impact on entrepreneurship

Fairlie and Holleran (2011) investigated effects of entrepreneurship training on individuals and found differential impact based on their personality characteristic.

While many researchers conducted studies exploring entrepreneurship with various personality traits (achievement need, power need, Big 5 traits etc.); little has been done to explore entrepreneurial orientation from the point of view of personality dimensions.

McClelland (1961) noted that entrepreneurs show responsibility for their actions and are innovative, suggesting relationship between control orientation and entrepreneurship on the one hand and creativity on the other.

Perry (1990) found that Internal locus of control has been one of the psychological traits most often posited as predictive of entrepreneurship; Shapero (1975) found that entrepreneurs tended to have an internal focus.

Boone, Debrabander and Van Witteloostuijn's (1996) found internal locus of control to be associated with performance. Their findings corroborated prior study findings of (Begley and Boyd 1987; Bonnett and Furnham 1991, Nwachukwu 1995) that internal locus of control is an important entrepreneurial psychological trait.

Wolleat (1980) studied the relationship between locus of control, sex and achievement and found that males are more achievement oriented, energetic, and enterprising than females; while

Nelson (1991) studied the relationship on females and found that female entrepreneurs have a significantly more internal locus of control than do females in the general population while

Bonnet and Furnham (1991) used a three dimensional (Internal, External and Chance) economic locus of control scale developed by Banks (1989) and found a significant difference between the locus of control of a group of student entrepreneurs and a control group.

Levin and Leginsky (1990) used Levenson's (1974) IPC scale and found that entrepreneurial social workers tended to exhibit a greater internal locus of control. In a 1978 study comparing entrepreneurs with employee/managers.

Rupke used both Rotter's I-E scale and Levenson's IPC scale and found entrepreneurs to display significantly higher levels of internal locus of control than the non-entrepreneurs with both measures. Somewhere every study confirmed Lefcourt and Phares (1976) study that suggested that internal individuals are prone to entrepreneur success than externals as internal persons appear to take more initiative and are responsible in performance situation. They seek and utilize information more efficiently and seem to be more in touch with external realities. They further concluded that externals are less likely to persist at a task since they do not feel that exertion of energy is likely to lead to meaningful results. They have the belief that external determinants, such as fate, luck and powerful others are at work in any situation requiring a need for attainment of goals.

Objectives

Based on the above review of literature; following objectives have been set forth for the proposed study:

- To identify and measure the various dimensions of Entrepreneurial Orientation (EO) among Kashmiri youths.
- To study the relationship of various dimensions of EO with locus of control among Kashmiri youths.
- To study the impact of gender on various dimensions of Entrepreneurial Orientation.

Hypothesis

1. There will be significant correlation between locus of control and entrepreneurial orientation.
2. Participants with internal locus of control will possess greater entrepreneurial orientation than those with external locus of control.
3. Males and females will differ in locus of control and entrepreneurial orientation.

Methodology:

Design: This study employed the use of survey design. The independent variables are gender and personality (locus of control) and the dependent variable is perceived entrepreneurial orientation.

Subjects: The participants in this study were two hundred fifty Kashmiri youths studying management across various colleges and universities. 55 percent were males and 45 percent were females aged between 18 and 26.

Research Instrument

The scale for the study was divided into three sections. Section A measures the demographics; section B is a 23-item scale which measures entrepreneurial orientation with reliability coefficient of 0.79 on a ten point Likert type scoring format ranging from 1 to 10; section C is 24-item Rotter's scale which measures locus of control with reliability coefficient of 0.65. Both scales were thus found to be reliable

on the parameter of Nunally.

Statistical Analyses

The various dimensions of EO were identified through Principal Component Analysis of factor analysis; Hypotheses 2 and 3 were analyzed with independent t-test; hypothesis 1 was analyzed with Spearman's correlation.

Demographic Results:

Table No. 1. Respondent's profile

Gender	Respondents	%
Female	110	45
Male	140	55

Table No. 2. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.618
Bartlett's Test of Sphericity	Approx. Chi-Square	3753.298
	df	780
	Sig.	0.000

Table No. 3. Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.28	31.652	31.652	7.29	31.696	31.696	3.73	16.219	16.219
2	1.73	7.561	39.213	1.73	7.561	39.256	3.34	14.523	30.742
3	1.31	5.726	44.939	1.31	5.726	44.981	2.55	11.099	41.842
4	1.22	5.335	50.274	1.22	5.335	50.317	1.94	8.475	50.317
5	0.98	4.296	54.570						
6	0.89	3.891	58.461						
7	0.80	3.500	61.961						
8	0.78	3.404	65.365						
9	0.75	3.265	68.630						
10	0.71	3.117	71.748						
11	0.68	2.974	74.722						
12	0.67	2.913	77.635						
13	0.61	2.661	80.296						
14	0.57	2.513	82.809						
15	0.54	2.387	85.196						
16	0.52	2.274	87.470						
17	0.50	2.209	89.678						
18	0.45	1.983	91.661						
19	0.42	1.843	93.504						
20	0.40	1.774	95.278						
21	0.37	1.648	96.926						
22	0.36	1.583	98.509						
23	0.34	1.493	100.002						

Table No. 4. Communalities

	INITIAL	EXTRACTION
V1	1	0.435
V2	1	0.414
V3	1	0.53
V4	1	0.469
V5	1	0.343
V6	1	0.654
V7	1	0.545
V8	1	0.739
V9	1	0.484
V10	1	0.335
V11	1	0.69
V12	1	0.513
V13	1	0.536
V14	1	0.488
V15	1	0.378
V16	1	0.487
V17	1	0.683
V18	1	0.597
V19	1	0.343
V20	1	0.484
V21	1	0.55
V22	1	0.464
V23	1	0.412

Table No. 5. Component Matrix

	Component			
	1	2	3	4
VAR18	0.701			
VAR07	0.685			
VAR16	0.679			
VAR13	0.573			
VAR12	0.669			
VAR21	0.658			
VAR14	0.656			
VAR11	0.652			-0.4
VAR17	0.643			
VAR04	0.634			
VAR03	-0.529			
VAR15	0.583			
VAR01	0.585			
VAR05	0.556			
VAR08	0.549	0.401		-0.417
VAR10	0.437			
VAR20	0.436		-0.404	
VAR19	-0.427			
VAR09		0.627		
VAR02		0.548		
VAR22		0.465		
VAR06	562		0.571	0.507
VAR23				

Table No. 6. Rotated Component Matrix

	Component			
	1	2	3	4
VAR18	0.8			
VAR07	0.684			
VAR16	0.647			
VAR13	0.638			
VAR12	0.579			
VAR21	0.55			
VAR14	0.459			
VAR11		0.677		
VAR17		0.661		
VAR04		-0.567		
VAR03		0.523		
VAR15		0.516		
VAR01		0.514		
VAR05		0.496		
VAR08		0.429		
VAR10			0.833	
VAR20			0.747	
VAR19			0.747	
VAR09				0.548
VAR02				0.545
VAR22				0.586
VAR06				0.543
VAR23				0.427

As the value of test statistic chi-square is 3753.298, $p < .05$; the null hypothesis of identity matrix is rejected implying variables in question are correlated. Further $KMO > 0.5$ implies that sample size is adequate.

Kaiser's rule of retaining factors with eigenvalues larger than 1.00 has been used in this analysis. The eigen values for the first two four components with eigen values of 7.28, 1.739, 1.317 and 1.227 were retained. Thus most of the variance (50.317%) of these variables was accounted for by these four dimensional factor solutions.

In the Principal Components Output, the Rotated Component Matrix gives the correlation of each variable with each factor. From the contribution of the variables (also called a "loading") we can name these factors (i) achievement needs, (ii) urge for innovation, (iii) control on self and (iv) self esteem

Gender & Entrepreneurial Orientation

Table No. 7. Group Statistics

	GENDER	N	Mean	Std. Deviation	Std. Error Mean
ACH	M	140	57.10	6.585	1.472
	F	110	54.14	5.379	1.174
INN	M	140	50.85	5.537	1.238
	F	110	49.05	8.084	1.764
SE	M	140	22.95	3.927	.878
	F	110	20.10	3.254	.710
PC	M	140	35.85	6.268	1.402
	F	110	33.19	4.434	.968
EO	M	140	166.75	14.360	3.211
	F	110	163.48	14.682	3.204

Table No. 8. Independent Samples t Test

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed) P	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
ACH	0.446	0.508	1.578	248	0.123	2.957	1.874	-0.832	6.747
INN	1.970	0.168	0.829	248	0.412	1.802	2.175	-2.596	6.201
SE	1.268	0.267	2.540	248	0.152	2.855	1.124	0.581	5.128
PC	1.869	0.179	1.575	248	0.123	2.660	1.689	-0.757	6.076
EO	0.008	0.929	2.264	248	0.291	10.274	4.538	1.094	19.454

“An independent-samples t-test was conducted to compare Entrepreneurial Orientation score for male and female respondents. There was no significant difference in the scores for male ($M=166.75$, $SD=14.36$) and female ($M=163.48$, $SD=14.68$); $t(248)=2.264$, $p=0.291$.

Further the independent-samples t-test was conducted to compare every dimension of Entrepreneurial Orientation score for male and female respondents. There was no significant difference in the scores on any dimension for male and female as given in table 7 which led the researcher to fail to reject the null hypotheses.

The results accordingly suggest that gender really does not have a significant effect on achievement motive, innovative urges, self-esteem, and personal control and over all Entrepreneurial Orientation. Both male and female youths stand equal opportunity and equal potential for becoming entrepreneur. The descriptive statistics, however suggest that so far as innovativeness is concerned, female have more variance than their male counterparts. This indicates that the majority of female need to be more innovative.”

Gender & Locus of Control

Table No. 9. Gender & Locus of Control

		N	MEAN	S.D.
MALE	INTERNAL	81	7.83	2.91
	EXTERNAL	69	12.9	1.22
	TOTAL	140	9.73	3.45
FEMALE	INTERNAL	62	9.48	1.36
	EXTERNAL	48	13.5	1.65
	TOTAL	110	10.85	2.41

Table No. 10. Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
loc	Equal variances assumed	3.669	0.058	-1.87	248	0.064	-1.154	0.616	-2.377	0.069

“An independent-samples t-test was conducted to compare LOC score for male and female respondents. There was no significant difference in the scores for male ($M=$, $SD=$) and female ($M=$, $SD=$); $t(248) = -1.154$, $p = 0.064$.

The result thus suggests that gender does not have any significant impact on youth's Locus of Control personality dimension.

Locus of Control and Entrepreneurial Orientation

Table No. 11. Locus of Control and Entrepreneurial Orientation

	LOC	EO	ACH	INN	SE
EO	-0.349				
ACH	-0.357	0.862			
INN	-0.255	842	0.525		
SE	-0.061	728	0.453	0.632	
PC	-0.414	0.785	0.577	0.659	0.437

“Spearman's correlation coefficient was also computed to assess the relationship between LOC and various dimensions of entrepreneurship. There was a negative correlation between the two variables, $\tilde{r} = -0.349$, $n = 350$, $p = 0.006$. LOC were inversely correlated with EO score and the degree was significant i.e. overall, there was a significant negative correlation between LOC and EO score.”

Further the rho-score was calculated between LOC and each dimension of Entrepreneurial orientation and all coefficients were found to be negative. While there is not much significant relationship between locus of control and self-esteem, nevertheless it is significant with achievement motive, urge for innovation and personal control.

Thus it can be inferred that as one's locus become more externally oriented; the achievement motive, innovative urge and control on self tend to decline. ”

Conclusion & Recommendation:

The study shows that a significant difference exist between internal and external locus of control and entrepreneurial orientation and confirms the results of earlier studies that entrepreneurs are more likely to be characterized by locus of control internality than non entrepreneurs (Inegbenebor, 2007). It also shows growing emergence of women entrepreneurs in the society. Entrepreneurship in Kashmir had for long a bastion of male. The result that male and female did not differ in entrepreneurial orientation confirms the preponderance of females' aspirations in self-employment activities especially in the growing informal sector of the Indian economy and herald of a new era where women entrepreneur having wings of fire will lead to more equality, equity and empowerment in the society.

Thus it can be concluded that the greatest determinant of a business's success is the entrepreneur herself. People who have the willingness to start up and run businesses should ponder in germane way about their strengths and weaknesses not only on one or two dimensions but on all dimensions

to emerge successful. A balanced strength on all dimensions will only usher them into a successful entrepreneur.

Recommendations:

On the basis of the findings from this study, we recommend the following for intending entrepreneurs :

- i) Budding Entrepreneurs should take cognizance of their personality attributes since they can determine their actions and ultimately the success of their enterprises.
- ii) People should study their personality with a view to knowing which factors or variables are dominant in determining their success.
- iii) Entrepreneurs should maintain positive attitude (internal locus) that can bring about success in their ventures.
- iv) Institutes should groom female, institutions should facilitate females and societies should encourage women to start their own business

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Questionnaires:

Entrepreneurial Attitude Orientation (EAO) Scale

Instructions: Indicate how much you agree with each of the following statements by circling a number between "1" and "10" where "1" indicates that you strongly disagree with the statement and "10" indicates you strongly agree with the statement, don't stop to think too deeply about any one question, but mark down your first thought..

- 1.I get my biggest thrills when my work is among the best there is.
- 2.I seldom follow instructions unless the task I am working on is too complex.
- 3.I have always worked hard in order to be among the best in my field.
- 4.I believe it is important to analyze your own weaknesses in business dealings.
- 5.I get excited when I am able to approach tasks in unusual ways.
- 6.I believe that in the business world the work of competent people will always be recognized.
- 7.I seem to spend a lot of time looking for someone who can tell me how to solve all my business problems.
- 8.To be successful I believe it is important to use your time wisely.
- 9.I often put on a show to impress the people I work with.
- 10.I feel best about my work when I know I have followed accepted procedures.
- 11.Most of my time is spent working on several business ideas at the same time.
- 12.I believe that in order to succeed, one must conform to accepted business practices.
- 13.I get excited creating my own business opportunities.
- 14.I make it a point to do something significant and meaningful at work every day.
- 15.I never persist very long on a difficult job before giving up.
- 16.I believe that when pursuing business goals or objectives, the final result is far more important than following the accepted procedures.
- 17.I feel depressed when I don't accomplish any meaningful work.
- 18.I believe the most important thing in selecting business associates is their competency.

- 19.I take an active part in community affairs so that I can influence events that affect my business.
- 20.I enjoy finding good solutions for problems that nobody has looked at yet.
- 21.I get real excited when I think of new ideas to stimulate my business.
- 22.I always follow accepted business practices in the dealings I have with others.
- 23.I rarely question the value of established procedures.

Name.....(Optional)

Age.....

Gender.....

Self Performance Appraisal and its Effectiveness in Performance Management: An Empirical Study in Saudi Arabia

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D.S.Chaubey**

Abstract

A self assessment is an employee's narrative description of accomplishments related to the job objectives and associated contributing factors identified on the employee's performance plan. In short this is basically filling out one's own performance review. Designing and implementing appraisal in the organization is to improve the performance among the employees. The self performance appraisal is essential to understand and improve the employee's performance through human resource development. The study aims to find out whether self performance appraisal helps an employee who works in various industrial sectors. The purpose of the paper is to reveal the truth about the effectiveness of the self performance appraisal. The result indicates that Self-Appraisals offer numerous benefits to the appraisal process including greater perceived accuracy, fairness and improved understanding of the demands and expectations of the employees as well as the organizations. One way ANOVA analysis was carried out with the help of SPSS software and to calculate and assess the significance of mean difference of all the factor of self performance appraisal outcome among different level of experience and education of respondents.

Keywords: Self Assessment, Performance Review, Self-Appraisal

Introduction

Self-appraisal is a method of performance appraisal that is done by employee (appraisee). A self assessment is an employee's narrative description of accomplishments related to the job objectives and associated contributing factors identified on the employee's performance plan. While writing an effective self assessment takes some effort, it does not have to be lengthy; however, the self assessment should provide the supervisor with a clear picture of the employee's perception of his or her own performance and contributions. The self assessment is not an exercise in good writing. Rather, it is an opportunity for an employee to describe major contributions and how the work meets or exceeds the supervisor's performance expectations. Employees are encouraged to keep a journal throughout the appraisal period to record significant activities as they occur. The journal makes the self assessment activity easier to complete and keeps the self assessment specific and relevant to job objectives.

Self Performance Appraisal

Self assessments have become very popular and with good reason. Managers can't possibly remember—as well as you can—everything you accomplished throughout the year. By asking you to provide input into your own review, it reminds your boss about all the good things you achieved. In addition, there are probably aspects of your job that you weren't as happy about. By doing a self assessment, you beat your boss to the punch on those disappointments. It's always easier to bring up those parts of your performance, than to have it brought up to you.

Finally, it gives you a chance to see if you have the same expectations as your manager about how you

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work and the results you get. If your rating does differ in some areas, it highlights the gaps and forces a discussion about how you can meet those expectations next time. In the past, performance reviews were a one-way dialogue, where bosses told employees how they viewed their performance. Today, many employees work quite independently and are empowered to make decisions about how they work. As a result, the manager is not in touch with the day-to-day activities and needs to rely on the employee's input. Performance reviews are more of a dialogue today and should be a comprehensive review of the year, as well as a planning meeting about where employees can grow in their jobs and/or their careers in the year ahead.

Another tactic that is very common is to solicit feedback from other people you work with. That might mean asking several co workers, inside customers or even outside customers for their comments about your work. This is especially valuable data if your results are measured by how you work as a team member and by how you deliver results to people outside your department. This is one of the best ways your supervisor can determine a fair rating for your performance. In other words, you may feel very dedicated to your company and to your job but what difference did you make? How much did you contribute to customer satisfaction? Do your team members value you? How did you contribute to the business goals? Did you take the lead on any change efforts? Showing up every day isn't enough. If you do rate yourself higher than your manager does, consider it an opportunity to discuss why and make adjustments for next year. Your performance review is not meant to be an opportunity for negotiation and bargaining. You may have some information that will contribute to it but this is not the time to get into a fight over differing perceptions. Instead, strive for clarity and understanding. A self assessment invites you to have a two-way discussion about expectations and some influence over what you are rated, which is a big step forward in the world of performance management.

A performance appraisal offers a manager the opportunity to evaluate an employee, but it can also offer an employee the opportunity to evaluate himself. Most self-evaluations ask employees specific questions about how well they performed in relation to their expected job duties. An evaluation asks the employees to address any strengths and weaknesses they have. When addressing weaknesses, employees should have the ability to discuss any reasons they may have for the weaknesses, such as lack of training. Self-evaluations also allow employees the opportunity to highlight any obstacles they overcame to improve upon their performance from a prior review period. Self-appraisal can encourage employees to become mindful of areas where they need to improve and it can reveal attitudes and biases a manager might never guess from observation.

Self-Appraisals offer numerous benefits to the appraisal process including greater perceived accuracy, fairness and improved understanding of the demands and expectations of the organization. Employees use the self assessment to describe accomplishments related to expectations, objectives, contributing factors, organizational mission and goals, and other factors. The self assessment also provides the manager/supervisor with a clear picture of how the employee perceives his or her own performance and contributions. A self-appraisal is prepared as part of the annual performance appraisal. Employees should reflect throughout the year on what is happening with their job, what they're learning and what areas in which they need training and development.

Review of Related Literature

"The self-assessment is an essential part of performance evaluation because it's an opportunity for you to assess your own achievements. You own the performance appraisal. You should look across the past year and tell your manager what you've done and areas you'd like to focus on," says Michelle Rocca, executive vice president of Employee Engagement at WinterWyman. George C. Thornton in his research work on title "Psychometric Properties Of Self-Appraisals Of Job Performance" reviews literature of

psychometric properties of self-appraisals of work performance. It summarizes evidence of leniency, variability, halo, bias, and construct validity. Comparisons with appraisals by supervisors, peers, and subordinates suggest that self-appraisals tend to show more leniency, less variability, and less discriminant validity. Different factor structures have been found among self, supervisor and peer-ratings. On the other hand, self-appraisals showed less halo. Self-appraisals were significantly correlated with other sources in some studies and failed to correlate in many others.

Mabe, Paul A. And West, Stephen G in his study on "Validity of self-evaluation of ability: A review and meta-analysis" Reviews 55 studies in which self-evaluations of ability were compared with measures of performance to show a low mean validity coefficient with high variability. A meta-analysis by the procedures of J. E. Hunter et al (1982) calculated sample-size weighted estimates of r and SDr and estimated the appropriate adjustments of these values for sampling error and unreliability. Among person variables, high intelligence, high achievement status, and internal locus of control were associated with more accurate evaluations. Much of the variability in the validity coefficients ($R = .64$) could be accounted for by 9 specific conditions of measurement, notably (a) the rater's expectation that the self-evaluation would be compared with criterion measures, (b) the rater's previous experience with self-evaluation, (c) instructions guaranteeing anonymity of the self-evaluation, and (d) self-evaluation instructions emphasizing comparison with others.

The self-evaluation should not be focused just on your job, according to Myers. It should also be focused on your long-term career plan. "It's an opportunity for you to reflect on how you're doing in your career, not just your job," says Myers. Use it to think about where you are going long-term and where you are in your career. From an employee perspective, if there is not a career plan in place or not one consistently followed, then use this as an opportunity to sit down with your manager and say, "Hey, this is what's really important in my career. I want to build these additional skills, I want to be certified, I want to be a manager, I want a raise... ." Then you need to map out a plan together and be in agreement. "Doing this makes expectations very real and tangible," says Reed. Donald J. Campbell and Cynthia Lee in their research work on title "Self-Appraisal in Performance Evaluation: Development Versus Evaluation" explains that Self-appraisal (SA) may complement evaluative supervisory ratings. According to him SAs also may be used to help employees improve their job performance. His review explains why research on the evaluation function of SA has provided such poor results, and suggests modification in SAs that may increase their developmental effectiveness, his theoretical review justify the belief that SAs can improve job performance.

Yehuda Baruch, (1996) Outlines possibilities for the use of self-appraisal as a valuable source of information and as a feedback tool. Author compared the results of two studies, in the UK and Israel, which indicate a considerable match between self performance and direct-manager appraisal. Author discusses the specific conditions which allow for such a match, and gender differences in the results. Self performance appraisal gives employees an active role to play. Rather than simply being the "recipient" of feedback from their manager, the employee is given a voice, and can inform or shape their performance appraisal and ratings. Some study reveals that the active participation of the employees in self appraisal helps them to be more engaged with both their performance and the review process overall. At the same time the employee self-assessment can help their manager better insight into the employee's performance as well as their perceptions about their performance. A performance management program that includes employee self-appraisals, formalizes this two-way dialogue, avoiding top down evaluations that often serve to discourage or disengage employees. It can also help to entrench this vital two-way dialogue in the organization's management culture. Many companies don't pay much attention to self-evaluations. "Some companies take them very seriously and they take action accordingly, but most companies do it as a formality because they think they should, but they don't really pay attention to the self-evaluations,"

says Myers. According to John Reed, from Robert Half Technology, the companies that are doing it right are using the self-evaluation portion of the review for two reasons: It forces employees to evaluate themselves and their performance and It helps managers get their arms around whether or not an employee has an accurate understanding of their job performance.

Objectives of the Study

Present research work has been taken up with the following objectives:

- a) To analyse the importance of self performance appraisal system among the employees working in public and private sector organisation in Aljubail (Saudi Arabia)
- b) To analyse the employee's self-assessments as part of your performance management process and its perceived outcome

Hypothesis

It was hypothesis that employees perception towards various factor of self performance appraisal outcome does not differs significantly across the employees of different profile, their level of experience and education level.

Methodology

This study is an empirical research to analyse whether self performance appraisal helps and assist those who are working in Jubail. The study is conducted in Al-Jubail an industrial city of Saudi Arabia where the sample chosen among the working Indians in public & private sector enterprises, is on the basis of purposive sampling. Simple random sampling technique is used for selecting 115 respondents from the total population. A structured questionnaire (enclosed in annexure) was framed and distributed to various respondents and they were asked to fill them up. The questions were framed in such a manner that the resulting data could be analysed and interpreted. Through the questionnaires, the interviews and the cases the researcher analyzed samples' perceptions towards self performance appraisal. The study is based on both primary and secondary data. Primary data has been collected by using a questionnaire. Secondary data has been collected from books, manuals and internet. For collection of data from primary sources, efforts were made to elicit the opinions of almost all key personnel in the organisations through personal interviews, questionnaire and schedules. Questionnaire was distributed to personnel who were selected as sample and in some cases researcher explained the implications of the questions. Respondents were asked to fill up the set of questions as per instructions mentioned on them. They were specifically requested not to read all the items at once but to go through each individual statement and answer it and then only move the next. Respondents were assured of the confidentiality of their responses. All respondents were encouraged to express their opinion freely and fairly. Precautions were also taken to obtain unbiased results. Schedules are explained by the researcher personally in a vernacular language and were filled by them personally. The descriptive analysis, One-way ANOVA, which are very powerful tools to build statistical relationship between variables are also used in this study. Table indicates the demographic characteristics of the respondents.

Table No. 1: Demographic Characteristic of Respondents

	Categories	Count	Percentage
Age	20-30	24	20.9
	31-40	40	34.8
	41-50	27	23.5
	51-60	24	20.9
Gender Category	Female	34	29.56522
	Male	81	70.43478
Marital Status	Single	24	20.9
	Married	91	79.1
Education Level	Graduate	47	40.9
	Post Graduate	68	59.1
Experience	1-10	46	40.0
	11-20	31	27.0
	21-30	22	19.1
	31-40	16	13.9

Source: Primary data (compiled from tabulated response)

The demographic data presented in the following table (Table No.1) indicates that the sample is primarily dominated by those respondents who are in the age ranging from 31 to 40 years. The analysis elaborates that the sample includes 29.56% female and 70.43% male respondents. The information pertaining to Marital status of respondents reveals that sample includes 79.1% married and 20.9% unmarried respondents. The data related to the level of education depicts that that 59.10% are post graduate and 40.9% graduate ie this analysis projects that sample is composed of highly educated respondents. The sample is dominated by the young category respondent ranging in the experience group of 1 to 10 years by40%.

Table 2: Self Performance Appraisal Helping Employees in Enhancing strength

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	74	64.3	64.3	64.3
	No	15	13.0	13.0	77.4
	Don't Know	26	22.6	22.6	100.0
	Total	115	100.0	100.0	

Source: Primary data (compiled from tabulated response)

If self performance is done properly and tactfully, encouraging employees to self evaluation or self appraise at any time during the year, including around the actual review meetings, help convey the message that the process of performance management and appraisal is a team effort, and not something the manager does to the employee. Analysis indicates that sample is dominated by 64.3% respondents believes that self performance appraisal helps to increase their strength, 13.0% belief that it is not helping and 22.6% feels they do not know whether it helps or not.

Table 3 SPA enhances your Confidence level in your work environment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	37	32.2	32.2	32.2
	Sometimes	38	33.0	33.0	65.2
	Occasionally	22	19.1	19.1	84.3
	Rarely	18	15.7	15.7	100.0
	Total	115	100.0	100.0	

Source: Primary data (compiled from tabulated response)

Self-ratings should focus on the appraisal of performance elements, not on the summary level determination. A range of rating sources, including the self assessments, help to “round out” the information for the summary rating. From the above table, it is inferred that 32.2% employees are of the opinion that SPA enhances their confidence. In comparison to this 33% say sometimes, 19.1% occasionally and 15.7% of respondents expressed rarely SPA enhances their confidence level in their work environment.

Table 4: SPA helps you to identify and analyze the problem which you face in executing your task

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	19	34.5	34.5	34.5
No	7	12.7	12.7	47.3
Don't Know	29	52.7	52.7	100.0
Total	55	100.0	100.0	

Source: Primary data (compiled from tabulated response)

It is observed from the above table majority of the respondents 52.7% expressed they don't know whether SPA helps in identifying and analyze the problems which they face in executing their task.

Employees Attitude toward Self Performance Appraisal: A Descriptive Statistics

Descriptive analysis refers to a group of methods that gives summary information about the data. Descriptive Statistics are used to present quantitative descriptions in a manageable form. In a research study we may have lots of measures. Or we may measure a large number of people on any measure. Descriptive statistics help us to simply large amounts of data in a sensible way. Each descriptive statistic reduces lots of data into a simpler summary. Standard employee performance reviews open up constructive communication between managers and employees, but sometimes this traditional form of evaluation

alone isn't adequate. Employee self-reviews are a new and viable alternative that are becoming more and more prevalent in the workplace. Unlike traditional reviews (which can minimize an employee's sense of control), self-reviews give people the opportunity to correct problems in a nonjudgmental manner. Plus, instead of simply telling employees what they're doing right or wrong, a self-review offers an introspective point of view. Self-reviews take advantage of an employee's familiarity with his or her work. They also allow the person to participate in the process, resulting in more employee accountability. Self-reviews give employees a chance to examine and clarify their goals. Further, these evaluations offer respondents a means for pinpointing areas of weakness, which can later be addressed in a conversation between an employee and his or her manager. Indeed, follow-up and a professional exchange between a worker and a manager can enhance the professional relationship, add to an employee's sense of value, and, ultimately, further the company's strategic mission. Self-reviews benefit management by revealing how employees feel about the work they have accomplished. They compel employees to look back on an entire body of work. Offering self-reviews as part of the evaluation process also gives people the chance to study their performance, which give workers an important message: their opinions count. While some view employee self-evaluations as just another tedious step that adds more work and paper to an already onerous performance appraisal process, self-evaluations are in fact a vital activity that can help make your performance appraisal process more effective. Done properly, employee self-evaluations can provide several key benefits to the organization. In the present study researcher have developed the construct on likert scale from 1 to 5 (Always to Never) for measuring employees attitude towards Self performance appraisal. Employees were asked to rate as per their opinion toward different components of SPA. Mean of each components was calculated using SPSS software and is presented below;

Table 5 Descriptive Statistics

	N	Mean	Std. Deviation
SPA helps to fulfill your most important aims and tasks in the next year	115	4.03	.766
SPA is helpful for innovative thinking	115	3.82	1.232
SPA helps Exceptionally for high level of achievement and Managerial excellence	115	1.90	.295
SPA makes employees Respectfulness toward organisation and society	115	4.11	1.450
SPA bring positive Attitude towards other colleagues	115	2.74	1.035
Seeing the benefits of SPA, I agree that your institute should have SPA	115	2.57	1.257
SPA provide job knowledge and competencies	115	3.63	1.366
SPA helps to improve your quality of work	115	3.39	1.514
SPA helps to identify your negative points	115	3.03	1.603
SPA makes the employees truthful and honest	115	3.72	1.625
SPA has strong contribution in your growth & development opportunity	115	2.72	1.513
SPA helps you to identify goals which you would like to achieve during this academic year	115	3.91	.987
Valid N (listwise)	115		

Mean and standard deviation of different perceived out come was calculated using SPSS software and presented in the table 5. From the above table it is seen that perceived outcome like SPA makes employees Respectfulness toward organisation and society has scored highest mean of 4.11 with SD 1.45. It was followed by the variable like SPA helps to fulfill your most important aims and tasks in the next year which has scored mean of 4.03 and SD of 1.450. Highest standard deviation of 1.625 and 1.6.3 of variable like SPA makes the employees truthful and honest, SPA helps to identify your negative points indicates that respondents view on this issue is diverse and heterogeneous.

Table 6 Perceived outcome of Self Performance Appraisal across the level of Experience of Employees

Experience	1-10	11-20	21-30	31-40	Pearson Chi-Square	DF	Asymp. Sig. (2-sided)
SPA helps to fulfil your most important aims and tasks in the next year	4.04	3.61	4.41	4.25	24.786 ^a	6	0.000
SPA is helpful for innovative thinking	4.13	3.23	3.77	4.11	20.967 ^a	9	0.013
SPA helps Exceptionally for high level of achievement and Managerial excellence	2.00	1.97	1.77	1.69	19.409 ^a	3	0.000
SPA makes employees Respectfulness toward organisation and society	4.04	3.77	4.45	4.50	9.050 ^a	9	0.433
SPA bring positive Attitude towards other colleagues	2.50	2.48	3.05	3.50	28.052 ^a	12	0.005
Seeing the benefits of SPA, I agree that your institute should have SPA	2.30	3.06	2.77	2.06	17.055 ^a	9	0.048
SPA provide job knowledge and competencies	3.85	3.35	2.95	4.50	31.645 ^a	9	0.000
SPA helps to improve your quality of work	3.13	3.94	3.23	3.31	59.433 ^a	12	0.000
SPA helps to identify your negative points	2.65	3.32	2.95	3.63	21.658 ^a	12	0.042
SPA makes the employees truthful and honest	3.57	3.71	3.32	4.75	13.535 ^a	6	0.035
SPA has strong contribution in your growth & development opportunity	2.72	2.61	2.59	3.13	12.737 ^a	12	0.388
SPA helps you to identify goals which you would like to achieve during this academic	4.24	3.71	3.68	3.69	55.533 ^a	9	0.000

Cross table analysis data pertaining to mean of different perceived out come of self performance appraisal across the different level of experience of employees reveals that SPA helps to fulfil your most important aims and tasks in the next score highest mean of 4.41 in the age of 31-40 years . similarly SPA is helpful for innovative thinking has score highest mean in the group of employees having 0-10 years of experience. Value of chi square test indicates that there is significant difference in the perceived outcome of SPA across the level of experience of the employees.

Table 7 ANOVA with Different Level of Experience

		Sum of Squares	df	Mean Square	F	Sig.
SPA helps to fulfill your most important aims and tasks in the next year	Between Groups	9.336	3	3.112	5.998	.001
	Within Groups	57.586	111	.519		
	Total	66.922	114			
SPA is helpful for innovative thinking	Between Groups	16.915	3	5.638	4.005	.009
	Within Groups	156.250	111	1.408		
	Total	173.165	114			
SPA helps Exceptionally for high level of achievement and Managerial excellence	Between Groups	1.679	3	.560	7.513	.000
	Within Groups	8.269	111	.074		
	Total	9.948	114			
SPA makes employees Respectfulness toward organisation and society	Between Groups	8.743	3	2.914	1.402	.246
	Within Groups	230.787	111	2.079		
	Total	239.530	114			
SPA bring positive Attitude towards other colleagues	Between Groups	15.977	3	5.326	5.567	.001
	Within Groups	106.196	111	.957		
	Total	122.174	114			
Seeing the benefits of SPA, I agree that your institute should have SPA	Between Groups	15.850	3	5.283	3.567	.016
	Within Groups	164.411	111	1.481		
	Total	180.261	114			
SPA provide job knowledge and competencies	Between Groups	26.675	3	8.892	5.307	.002
	Within Groups	185.986	111	1.676		
	Total	212.661	114			
SPA helps to improve your quality of work	Between Groups	13.002	3	4.334	1.937	.128
	Within Groups	248.389	111	2.238		
	Total	261.391	114			
SPA helps to identify your negative points	Between Groups	15.008	3	5.003	1.998	.118
	Within Groups	277.914	111	2.504		
	Total	292.922	114			
SPA makes the employees truthful and honest	Between Groups	21.631	3	7.210	2.864	.040
	Within Groups	279.464	111	2.518		
	Total	301.096	114			
SPA has strong contribution in your growth & development opportunity	Between Groups	3.347	3	1.116	.480	.697
	Within Groups	257.749	111	2.322		
	Total	261.096	114			
SPA helps you to identify goals which you would like to achieve during this academic year	Between Groups	8.164	3	2.721	2.933	.037
	Within Groups	102.967	111	.928		
	Total	111.130	114			

Source: Primary data (compiled from tabulated response)

It was hypothesised that mean of different outcomes of self performance appraisal does not differs significantly across the level of experience of the employees. To test the hypothesis one way ANOVA analysis was carried out with the help of SPSS software to assess the significance of mean difference of all the perceived outcome of self performance appraisal among different level of experience of respondents. We see from the table that the calculated value of F of the different outcome of self

performance appraisal is greater than the table value (2.70) at ($p < 0.05$) level of significance in all the cases except SPA makes employees Respectfulness toward organisation and society, SPA helps to improve your quality of work, SPA helps to identify your negative points, SPA has strong contribution in your growth & development opportunity. Therefore null hypothesis (H_0) is rejected indicating that there is significant difference in the mean of different perceived outcome self performance appraisal with different level of experience. However null hypothesis is rejected in the case of outcome like SPA makes employees Respectfulness toward organisation and society, SPA helps to improve your quality of work, SPA helps to identify your negative points, SPA has strong contribution in your growth & development opportunity and it is concluded that mean of different outcomes of self performance appraisal does not differs significantly across the level of experience of the employees.

Table 8 One Way ANOVA with Different Level of Education of Employees

		Sum of Squares	df	Mean Square	F	Sig.
SPA helps to fulfill your most important aims and tasks in the next year	Between Groups	0.643	1	0.643	1.096	0.297
	Within Groups	66.279	113	0.587		
	Total	66.922	114			
SPA is helpful for innovative thinking	Between Groups	2.069	1	2.069	1.366	0.245
	Within Groups	171.096	113	1.514		
	Total	173.165	114			
SPA helps Exceptionally for high level of achievement and Managerial excellence	Between Groups	0.727	1	0.727	8.912	0.003
	Within Groups	9.221	113	0.082		
	Total	9.948	114			
SPA makes employees Respectfulness toward organisation and society	Between Groups	0.669	1	0.669	0.317	0.575
	Within Groups	238.861	113	2.114		
	Total	239.530	114			
SPA bring positive Attitude towards other colleagues	Between Groups	4.959	1	4.959	4.780	0.031
	Within Groups	117.215	113	1.037		
	Total	122.174	114			
Seeing the benefits of SPA, I agree that your institute should have SPA	Between Groups	0.011	1	0.011	0.007	0.932
	Within Groups	180.249	113	1.595		
	Total	180.261	114			
SPA provide job knowledge and competencies	Between Groups	0.169	1	0.169	0.090	0.765
	Within Groups	212.492	113	1.880		
	Total	212.661	114			
SPA helps to improve your quality of work	Between Groups	0.245	1	0.245	0.106	0.745
	Within Groups	261.146	113	2.311		
	Total	261.391	114			
SPA helps to identify your negative points	Between Groups	0.002	1	0.002	0.001	0.979
	Within Groups	292.920	113	2.592		
	Total	292.922	114			
SPA makes the employees truthful and honest	Between Groups	2.864	1	2.864	1.085	0.300
	Within Groups	298.232	113	2.639		
	Total	301.096	114			
SPA has strong contribution in your growth & development opportunity	Between Groups	0.553	1	0.553	0.240	0.625
	Within Groups	260.542	113	2.306		
	Total	261.096	114			
SPA helps you to identify goals which you would like to achieve during this academic year	Between Groups	2.971	1	2.971	3.104	0.081
	Within Groups	108.159	113	0.957		
	Total	111.130	114			

Source: Primary data (compiled from tabulated response)

It was hypothesised that mean of different outcomes of self performance appraisal does not differ significantly across the educational level of employees. To test the hypothesis one way ANOVA analysis was carried out with the help of SPSS software to assess the significance of mean difference of all the factor of self performance appraisal outcome among different level of education of respondents. We see from the table that the calculated value of F of the different outcome of self performance appraisal is less than the table value (2.76) at ($p < 0.05$) level of significance in all the cases except SPA helps Exceptionally for high level of achievement and Managerial excellence, SPA bring positive Attitude towards other colleagues and SPA helps you to identify goals which you would like to achieve during this year. . Therefore null hypothesis (H_0) is accepted indicating that there is no significant difference in the mean of different perceived outcome self performance appraisal with different level of education. However null hypothesis is rejected in the care of outcome like SPA helps Exceptionally for high level of achievement and Managerial excellence, SPA bring positive Attitude towards other colleagues and SPA helps you to identify goals which you would like to achieve during this year.

Table 9: Your promotion, incentives and increments are provided based on SPA

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	5	4.347826	4.347826	4.347826
No	2	1.73913	1.73913	6.086957
Don't Know	108	93.91304	93.91304	100.0
Total	55	100.0	100.0	

Source: Primary data (compiled from tabulated response)

It is observed from Table 9 that the majority of the respondents 93.91, do not know that their promotion, incentives and increments are provided based on their self performance appraisal.

Table 10: Do you agree that your institute should have SPA

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	19	16.4	16.4	16.4
Don't Know	96	83.6	83.6	100.0
Total	115	100.0	100.0	

Source: Primary data (compiled from tabulated response)

Research shows low correlations between self-ratings and all other sources of ratings, particularly supervisor ratings. The self-ratings tend to be consistently higher. This discrepancy can lead to defensiveness and alienation if supervisors do not use good feedback skills. Table 11 informs that 83.6% of respondents expressed that that they don't know whether their organisation should have self performance appraisal.

Conclusion

Every organisation should have a self appraisal system where the individuals give their own ratings so that the evaluation interview is likely to result in a more realistic rating and a greater acceptance of the final rating by both appraisers. It is very important tool which would benefit both the organization and as well as the employee. It helps the organization in many ways such as motivating employees, evaluating the performance of employees, for conducting training programs, as a feedback about the organization, as a powerful tool of retention of employees and preventing attrition and moreover an employee get confidence in his work and he himself compare the appraisers appraisal and his self evaluation and status of his own performance and most importantly provides a path of career growth and development. Self Performance practices are feasible for every company because there is no involvement of much time and cost involved to make the process a success. It was found that the majority of the respondents The management should give feedback about self prepared evaluation. Otherwise there is no meaning of following this system. Even the employees do not know whether the promotion, incentives and increments provided are based on self prepared evaluation or not. So the employees should get information and feedback about his self performance appraisal.

This research paper tells that also, employees need to take this seriously to move up the corporate ladder, to build a successful career for themselves. They need to have faith in their organization in the first place. In the contemporary organizations regarding self performance appraisal system, it is an important instrument for motivating and improving the quality of employee's performance. From this project it is concluded that self performance evaluation is accompanied with the employees' participation from the first stage of appraisal process meets the objectives of appraisal system. Participatory performance appraisal is also an essential component of a fair and ethical evaluation of an employee's performance. When employees feel that the appraisal process is conducted on objective basis, it provides specific direction for employees' future growth and development in their respective field of work. If the indication of measurement for evaluation is correctly identified it would provide more meaning in the process of evaluation. Employees can improve their quality of work only through the results of the evaluation and any study on evaluation should be carried out on a continuous basis.

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Marketing Efficiency of Anthurium Cut Flowers in India: An Analysis

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Abstract

The significantly progressing floriculture industry in India since the last two decades has brought about structural changes by replacing traditional flower with commercial cut flower which necessitates quality improvement and diversification of the flower crops. This led to the introduction of foreign variety of Anthurium flower in the country, especially in the geographically isolated states of North East. Due to its long lasting nature and the increasing demand for export and domestic consumption, anthurium cultivation and its marketing proved itself to be lucrative business venture. Attempt is made to analyze the efficiency of the existing marketing channels of anthurium cut flower in the country using Mizoram as case which contribute almost half of the total production during 2012-13. It was observed that, though limited in demand, the channel showing the marketing through the local retailers is most efficient followed by Kolkata which have direct and regular air connection. It was also found that marketing cost is directly proportional to the distance and the number of transit stops to reach market destinations.

Keyword: Market Channel, Efficiency, Marketing Cost.

Introduction

Floriculture is a fast emerging competitive industry and cultivation of flowers for commercial purposes is common to many countries. It has become one of the high value agricultural industries in many countries of the world (Taj, et.al, 2013). Globally, more than 145 countries are involved in the cultivation of ornamental crops and the area under these crops is increasing steadily (Bhattacharjee and De, 2003). It identifies itself to be a sector experiencing rapid change and its trading volume worldwide being increased year after year. The annual global consumption of cut flower and its products have been estimated to be over 40 billion US dollars (Sud and Kumar, 2008). The progresses in production and trading of flower across the world have necessitated the emergence of technologies to enhance the economy of its cultivation, marketing and storage. This has resulted in the introduction of new techniques and technologies from the production process till it reach the stage of final consumption (Ozkan et al, 1997; Sayin 2003; Boran 2008). Though the demand for cut flowers have been increasing across the world year by year, the developing countries could not leverage this opportunity due to lack of internationally acceptable technical know-how, standardized methods of growing, harvesting and efficient marketing network (Omar, et. al, 2014).

Flowers occupy an important place in Indian society, often symbolic of beauty, love and tranquillity (Gajanana and Sudha, 2006). In recent years, commercial cultivation of cut flowers such as rose, anthurium, lilies, orchids, carnation, gladiolus, etc. has become popular. The growth performance of floriculture industry in India is characterised by a slow growth of traditional form of production with vibrant and highly growing cut flower production (Reddy, 2006). Economic liberalization in the early 1990s had changed the scenario by transforming the unorganised market into organised one with the active

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participation of corporate giants. This has further the scope of floriculture for expansion and its diversification. The total production of loose flower increased at compound annual growth rate (CAGR) of 8.87 percent from 233000 MT in 1993-94 to 1031000 MT in 2010-11; while production of cut flower has increased from 555 million in 1993-94 to 69027 millions in 2010-11 with a CAGR of 27.96 percent. At the same time, the area coming under flower cultivation has increased consistently from 53000 hectares in 1993-94 to 191000 hectares in 2010-11 with CAGR of 7.26 percent.

India has earned significant amount of foreign exchange from the export of flowers and the major buyer countries of India's flower are the United States, Germany, the Netherlands, the United Kingdom, Japan, Canada, United Arab Emirates, Italy and Australia. As per the record of DGCIS the value of India's export to these countries amounted to Rs.25,551 lakhs in 2011-12. Karnataka, Tamil Nadu, Andhra Pradesh, Maharashtra, Delhi, Haryana and West Bengal are the major flower producing states of India (Majumdar and Lahiri, 2012).

The major flower crops cultivated in India included roses, carnation, orchids, gerbera, gladiolus and chrysanthemum; cultivation of anthurium has become promising venture only since recently. Anthurium (*Anthurium andreaeanum*) belongs to the family of Araceae and originated from South America. The hybrid varieties being cultivated in India are mainly imported from the Netherlands. Since it is long lasting flower (NCAEP, 2010), anthurium flower can be transported to distant market destinations without much loss of quality, and thereby, enabling opportunity for the entry of geographically isolated hill states of North Eastern India. As per the record of National Horticulture Board (NHB, 2013), the country's production of anthurium cut flower during 2012-13 was 320270 MT and more than 97 percent of this quantity was contributed by the North Eastern states. The five anthurium producing states with their percentage contribution in the total production of the country during 2012-13 are Mizoram (44.11 percent), Arunachal Pradesh (36.22 percent), Nagaland (15.99 percent), Karnataka (2.28 percent) and Sikkim (1.41 percent). Since the North Eastern states, which are yet to explore the benefit of exporting its agro-horticultural products, have good potential for expanding their production of anthurium cut flowers, examining the efficiency of various marketing channels would have significant relevance to identify issues to be addressed for future development of the floriculture industry in the region, anthurium flower in particular.

Materials and Methods

a) Data Source

Mizoram state appears to be the biggest producer state of anthurium cut flower by contributing nearly half of the country's total production (44.11 percent) during 2012-13. Marketing patterns of anthurium flower in Mizoram would be a significant representative for India as a whole. Thus, in this study, it is decided to cover the state of Mizoram only. Accordingly, attempt would be made to examine the marketing of anthurium flower through various channels within and outside Mizoram and examine the relative efficiencies of these channels. Data used in this study are obtained from three broad data sources. First, 68 purposively identified growers who provided the broad base for the assessment of primary level information of the study. Second, the records of existing marketing institutions serve as the basis for calculation of the basic information in respect to marketing cost, cost margins and price spreads along the various channels. It may be noted that there are three major institutions that are engaged in anthurium flower marketing in Mizoram, namely, Zopar Export Private Limited (ZEP), Zo-Anthurium Growers Society (ZAGS) and Anthurium Growers Society of Kolasib (AGSK). Third, retail prices and costs were obtained from the interview of retailers operating in Aizawl and main market destinations outside the state like Kolkata, Mumbai, Delhi, Bangalore and Guwahati.

b) Analytical Procedure

The main parameters adopted in this study are price spread, producer's share in the consumer price (or final price) and marketing efficiency. Price spread is basically the difference between the price paid by the consumer and the price received by the producers. Larger price spread indicates larger marketing cost and thus, inefficient market situation. At the same time, producers share in the consumer price is simply the producer's price as a percentage of retail prices. The level of marketing efficiency is directly related to the magnitude of producer's share in the consumer price. The Modified Marketing Efficiency (MME) as suggested by Acharya (1999) is adopted as an index of marketing efficiency. This measure has been frequently used in empirical research on marketing efficiencies, Omar et. al (2014), Dastagiri, et. al (2013), NCAEP (2010), Kakati and Borah (2011), etc. It is defined as $MME = FP / (MC + MM)$, where FP is the net price received by farmers, MC is the total marketing cost and MM is the total marketing margins.

Marketing Channels

Table-1 presents the marketing channel of anthurium cut flowers in Mizoram. Marketing channels are the routes through which anthurium flowers move from the producers to the consumers. Channel-1 comprises of producers, marketing agencies (institutions) and retailers in major cities. Marketing agencies accounted in this channel are as follows. First, a Bangalore based Zopar Exports Private Ltd. (ZEP) which is involved in marketing of flowers in the domestic and export markets. ZEP delivered the flowers it purchased from Mizoram to retailers in major cities like Delhi, Kolkata, Mumbai and Delhi. Thus, channel-1 shows four major sub-channels reaching these major cities with varying degree of marketing costs depending on air freight charges. Second, Zo-Anthurium Growers Society (ZAGS) which mainly sold the flowers it collected from its member through auction in the national capital region of Delhi.

The main actor in Channel-2 is the Anthurium Growers Society of Kolasib (AGSK), Kolasib is the capital of Kolasib District. This society procured flowers from its member and sold the quantity through the Guwahati based retail-cum-wholesale agency named Milan Enterprises in Guwahati and other areas of Assam. Channel-3 primarily indicates selling the flowers in the local market through local retailers. The producers themselves are sometimes also acting as retailers by selling their produce directly to the consumers. The field study observed the increasing local demand for anthurium cut flower mainly for church decorations, festivals, wedding, etc, thereby, showing channel-3 gaining importance year by year.

Table-1: Marketing Channel of Anthurium Cut Flowers in Mizoram

Sl. No.	Particulars	Supply Chain
1	Channel-1	Producer - Marketing agencies - Retailers in Major Cities
2	Channel-2	Producer - AGSK – Milan Enterprise in Guwahati
3	Channel-3	Producer – Retailer – Local Consumer

Source: Field Survey January-June 2014

The field survey found that more than 66.18 percent of the growers said they sold their products through Channel-1. At the same time, 17.64 percent sold through Channel-2, while 25 percent disposed their products through Channel-3. Table-2 shows that Channel-1 occupies dominant position by contributing more than half (56.67 percent) of the total monthly market arrival (quantity sold in the market) followed by Channel-3 while the contribution of Channel-2 is the lowest.

Table-2: Estimated Monthly quantity of Cut Anthurium Flowers disposed through the three major Marketing Channels in Mizoram

Channels	No. of Farmers	Estd. No. Cut Flower	Percent
Channel-1	45	36626	56.67
Channel-2	12	11964	18.51
Channel-3	17	16040	24.82
Total		64630	100

Source: Field Survey January - June 2104

Cost Estimation

The average estimated marketing cost of anthurium cut flowers borne by the producers and marketing agencies in different destinations are presented in Table 3. Since the respondent farmers are unable to give reliable estimates on the expenditure incurred in the process of marketing their produce, it was decided to adopt the estimates of marketing cost at the producer level made by the research study of National Centre for Agricultural Economics and Policy Research (NCAEPR, 2010). According to NCAEPR (2010) estimate, the average marketing cost borne by the growers/producer of anthurium turned out to be Re.0.80 per stem which is distributed over different activities of cleaning & sorting, packing material, processing loss and transportation in the ratio of 70:10:17.50:2.50 respectively. It is, further, assumed that the same cost has been incurred, explicitly or implicitly, by all farmers.

Table-3: Average Marketing Cost of Anthurium flowers in various channels and destinations

Channels	Destinations	Marketing Cost (Rs/stem)			Marketing Cost (%)		
		Producers	Agency	Total	Producers	Agency	Total
Channel-1	Kolkata	0.80	10.24	11.04	7.25	92.75	100
	Bangalore	0.80	15.84	16.64	4.81	95.19	100
	Mumbai	0.80	15.84	16.64	4.81	95.19	100
	Delhi	0.80	15.04	15.84	5.05	94.95	100
Channel-2	Guwahati	3.97	1.91	5.88	67.52	32.48	100
Channel-3	Local Retailer	0.80	0.00	0.80	100	0.00	100

Source: NCAE&PR, 2010 and Field Survey January-June 2014

The total marketing cost turned out to be highest in Channel-1 in the destination of Bangalore and Mumbai followed by Delhi, while it is lowest in case of Channel-3 followed by Channel-2 in Guwahati. It is, thus, clear that the total marketing cost is directly related to the distance the commodity has to travel to reach its destinations. The stakeholders in Channel-1 have to transport their goods through airlines by paying necessary air freight charge, while Maxi Cab and Bus service remains the means of

transportation in Channel-2. In addition, marketing the commodity through channel-3 does not require packing expenses, which is estimated to be Rs.2.74 per stem in other channels. The total airfreight charges to each of the destinations in Channel-1 are estimated to be Rs.5.59, Rs.11.59, Rs.11.59 and Rs.10.39 per stem in Kolkata, Bangalore, Mumbai and Delhi respectively. Another peculiar feature of marketing cost is that the producer has to meet packing expenditure, not by the facilitating agency, in case of Channel-2, and accordingly, the marketing expenditure of the producer is relatively high (Rs.3.97 per stem) in this case. Further, the average total marketing cost at the retailer levels in different markets is estimated to be Rs.1.91 which is divided into 5 cases as sorting (4.19 percent), spoilage (74.35 percent), transportation (18.85 percent), carrying charge (2.09 percent) and loading/unloading (0.52 percent).

Price Structure

Table-4 presents the anthurium prices in different marketing stages. Farm gate price turned out to be lower than wholesale prices in all the channels implicating the cost that has to be incurred by the farmers to reach the immediate buyers (or agencies), which would in turn purchase the commodity at the wholesale rates. The difference between farm gate price and wholesale price may be taken as marketing cost (MC) incurred by the farmers. Significant amount of marketing cost is observed in case of channel-2 due to the fact that the producers have to meet packaging expenses, which was borne by the marketing agencies in case of Channel-1. Of the five cities of flower market Bangalore fetch the highest retail price followed by Mumbai, while retail prices is lowest in Aizawl followed by Guwahati.

Table-4: Structure of Anthurium Prices in different markets (Rs. per stem)

Sl. No	Channels/Prices	Price
1	Channel-1 (Marketing through ZEP & ZAGS)	
	Farm Gate Price	10.1
	Wholesale Price of producers (inclusive of MC)	10.9
2	Channel-2 (Marketing through Milan Enterprise)	
	Farm Gate Price	6.9
	Wholesale Price of producers (inclusive of MC)	10.9
3	Channel-3 (Marketing through local retailers)	
	Farm Gate Price	8.7
	Wholesale Price (inclusive of MC)	9.5
4	Retail Prices in Major Market Destinations	
	Kolkata	25.5
	Bangalore	35.0
	Mumbai	34.7
	Delhi	33.3
	Guwahati	20.0
	Aizawl	11.5

Source: Field Survey Jan-June 2014

In Table-5 is presented the estimated producer share in the consumer price (PF) in different channels on the five market destinations. The degree of marketing efficiency is directly related to the producer share in the consumer rupee. So, higher value of PF usually indicates higher degree of marketing efficiency. Table-4 showed that, on the average, the producer's share in the final price of anthurium produced in Mizoram turned out to be 39.69 percent. Producer share in the final price (PF) turned out to be highest (75.65 percent) in Channel-3 followed by Kolkata (39.61 percent), while it is lowest in case of Bangalore (28.86 percent). This has suggested availability of regular and direct means of communication having direct impact on the producers' share in the consumer price. Excluding the local market, the destinations which is easily accessible to the production area is Kolkata which is connected by daily flight service with a distance of less than 1 hour flight. Given the hilly terrain of the state, the safest way of transporting the flower should be air transport.

Table-5: Producers' in the Consumer Price

Sl. No	Destinations	Percent
1	Channel - 1 (Marketing through ZEP & ZAGS)	
	Kolkata	39.61
	Bangalore	28.86
	Mumbai	29.09
	Delhi	30.30
2	Channel - 2 (Guwahati)	34.65
3	Channel-3 (through local retailers)	75.65
	Overall Average	39.69

Source: Field Survey Jan-June 2014

Marketing Efficiency

On the basis of the various estimates made in the preceding analysis on marketing cost, prices, etc, the index of marketing efficiency has been calculated to different marketing channels and destinations. It is presented in Table-6. Of all the marketing destinations of anthurium cut flowers produced by the state, local market (channel-3) shows the highest degree of marketing efficiency, while it is lowest in the farthest destinations of Bangalore and Mumbai in Channel-1. Thus, the producers get high benefit with the reduction of interface with marketing intermediaries and direct marketing (Jyothi and Raju, 2003; Khusk and Lashari, 2003). However, channel-1, though showing high degree of marketing efficiency, is driven by local demand only which may be very limited given the small population size of the state to accommodate the increasing market arrivals. Thus, the channels of interest should have been markets outside the state.

Marketing of this flowers in the main market destinations outside the state have shown varying degree of efficiency. As there is a high possibility of transit loss while transporting the perishable commodities, the availability of direct transportation arrangements to the destination should be one of the basic determinants of marketing efficiency. This is observed in case of anthurium marketing in Mizoram where Kolkata shows the highest degree of efficiency followed by Guwahati. While Mizoram has regular daily direct flight service to Kolkata, there is regular Maxi Cab service and daily flight to Guwahati. At the same time, marketing of flower to other destinations of Delhi, Mumbai and Bangalore involve transit via Kolkata, thereby, showing lower degree of efficiency despite the comparatively high realized retail prices in these cities.

Table-6: Measurement of Marketing Efficiencies for Various Channels of Anthurium Flower Market in Mizoram

Sl. No.	Particulars	Unit	Ch-1				Ch-2	Ch-3
			Kolkata	Bangalore	Mumbai	Delhi	Guwahati	Aizawl
1	Retailer selling price (RP)	Rs/stem	25.5	35	34.72	33.33	20	11.5
2	Total marketing cost (MC)	Rs/stem	11.04	16.64	16.64	15.84	5.88	0.8
3	Total market margin (MM)	Rs/stem	4.36	8.26	7.98	7.39	7.19	2.0
4	Price received by farmers (FP)	Rs/stem	10.1	10.1	10.1	10.1	6.93	8.7
5	Value added or Price Spread (1-4)	Rs/stem	15.4	24.9	24.62	23.23	13.07	2.8
	Marketing Efficiency (MME) [4/(2+3)]	Ratio	0.66	0.41	0.41	0.43	0.53	3.11

Source: NCAE&PR, 2010 and Field Survey January-June 2014

Conclusion

It may be noted that the main problem of the farmers of perishable commodities in the geographically landlocked state of Mizoram remains lack of marketing opportunities which fetch remunerative producer's price. As against this, growers of anthurium flowers are not found to have facing any problem worth mentioning in marketing their products because there is tremendous opportunities in the domestic as well as export markets in addition to the local consumption demand. Moreover, there are well established institutions (like ZEP, ZAGS, etc) to accommodate and facilitate marketing of anthurium cut flowers. Thus, one may conclude that the existing environment is facilitative of producing more quantities of anthurium cut flowers. However, as noted earlier, marketing efficiency is directly related to the availability of regular direct air connectivity. Due to inadequate direct air link with rest of the world, the farmers could not leverage the lucrative prices prevailed in other part of the country as well as in the export market. To sum up, direct air connection to all major cities of the country at least once a week would be the immediate requirement to enhance the marketing efficiency in which producers get the maximum benefit; while investment in post harvest management in the areas of value addition and cold chain would be of crucial importance for the long term sustainability of the industry.

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Factors Affecting Adoption of Internet Banking: An Empirical Study of Gujarat

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Abstract:

Banking is a highly information-intensive industry. Customers demand accurate information regarding their accounts and this information need to be easily accessible. As a result information technology is extensively used in the collection, processing and output of information to users and customers. Internet banking (E-banking) involves consumers using the Internet to access their bank account and to undertake banking transactions. This paper analyses the factors affecting adoption of internet banking in Gujarat. Primary data has been collected through well-designed questionnaire and secondary data has been collected from internet, magazines. The data has been analyzed using statistical tests including Chi-square test, Anova and Co-relation-Regression. The paper concluded about the most preferred use of internet banking is for Bill Payment, Ticket booking and Account summary followed by the online shopping and fund transfer. The least use of internet banking in area of Insurance & Tax payment.

Key Words: E- Banking, Banking Transactions

Introduction

Internet Banking refers to the system that enables bank customers to access account and general information on bank products and services through personal computer (PC) or other intelligent device. Internet banking, both as a medium of delivery of banking services and as a strategic tool for business development, has gained wide acceptance internationally and is fast catching up in India with more and more banks entering the fray. India can be said to be on the threshold of a major banking revolution with net banking having already been unveiled.

Literature Review

Rajesh Kumar Srivastava (2007) revealed that inhibitory factors like trust, gender, education, culture, religion, security, and price can have minimal effect on consumer mindset towards internet banking. This study reveals that the perception of the consumers can be changed by awareness program, upgraded skills friendly usage, less charges, proper security, and the best response to the services offered.

Waleed Al-Ghaith, Louis Sanzogni and Kuldeep Sandhu (2010) found that the Perceived Complexity was found to be the most significantly related factor affecting e-service adoption in Saudi Arabia, followed in turn by Privacy and Compatibility. Quality of the Internet and its relative advantage also had a notable affect on e-service usage and adoption in Saudi Arabia. Gender also played a significant role among participants regarding the adoption of e-service and it is found that Saudi women are more likely to adopt the e-service rather than Saudi men in their research.

Wadie Nasri (2010) show that the perceived convenience, perceived risk, perceived security and prior internet knowledge all have significant effects on behavioral intention to use online banking. The results of the model tested clearly that use of internet banking in Tunisia is influenced most strongly by convenience, risk, security and prior internet knowledge. Only information on online banking did not affect intention to use internet banking service in Tunisia. The results also proposed that demographic

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factors impact significantly internet banking behavior, specifically, occupation and instruction. Finally, this paper suggests that an understanding of the factors allow bank managers to direct efforts and resources in the most effective and efficient way to increase bank business in the long run and encourage their bank customers' to adopt Internet banking and develop appropriate strategies to attract new customers to use Internet banking services .

Rudi Hoppe, Paul Newman and Pauline Mugera (2011) analyzed that perceptions of relative advantage, compatibility and risk regarding internet use were found to influence the intention to adopt these services. There were 3 notable relationships in the results. Firstly, complexity was not found to be a significant factor in Singapore, whereas it was in this study. In addition to this, Government support and banking needs were found to be factors in Singapore, but neither was found to be significant from the SA results.

Rahmath Safeena, Hema Date and Abdullah Kammani (2011) conducted a research to analyze Indian Consumer's perspective. The study stated that perceived usefulness and perceived ease of use have positive effect on the use of Internet Banking and perceived risk has negative effect on the use of internet banking. The results of the regression analysis conducted on the factors indicate that perceived risk, perceived usefulness and perceived ease of use on online banking were found to be the most influential factors. The result shows that perceived risk is negatively related.

Objectives of Study:

- 1.To analyze the perception of bank consumers for most preferred purpose & benefits of use of Internet Banking.
2. To study the relationship between demographic factors and Internet banking adoption.
3. To analyze the impact of factors that affects decision of Internet Banking adoption.

Research Methodology:

Primary data has been collected through the survey method. Also secondary data has been collected through internet, magazines etc. Research Design is Descriptive in nature. The sampling method is non-probability, convenient sampling.300 respondents were approached and interviewed. Chi-Square is used for analyzing the relationship between demographic variables and factors affecting internet banking..The purpose of using Internet Banking as a dependent variable and Age group, Qualification & Occupation as independent variable. Correlation is used for testing the relationship between different variables. To check the impact of factors that affect Internet Banking adoption Multiple Regression is used.

Data Analysis :

- 1.There is no significant relationship between Age group and Place of Using Internet banking.

Table No. 1. Descriptive Statistics

Particular	N	Mean	Std. Deviation	Minimum	Maximum
AGE GROUP	300	3.037	1.431	1	5
PLACE	300	3.267	2.283	1	6

Table No. 2. Test Statistics

Particular	PLACE	AGE GROUP
Chi-Square	198.433	3.033
Df	4	4
Asymp. Sig.	0.55	0.552

The p-value is 0.552 is higher than generally accepted level of 0.05 i.e. 5% significant level. Hence the null hypothesis fails to reject. In other words, there is no relationship between the Age group and Place of using Internet banking. Cross tabulation also shows that younger age group ((19-23, 24-26 & 27-30) preferred to access internet banking at home. Older age people (31-44 & 45-53) mostly access Internet banking from multiple places than the younger age group.

2. There is no significant relationship between qualification and Place of Using of Internet banking.

Table No. 3. Descriptive Statistics

Particular	N	Mean	Std. Deviation	Minimum	Maximum
QUALIFICATION	300	3.5133	1.0033	1	5
PLACE	300	3.2667	2.2832	1	6

Table No. 4. Test Statistics

PARTICULAR	QUALIFICATON	PLACE
Chi-Square	155.5	198.433
df	4	4
Asymp. Sig.	0.801	0.801

The p-value is 0.801 is much higher than generally accepted level of 0.05 i.e. 5% significant level. Hence the null hypothesis is fails to reject. In other words, there is no relationship between the Qualification and Place of using Internet banking.

3. There is no significant relationship between occupation and Place of Using of Internet banking.

Table No. 5. Descriptive Statistics

Mean	Std. Deviation	Minimum	Maximum
2.1767	1.1119	1	5
3.2667	2.2832	1	6

Table No. 6 Test Statistics

	OCCUPATION	PLACE
Chi-Square	300.347	198.433
Df	3	4
Asymp. Sig.	0	0

The p-value is 0.000 is much lower than generally accepted level of .05 i.e. 5% significant level. Hence the null hypothesis is rejected. In other words, there is relationship between the Occupation & Place of using Internet banking. As we can see in Cross tabulation that the figure shows that (41%) salaried person preferred to access their accounts at home and (47%) preferred from multiple places. Whereas the businessmen preferred to use internet banking at the job place.

4. There is no significant relationship between Age group and Internet Banking Adoption.

Table No. 7. Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
AGE GROUP	300	3.0367	1.4314	1	5
PURPOSE	300	3.83	2.1856	1	8

Table No. 8. Test Statistics

	AGE GROUP	PURPOSE
Chi-Square	3.033	64.32
df	4	7
Asymp. Sig.	0.552	0

The p-value is 0.552 is higher than generally accepted level of 0.05 i.e. 5% significant level. Hence the null hypothesis is fails to reject. In other words, there no is relationship between the Age group & Internet banking adoption. As we can see in cross tabulation that, younger age group and older age group's accessibility is more on daily, weekly and monthly bases. This shows that both age groups have more frequency of accessing internet banking.

5. There is no significant relationship between Qualification and Internet Banking Adoption.

Table No. 9. Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
QUALIFICATION	300	3.5133	1.0033	1	5
PURPOSE	300	3.83	2.1856	1	8

Table No. 10. Test Statistics

	QUALIFICATION	PURPOSE
Chi-Square	155.5	64.32
df	4	7
Asymp. Sig.	0.00	0.00

The p-value is 0.000 is much lower than generally accepted level of 0.05 i.e. 5% significant level. Hence the null hypothesis is rejected. In other words, there is relationship between the Qualification & Internet banking adoption.

6. There is no significant relationship between Occupation and Internet Banking Adoption.

Table No. 11. Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
OCCUPATION	300	2.1767	1.1119	1	5
PURPOSE	300	3.83	2.1856	1	8

Table No. 12. Test Statistics

	OCCUPATION	PURPOSE
Chi-Square	300.34	64.32
df	3	7
Asymp. Sig.	0.02	0.02

The p-value is 0.002 is lower than generally accepted level of 0.05 i.e. 5% significant level. Hence the null hypothesis is rejected. In other words, there is relationship between the Occupation & Internet banking adoption. As we can see in cross tabulation that, salaried person groups' accessibility of Internet Banking is more on weekly i.e. 51% and 23% on daily & monthly bases. Whereas other groups like businessman, self – employed & industrialist access Internet Banking on the monthly & yearly bases.

7. There is no significance relationship between age group and Intensity to Internet Banking.

Table No. 13. Descriptive Statistics

	Mean	Std. Deviation	N
AGE GROUP	3.0367	1.4314	300
NO ACCESS	2.17	0.9003	300

Table No. 14. Correlations

		AGE GROUP	NO ACCESS
AGE GROUP	Pearson Correlation	1	0.239
	Sig. (2-tailed)		0.17
	N	300	300
NO ACCESS	Pearson Correlation	0.239	1
	Sig. (2-tailed)	0.17	
	N	300	300

Since the p-value here is 0.017 is less than the 0.05 level of significance the null hypothesis is rejected. Thus, there is a significant correlation between Age group and Attitude towards Internet Banking Adoption. Also it can be seen from the Pearson Correlation figure i.e. 0.239 that there is low correlation between the two variables. From data we can interpret that the younger group i.e. 74% respondent has a low attitude towards Internet Banking Adoption as the older age group i.e. out of respondents 32% positive toward Internet Banking.

8. There is significant relationship between qualification and Intensity of Internet Banking.

Table No. 15. Descriptive Statistics

	Mean	Std. Deviation	N
QUALIFICATION	3.5133	1.0033	300
NO ACCESS	2.17	0.9003	300

Table No. 16. Correlation

		QUALIFICATION	NO ACCESS
QUALIFICATION	Pearson Correlation	1	0.187
	Sig. (2-tailed)		0.62
	N	300	300
NO ACCESS	Pearson Correlation	0.187	1
	Sig. (2-tailed)	0.62	
	N	300	300

Since the p-value here is 0.062 is higher than the 0.05 level of significance the null hypothesis is accepted. Thus, there is a no significant correlation between Qualification and Attitude towards Internet Banking Adoption.

9. There is significant relationship between occupation and Intensity of Internet Banking.

Table No. 17. Descriptive Statistics

	Mean	Std. Deviation	N
OCCUPATION	2.1767	1.1119	300
NO ACCESS	2.17	0.9003	300

Table No. 18. Correlation

		OCCUPATION	NO.ACCESS
OCCUPATION	Pearson Correlation	1	-0.298
	Sig. (2-tailed)		0.03
	N	300	300
NO ACCESS	Pearson Correlation	-0.298	1
	Sig. (2-tailed)	0.03	
	N	300	300

Since the p-value here is 0.003 is much less than the 0.05 level of significance the null hypothesis is rejected. Thus, there is a significant correlation between Occupation and Attitude towards Internet Banking Adoption. Also it can be seen from the Pearson Correlation figure i.e. -0.298 that there is negative correlation between the two variables. From the data we can interpret that there is no difference in the score at a low educational level(10thPass) but changes can seen at the graduation level i.e. 42% on the moderate side and 39% on the negative side of Internet Banking Adoption.

Table No. 19. Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.921	0.903		3.237	0.002		
PEU	-0.049	0.062	-0.101	-0.794	0.429	0.547	1.827
PU	-0.036	0.044	-0.104	-0.821	0.414	0.560	1.786
RA	-0.071	0.050	-0.150	-1.421	0.159	0.800	1.251
SE	0.065	0.029	0.233	2.245	0.027	0.831	1.203
TR	-0.135	0.052	-0.264	-2.568	0.012	0.846	1.182
PC	-0.002	0.035	-0.006	-0.046	0.964	0.576	1.735
C	0.047	0.032	0.153	1.483	0.142	0.839	1.191

Although the sum of the squares (49.02) is lesser than the residual sum of the squares (193.30), the value of the F was found significance at 0.01 levels. The result of linear regression analysis indicates that Perceived credibility has a maximum impact on internet banking adoption, followed by Perceived Ease of Use; Perceived Usefulness was found to be second most significantly related factor affecting the Internet Banking adoption. Complexity, Self-efficacy, & Trialability found to be not much notable impact on the Internet Banking Adoption as figure shows in table i.e.0.142, 0.027 & 0.012 respectively.

Conclusion:

The analysis reveals that the most preferred use of internet banking found in area of Bill payment, Ticket booking and Account summary followed by the online shopping and fund transfer. The least use of internet banking is in area of Insurance & Tax payment. Internet Banking found to be more beneficial in terms of Time saving and followed by the Easy accessibility of Internet Banking. There is no significance relation between the Age group and Place of using Internet banking as a younger group and the older age group access from the multiple places. The result of Chi square is that, there is a no relationship between the Qualification and place of using Internet banking. There is change in place of using internet Banking with the change in occupation i.e. salaried person preferred to access their accounts at home & multiple places. Whereas the businessmen preferred to use internet banking at the job place. There is change in place of using internet banking with the change in occupation i.e. salaried person preferred to access their accounts at home & multiple places. Whereas the businessmen

preferred to use internet banking at the job place.

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